# EXHIBIT A
## PROPOSAL AS SUBMITTED BY CONTRACTOR AND ACCEPTED BY THE CITY

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O'BRIEN'S
Community & Organization Resilience

# Letter of Transmittal

November 9, 2011

**City of Stuart**
Purchasing Division
121 SW Flagler Ave.
Stuart, FL 34994

**Re: RFP # 2011-103 – Debris Monitoring Services**

Dear Evaluation Committee,

**O'Brien's Response Management Inc.** (O'Brien's) is pleased to present the enclosed proposal to provide disaster debris monitoring services to the City of Stuart. We are confident that you will find O'Brien's to be among the best qualified firms in the nation to provide the City with these vital services. Our extensive debris monitoring experience and deep understanding of the FEMA Public Assistance and FHWA Emergency Relief programs allows us to offer unparalleled levels of technical assistance with all disaster preparedness, response and recovery challenges – particularly those associated with debris removal.

O'Brien's has substantial experience providing debris monitoring and federal recovery program management services on large and complex projects throughout the United States. We are highly qualified to provide professional disaster management and debris monitoring services for many reasons, among them:

- **Rapid Response Guarantee:** With established offices in Florida (Fort Lauderdale), Louisiana, Texas, Alabama, New Jersey, Alaska and California, staffed with experienced and trained disaster recovery and debris management professionals, and equipped with rapid response Mobile Command Posts, we can assure the City that our project management team will be on site, operational and ready to begin damage assessments, Emergency Operations Center support and initial debris clearance monitoring functions within 24 hours of notification.
- **Proven Success and Ability:** O'Brien's has successfully completed many large and complex debris monitoring projects in Florida, Louisiana, Massachusetts, North Carolina, Kentucky, Oklahoma, Arkansas and Georgia, several of which were statewide projects involving the removal of over one-million cubic yards of storm debris. In total, our firm has successfully provided FEMA-compliant monitoring for the removal of over 30 million cubic yards of storm debris, with consistently high levels of federal reimbursement received by our clients for their debris removal and monitoring costs.
- **Expertise in Federal Funding Programs:** Few companies can cite our experience with FEMA and FHWA disaster recovery funding programs. As the primary disaster recovery and federal grants management consultant to both the Florida Division of Emergency Management and the Florida Department of Transportation, we assisted over one thousand Public Assistance applicants with their federal grants and provided the State of Florida with a team of debris management experts. Our permanent staff of professional consultants has extensive experience with the complexities and nuances of federal funding guidelines, requirements and eligibility rules and has prepared hundreds of FEMA claims with the goal of maximizing reimbursements to disaster affected communities. We have also provided training and planning services to many large state agencies and local government entities.

- **Innovative Approach:** Our extensive experience allows us to offer many innovative and creative services designed to expedite debris removal, mitigate safety concerns, track and report damages, respond to local citizen concerns, maintain strict project quality control and maximize federal reimbursements through full compliance with federal contracting, documentation, environmental and operational requirements.
- **Commitment to Quality and Integrity:** We believe that the best way to ensure that our clients receive consistently high levels of service is to cultivate within our firm a dedication to the pursuit of excellence, accountability and integrity and we remain constantly vigilant for opportunities to improve performance. Our refined debris monitoring Quality Control and Assurance Program is designed to guarantee project success and client satisfaction.
- **Local Hiring Program:** Because we understand that disasters also impose economic hardships on communities, O'Brien's is committed to hiring as many local personnel as possible on our projects, to both minimize travel expenses and to spread employment opportunities locally. We are also dedicated to diversity and minority opportunity - within our company as well as on temporary projects.

O'Brien's fully qualified and prepared to provide the services which The City of Stuart is seeking and we look forward to further discussing the City's disaster management and debris monitoring needs and to tailoring a project approach that conforms completely to its specific requirements and expectations.

I am authorized to bind the firm contractually and will serve as the contact for technical clarifications regarding our proposal and any subsequent contract negotiations. Should you have any questions, require additional information or wish to schedule a meeting with us, please contact me.

Sincerely,

**Steve Branham**

Executive Vice President, Government Services
Rear Admiral (Retired), United States Coast Guard

O'BRIEN'S
RESPONSE MANAGEMENT
2200 Eller Drive
Fort Lauderdale, FL 33316
(954) 627-5296 – Direct Office Line
(954) 523-2200 – Office Front Desk
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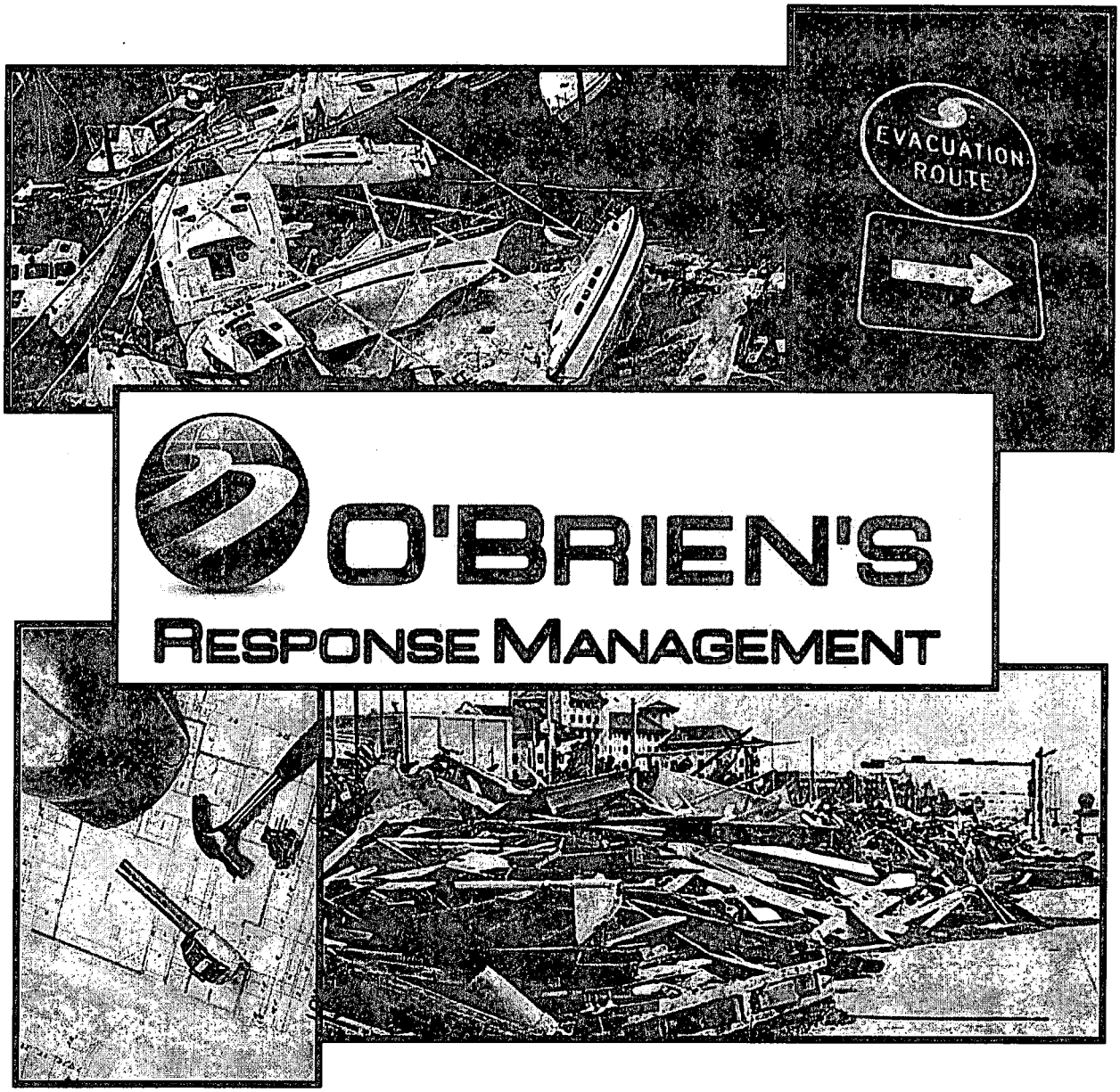
Steve.Branham@Obriensrm.com

O'Brien's acknowledges receipt of Addendum Number 1 of the RFP.
The required bid bond has been mailed under separate cover.

# 1. Company Profile



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# Company Profile and Qualifications

**O'Brien's Response Management Inc.** (O'Brien's) is a global provider of regulatory compliance, emergency preparedness, response management, disaster recovery and crisis management services to private and public sector clients. Since its inception, O'Brien's has grown steadily, in part by the strategic acquisitions of such firms as Solid Resources Incorporated (which was recently integrated into the firm and now operates as our Government Services Division) but also through the steady expansion of products and services designed to better meet the needs of our diverse clients. O'Brien's was incorporated June 15, 1983, in the State of Louisiana, as O'Brien Oil Pollution Service and completed a name change to O'Brien's Response Management Incorporated on January 1, 2009. O'Brien's maintains its corporate headquarters in Brea, California, a primary office in Spring, Texas and its Government Services Division in Fort Lauderdale, Florida.

**Federal Tax ID Number: 72-0978764**

## Principal Contacts for this Project

The authorized principal contact for technical clarifications regarding our proposal and any subsequent contract negotiations or issues is Steve Branham, Rear Admiral (retired), United States Coast Guard, who may be reached at our Government Services headquarters in Fort Lauderdale, Florida. Charles Brannon is our Vice President of Debris Services and will act as principal manager over any tasks O'Brien's may perform for the City as a result of this proposal.

**Steve Branham – Executive Vice President, Government Services**
2200 Eller Drive
Fort Lauderdale, FL 33316
(954) 627-5296 – Direct Office Line
(954) 523-2200 – Office Front Desk
Steve.branham@obriensrm.com

**Charles "Chuck" Brannon – Vice President, Debris Services**
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Tallahassee, Florida 32308
(850) 877-6700 – Office
Chuck.Brannon@obriensrm.com

## Profile and Core Services

O'Brien's, in business for twenty three years, retains on average over 160 full time employees working in eight offices nationwide which are staffed with debris management, disaster recovery and government program specialists. Our core strength is in providing regulatory compliance and emergency management support services to private sector clients and, through our Government Services Division, assisting federal, state, and local governments with a wide range of services pertaining to emergency and disaster preparedness, mitigation, response and recovery. We employ trained and experienced professional consultants with solid backgrounds in these core areas:

- FEMA Public Assistance Program Technical Assistance
- Incident Response and Management
- NIMS / ICS Technical Assistance and Training
- Disaster Debris Management Planning
- Disaster Debris Contract Monitoring
- Crisis Communications and Management
- Environmental Regulatory Compliance
- Risk Analysis, Mitigation and Management
- Emergency and Disaster Planning and Training
- Port and Facility Security Assessments
- Homeland Security and Terrorism Preparedness
- Disaster Mitigation Planning and Support
- Federal Program Compliance and Reporting
- Federal Grants Management
- Public Health Preparedness and Response

## Parent Company and Financial Strength

SEACOR Holdings Inc.

O'Brien's Response Management Incorporated is a wholly-owned subsidiary of SEACOR Environmental Services and SEACOR Holdings Inc., a diversified, multi-national company that owns and operates marine and aviation assets primarily servicing the oil and gas industry worldwide. SEACOR operates bulk commodity barges along the U.S. inland waterways and provides environmental response solutions to governments and industry.

Headquartered in Fort Lauderdale, Florida, SEACOR is a publicly traded company on the New York Stock Exchange under the symbol CKH. Founded in 1989 on the principles of operational quality, safety and protection of the environment, SEACOR strives to provide its customers with a highly responsive service focused on innovative technology, modern efficient equipment and dedicated highly trained professionals. SEACOR employs over 5,000 individuals who support operations that span the globe with offices and joint ventures in the United States, Latin America, Europe, West Africa, the Middle East and Central and Southeast Asia. With its diversified family of companies worldwide, including O'Brien's Response Management, SEACOR has the global strength and flexibility of resources to provide customers with the highest level of local service.

As a subsidiary of SEACOR, O'Brien's Response Management is able to leverage the financial strength and management capability of its parent company and take on projects of formidable size and complexity. O'Brien's does not maintain separate balance sheets, income reports or cash flow statements. Please see the SEACOR Holdings Inc. financial summary attached to this proposal, which attest to O'Brien's Response Management Inc.'s financial strength and capacity to undertake and successfully complete large, capital-intensive projects.

## Experience with Federal Funding Programs and Government Service

Few other firms in the nation can match our experience assisting government agencies with federal disaster funding programs. O'Brien's has, since 2005, provided professional FEMA Public Assistance Program and disaster recovery consulting services to hundreds of local governments and state agencies, including the State of Florida's Division of Emergency Management (FDEM) and Department of Transportation (FDOT). Our consultants have

assisted over one-thousand FEMA Public Assistance Program applicants in Florida to navigate the complexities of federal disaster recovery grant programs and process their reimbursement claims for eight major disasters. We have also delivered disaster recovery and FEMA program training to thousands of government personnel throughout Florida. Under contract to FDEM and FDOT, we provided the following services to the State of Florida:

**FEMA Public Assistance Program Technical Support:** O'Brien's assisted over 1500 local governments, private non-profit organizations, public utilities and Indian tribal groups with the processing of their FEMA and FHWA disaster recovery claims for the four major 2005 hurricanes. We provided the FDEM with over 40 trained and experienced consultants to act as State Public Assistance Coordinators, Project Officers and Debris Specialists. Our professional consultants reviewed thousands of claims submitted to FEMA for the 2004 and 2005 disasters, wrote hundreds or original FEMA Project Worksheets, performed final inspections and closeout closeouts and provided technical assistance to local government Public Assistance applicants. In total, our firm was ultimately responsible for the administration, review, management and final inspection of $4 billion in federal disaster recovery grants for the 2004 and 2005 Florida disasters.

**Debris Management Specialists:** As our firm is a recognized leader in debris management and monitoring services, the Florida Division of Emergency Management tasked us to provide a team of debris management specialist to the State. O'Brien's debris specialists assisted hundreds of local governments impacted by the devastating 2005 storms (including Miami-Dade County, the City of Miami, Broward County, Monroe County, West Palm Beach, the Cities of Hialeah, Homestead and Key West and many others) to recoup their debris removal and monitoring costs by assisting with documentation of costs, preparing Category A FEMA Project Worksheets, negotiating with FEMA on their behalf, writing appeals to FEMA decisions, validating debris eligibility in the field, managing project documentation and providing debris management consultation and training. Our debris specialists also validated and monitored the removal of marine, canal and waterborne debris, including almost 500 derelict vessels, in Monroe, Miami-Dade and Broward Counties. Our State debris team was also instrumental in developing, with FEMA, the first comprehensive Debris Management Training seminars, which FEMA presented to hundreds of local governments throughout the State of Florida with O'Brien's assistance.

**Consultant to the Florida Department of Transportation:** O'Brien's Response Management's professional FEMA Public Assistance Program and disaster recovery consultants provided the FDOT with comprehensive technical assistance with its many large and complex FEMA claims. Our team reviewed the Department's entire set of FEMA Project Worksheets for the 2004 and 2005 disasters and ultimately was able to identify almost $50 Million in missed or denied funding opportunities, for which we then prepared and submitted Project Worksheet claims or appeals to FEMA. We also performed comprehensive project file reviews of all of the Department's FEMA claims and prepared each project for final inspection and financial closeout. During the closeout process, our consultants were able to further increase the Department's federal reimbursements due to their diligence and deep knowledge of federal guidelines. In all, O'Brien's Response Management's federal disaster recovery consultants were responsible for the administration, review, management, formulation and final inspection of almost $2 billion in federal disaster

recovery grants for the FDOT.

In addition, the FDOT tasked our debris specialists to develop its first state-wide Debris Management Plan, which was approved by FEMA on first review. We then developed comprehensive operational debris management plans for each of the seven FDOT Districts in Florida. The Department also enlisted our debris specialist to assist several local governments with the management and preparation of their Federal Highway Administration (FHWA) claims and to develop scopes of work for the Department's debris removal Request for Proposals and Contracts.

**Disaster Management Training:** At the request of the Florida Department of Transportation, O'Brien's Response management developed comprehensive disaster management training programs for the FDOT and conducted seminars in each its eight Districts. So successful and well-received was O'Brien's training that we were then tasked to deliver our training seminars to every local government in Florida. More than 2,000 emergency management, public works, finance, solid waste and other Florida government personnel with disaster recovery responsibilities attended our training sessions. O'Brien's' training included comprehensive sessions on the FEMA and FHWA disaster recovery funding programs, debris management and monitoring as well as cost documentation requirements and grants management practices for disaster recovery projects. Few other firms can match our disaster management training capabilities or level of experience.

## Direct Consultation and Training for Local Governments

In addition to having served as the State of Florida's primary disaster recovery contractor for eight major disasters, O'Brien's also provides direct consultation, planning and training services to local governments throughout the Unites States and Puerto Rico. Our professional consultants have assisted many counties, school districts and cities with their FEMA reimbursement claims – from Project Worksheet formulation and review to final inspection and project closeout support. We have assisted several large clients (such as the City of Miami and Broward County Public Schools) with their efforts in navigating the FEMA Public Assistance Program and maximizing their eligible federal and state reimbursements at closeout. We also provide comprehensive training directly to our local government clients on the Public Assistance Program, the FHWA Emergency Relief Program, disaster management accounting practices, NIMS and ICS, debris management and planning and several other topics.

## Disaster Debris Monitoring Experience

Unlike many firms which attempt to provide debris monitoring and planning services as a part-time adjunct to their primary, non-disaster related services, O'Brien's Response Management is fully dedicated to providing professional incident, emergency and disaster management services to private and government sector clients and specializes in debris management, planning and monitoring services. In addition to our extensive FEMA and FHWA program technical assistance and training experience, O'Brien's has served many government agencies with debris monitoring services for major and complex disaster recovery efforts, several of which involved the removal of over one-million cubic yards of debris, including our projects for the

Louisiana Department of Transportation, Collier County in Florida, the City of Tulsa, the Kentucky Transportation Cabinet and others. Though we are under contract with many local and state level governments to provide debris monitoring services, the depth of our organizational, financial and personnel resources enables us to assure each of our clients that we will be there for them in the event of a major debris generating event. O'Brien's Response Management's specializes in swift and effective response to incidents, emergencies and disasters – we make it our business.

Our Debris Services personnel are among the best trained and most experienced in the industry; they have worked on large projects for major disasters, including Hurricanes Charley, Wilma, Katrina, Gustav and Ike, as well as severe ice storms and tornadoes. Our personnel have years of experience in the emergency removal of all types of disaster debris and a deep familiarity with federal, state and local regulations governing its proper management. We have extensive experience with:

- Public Right of Way debris removal and monitoring,
- Vegetative debris, including stumps, hanging limbs and leaning trees,
- Construction and Demolition (C&D) debris,
- White goods and appliances,
- Waterborne debris in canals, lakes, drainage systems, marinas,
- Sediments, sand, mud, seaweed,
- Abandoned and derelict vessels,
- Oil and Chemical Spills,
- Asbestos abatement, removal and disposal,
- Hazardous Materials and Waste,
- Demolition programs – homes, buildings, mobile homes, boats,
- Right of Entry Programs and Hold Harmless Agreements,
- Private Property Debris Removal, including private gated communities, mobile home parks and private roads,
- Recycling programs for disaster debris,
- Animal carcasses and putrescent debris,
- Temporary Debris Management Site permitting, set-up, management and restoration.

As a result of our experience with large and challenging debris monitoring projects, we have developed a sound Project Management model and cultivated a core team of disaster management and debris specialists with a superior working knowledge of eligibility guidelines for the FEMA, FHWA, HUD and NRCS funding programs; this enables us to ensure the highest level of reimbursements to our clients for debris removal expenditures. As you will see in the following sections, we have provided professional disaster debris monitoring services to many cities, towns, counties and state agencies on projects entailing the total removal of over **thirty million cubic yards** of disaster-related debris.

O'Brien's Response Management's comprehensive and industry-leading disaster debris monitoring services are designed and implemented with these clear program objectives:

- FEMA, FHWA, NRCS and HUD program compliance assurance,
- Environmental, historical and archeological regulation compliance,
- Maximizing federal disaster recovery cost reimbursements through proper documentation of project costs,
- Expediting debris removal and eliminating public health and safety risks,
- Expediting the economic recovery of disaster-affected communities, and
- Delivering consistently high levels of customer service and project quality assurance.

## Current Pre-Event Debris Monitoring Clients

O'Brien's is privileged to be under contract to provide disaster debris monitoring, management, planning and consulting services to the government entities listed below:

- Alachua County, FL
- Catawba County, NC
- Charleston County, SC
- Citrus County, FL
- City of Alvin, TX
- City of Cooper City, FL
- City of Coral Gables, FL
- City of Fairfax, VA
- City of Fayetteville, NC
- City of Fernandina Beach, FL (pending)
- City of Fort Pierce, FL
- City of Hitchcock, TX
- City of Longview, TX
- City of Lynn Haven, FL
- City of Marathon, FL
- City of Margate, FL
- City of Miami, FL
- City of Miami Gardens, FL
- City of Milton, FL
- City of Nassau Bay, TX
- City of New Smyrna, FL
- City of Ocala, FL
- City of Richwood, TX
- City of Riviera Beach, FL
- City of Sanford, FL
- City of Sanibel, FL
- City of Sunny Isles Beach, FL
- City of Tallahassee, FL (pending)
- City of Thibodaux, LA
- City of Webster, TX
- City of West Palm Beach, FL
- Collier County, FL
- Columbia County, GA
- Commonwealth of Massachusetts
- Commonwealth of Virginia
- Desoto County, FL
- Highlands County, FL
- Jackson County, FL
- Kentucky Transportation Cabinet
- Lafourche Parish, LA
- Lake County, FL
- Lee County School District, FL
- Leon County, FL (pending)
- Louisiana Department of Transportation
- Marion County, FL
- Miami-Dade County, FL
- Miami-Dade School District, FL
- Mobile County, AL
- Oklahoma Department of Emergency Management – Statewide
- Orange County, FL
- South Broward Drainage District, FL
- St. Lucie County, FL
- Town of Davie, FL
- Town of Fort Myers Beach, FL
- City of Lauderdale by the Sea, FL
- Town of Loxahatchee Groves, FL
- Town of North Topsail Beach, NC
- Town of Palm Beach, FL
- Town of Surfside, FL
- Town of Southwest Ranches, FL
- Village of Key Biscayne, FL
- Village of Virginia Gardens, FL
- Volusia County, FL

## NIMS Compliant Response Capabilities

No firm responds to more emergency incidents within the National Incident Management System framework than O'Brien's Response Management. O'Brien's incident commanders and response professionals have years of experience managing or providing technical support to the largest oil spills, disasters, emergencies and environmental events in our nation. This includes the Deepwater Horizon oil spill as well as other major events such as the Cosco Busan spill in San Francisco Bay, the M/T Athos in the Delaware River, and many others. Our command center responds to over 1,000 events per year and is supported by a fully redundant operation in Houston, Texas and four mobile command posts that rapidly mobilize to disaster and emergency scenes to give our teams and our clients the ability to set up a command structure autonomous from any local facilities and operate independently for weeks if necessary. The O'Brien's staff is supported by an additional contractor network of over 1,000 professionals with proven response expertise. All of our key response personnel are NIMS/ICS trained and many have special areas of expertise needed for all-hazards response. Upon request, we can supply provide a lengthy list of emergency and disaster events to which we have responded and implemented fully compliant NIMS and ICS procedures. O'Brien's is also a national leader in NIMS and ICS training for government agencies and private sector organizations.

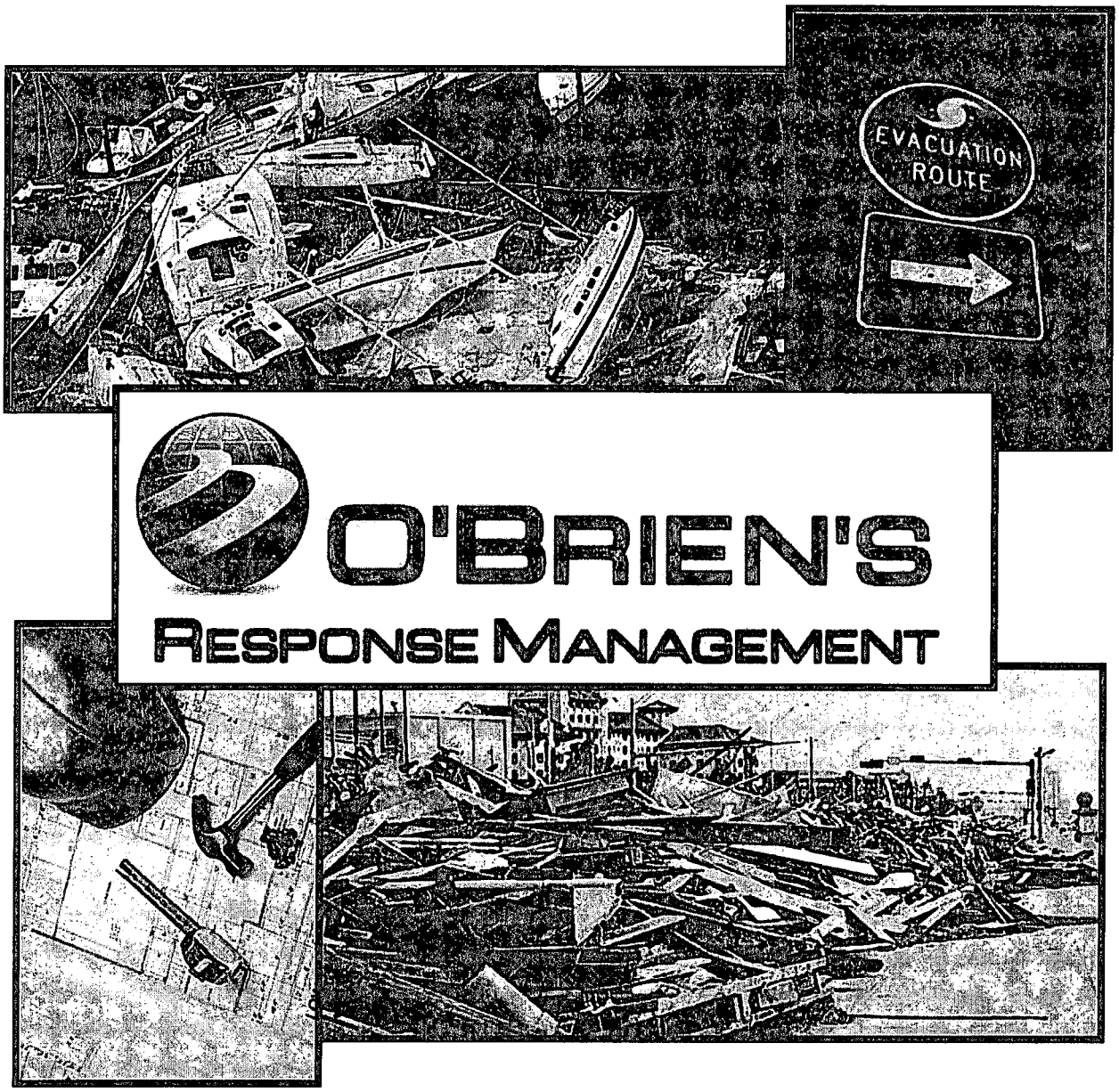
**We were ICS before ICS was NIMS**

O'Brien's has been a national leader in Incident Command System application and training since the mid-1980s. We have trained thousands of response professionals and have implemented the ICS tens of thousands of times in events large and small. ICS was adopted by the Department of Homeland Security as the National Incident Management System (NIMS) in 2004, making our years of experience and whole-hearted commitment to this system invaluable to our government clients.

## Summary of Debris Monitoring Qualifications

- Monitored and documented the removal of over 30 million cubic yards of all types of disaster debris, including demolition, hazardous, marine, beach, and waterborne debris and derelict vessels;
- Record of successfully completing many large and complex state and county-wide disaster debris monitoring projects;
- Full time staff of professionals with extensive debris monitoring and FEMA and FHWA Program experience, with a command of Federal disaster recovery funding program guidelines and compliance factors;
- Over 2,000 trained and experienced monitoring personnel on-call throughout the Southeastern United States;
- Advanced data management and reporting capabilities to streamline invoice reconciliation and comply with FEMA documentation of costs requirements;
- Demonstrated ability to rapidly mobilize experienced project management teams to any disaster in the United States;
- FEMA Public Assistance program consultant to Florida's Division of Emergency Management and Department of Transportation;
- Developed debris management and emergency management plans for many local governments and state agencies;
- Developed and delivered debris management and FEMA Public Assistance program training to hundreds of Florida local governments and State agencies;
- Well established and financially-sound global company with eight office locations around the nation;
- Four Mobile Command Vehicles ready to deploy to disaster scenes on short notice.

# 2. Operational Plan



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# Technical Approach & Project Management Plan

## Project Management

The O'Brien's Debris Services management team has carefully read the scope of work in The City's Request for Proposals and warrants that O'Brien's is fully qualified, capable and prepared to provide the City with disaster debris monitoring and federal programs consulting services commensurate with its requirements and expectations. As one of the nation's premier debris monitoring firms, we are confident in our ability to respond expeditiously to any natural or man-made debris generating event that the City might encounter and provide the highest level of professional debris monitoring services available, utilizing our innovative and proven approaches to achieve project success.

As the result of having successfully completed many complex and challenging debris monitoring projects, we have developed a sound project management approach which allows us to mobilize rapidly, adapt to fluid circumstances and challenges, implement our tested operating procedures seamlessly and provide our clients with the finest debris monitoring and federal grants management services available. We see our team as an extension and partner of the client's debris management and Public Works staff which serves to augment and strengthen its capabilities. Our management model is designed to allow us to coordinate and integrate rapidly and effectively with all participants in a major debris removal operation while maintaining the highest level of customer service and accountability, yet remaining flexible and scalable to allow us to adapt to ever changing project requirements.

## Pre-Event Consultation and Planning

**Table Top Planning and Preparation Exercises**

Prior to any storm event, O'Brien's debris management and planning specialists will meet with the City's Debris Management Team to strategize a response to a major debris generating event. O'Brien's will develop debris forecasts based on various storm and disaster scenarios utilizing the Army Corps of Engineers' debris forecasting model, historical data and other methodologies, in order to identify requirements for staffing levels, equipment, contracted services, temporary debris sites and final disposal. O'Brien's will also participate in an annual debris operations table-top exercise with the contract holder's debris removal contractor and relevant departmental personnel in order to plan and strategize for various disaster scenarios. We will also review carefully any existing Debris Management Plans and make recommendations for updating or revising them.

**Debris Management Site Selection**

O'Brien's will assist with pre-event selection of temporary Debris Management Sites suitable to handle the quantities and types of debris forecast during the planning session and will advise the City on obtaining all necessary environmental or other permits, in Coordination with local and state environmental agencies. Our team will review potential sites, consult on site selection criteria and issues, assist with the acquisition of all necessary environmental and other State, Federal or Local permits, make sight visits to photograph and inspect potential properties and produce a summary report with recommendations.

**Training**

O'Brien's Response Management can provide training in debris management and monitoring to the City's debris management personnel and other stake-holders. Our debris management training seminar offers a comprehensive overview of FEMA and FHWA program requirements for reimbursement of debris clearance and removal costs, monitoring techniques, documentation requirements, safety considerations, contracting guidelines and other vital debris operations issues.

**Summary of Pre-Event Assistance**

O'Brien's will assist with the following tasks prior to any storm event:

- Coordination of a Table Top Exercise with debris removal contractors the City's debris management staff;
- Training in debris management and monitoring;
- Training in FEMA and FHWA disaster recovery funding program requirements;
- Review and update of Debris Management Plans;
- Review and analysis of potential Debris Management Sites (DMS);
- Coordination of selection and authorizations and environmental permits for DMS;
- Review of storm debris recycling opportunities and options.

## Rapid Response and Project Ramp-up

Our extensive disaster response experience allows us to rapidly and efficiently mobilize our teams, roll out our proven project management procedures, coordinate with the Contractors, state and local agencies and our client and initiate project oversight. Immediately following a storm event (or prior to, with notification) an O'Brien's' Debris Monitoring Project Manager will coordinate with City Debris Manager, report to the EOC, assist in the establishment of the Debris Management Center and initiate inspection by our monitors of the activities of the debris clearance and removal contractors to ensure that all work is properly documented for federal reimbursements. Priority debris clearance plans will be reviewed, after which our crews will mobilize into the field to perform preliminary damage assessments and debris estimations, identify hazardous debris situations for rapid clearance and monitor and coordinate the documentation and scheduling of "first push" crew activities for the first seventy hours of contracted debris clearance work.

Specially trained monitors and field supervisors can also assist with the documentation, inventorying and pre-validation of leaning trees, hanging limbs, tree stumps and other debris which may require eligibility validation by FEMA. Our team will then develop a "Debris Operations Action Plan" based on damage assessments and anticipated needs and consult on its implementation. Trained O'Brien's debris monitors will then be paired up with contracted collection crews to begin monitoring and documenting debris removal activities.

**Summary of Immediate Response Assistance**

- Mobilize Project Management team to the City within twenty hours of notification;
- Coordinate with the City Debris Manager;
- Coordinate with FEMA and the debris clearance contractors;
- Attend FEMA "kick off meetings;"

- Perform damage assessments and debris estimations, via "windshield," aerial or other methods;
- Inventory special debris needs – hazardous waste, leaning trees, hanging limbs, etc.;
- Coordinate with contractors and force account staff to monitor "first push" debris clearance to ensure proper documentation of equipment, labor and contracted costs;
- Identify areas, facilities, roads and properties which require immediate debris clearance in order to protect the health, safety and lives of the public, or to facilitate access to critical facilities and infrastructure.

## Monitor Hiring Plan

O'Brien's responsibility to its disaster-affected clients goes beyond the debris monitoring project. We also understand the economic toll that disaster events take on communities. For that reason, we are dedicated to always hiring as many local residents to fill debris monitoring positions as possible. When potential disasters loom, our management team activates O'Brien's' standard procedures for broadcasting job announcements in a storm's path – via radio, newspapers, unemployment offices, college job boards, churches and the internet. We also consult with our clients to determine if any recently retired or laid-off government employees - from the Solid Waste, Public Works, Parks and Recreation, Police or Fire Departments – might be available to assist with the recovery effort. We have found that, not only are they up to the task, their local knowledge proves invaluable.

**Background Screening of Temporary Field Staff**

Of primary concern to O'Brien's is the professionalism and personal integrity of our field personnel; we understand that our monitoring staff will represent not only our firm but our client as well. For that reason, we carefully screen our monitoring staff with background checks to ensure that those with felony convictions or questionable moral character are excluded from our team. O'Brien's also regularly uses E-Verify to screen potential employees, which is an internet based system for determining eligibility for employment in the United States. We will also impose a strict "zero tolerance" policy for drug usage, safety violations, foul language, disrespectful behavior or any confrontational approach towards debris removal contractors or our client's personnel, or any hint of impropriety or misconduct which may reflect negatively on the our client or our firm. The City will always have the ability to dismiss any of our field staff from the project at any time for any reason.

## Monitor Training Plan

O'Brien's has developed a comprehensive training program for its newly hired debris monitors consisting of class room instruction and exercises, a Power Point presentation on FEMA debris operations, eligibility guidelines and monitoring techniques and a review of our field manual, which each monitor receives a copy of. We also have an internet-based training capability called the *Learning Management System*, through which monitors and supervisors can access our training materials and test their knowledge on a graded quiz after each session. Each new hire undergoes an intensive four hour training and orientation session conducted by our

Operations Coordinator or Lead Supervisor, which emphasizes safety considerations, FEMA eligibility guidelines, job duties and responsibilities, load ticket management, dress codes and our standard procedures for debris monitoring and project management. A special training session is held for monitors chosen to serve as truck measurement certification crew. New monitors are also trained in the use of our GPS units and digital cameras, and supplied with reference materials and maps of their work zones. Once trained, monitors are then closely supervised on the job, debriefed at the beginning and end of each day and held to our high standards of performance and conduct.

## Public Information Development and "Hot Line" Call Center

We understand the vital importance of keeping the public informed throughout the duration of a major debris removal project and we will coordinate with the clients Debris Manager to implement a Public Information Plan, which can be devised prior to storm season. Our Project and Operations Managers work with the City's staff to develop timely and informative public announcements about the debris project, safety considerations, hazardous waste handling, collection schedules, methods of sorting and separating debris to increase collection and disposal efficiencies and other issues. We will also make staff available to the City to distribute and disperse public information on the debris project and may deploy our field monitoring staff to disseminate fliers to residents. Our staff can also set up debris information "hot line" phone center for the public or construct an informational website where the public can track debris removal progress, review collection schedules and have e-mail questions answered.

## Truck Measurement and Certification Program

As the debris removal contractor's trucks and equipment begin to arrive at the disaster scene, O'Brien's will initiate the truck measurement and certification program in coordination with the debris removal contractor, to accurately measure the volumetric capacity of each truck. We utilize the latest FEMA-approved methodologies, forms and tools (including laser distance measurement) for measuring and calculating the capacity of debris removal trucks and can provide all truck placards and truck certification forms necessary. Original truck certification forms with photographs of each truck showing its placard and any modifications will be provided to the City in a binder along with electronic "PDF" copies and a summary spreadsheet. Our Quality Control/Roving monitors will also periodically spot check and re-certify trucks during the project in order to deter and detect fraudulent alteration of truck capacities or placards.

## Field Supervisors

O'Brien's provides experienced Field Supervisors at staffing levels commensurate with operational requirements to oversee and coordinate the activities of all O'Brien's field and site monitors. At least one Supervisor will be responsible for monitoring activities in each debris zone.

Our Field Supervisors will provide the following services:

- Supervise the work of all O'Brien's collection and site monitors;

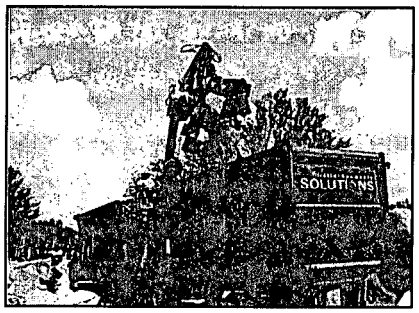
- Implement Quality Assurance and Quality Control program in the field;
- Ensure that project safety policies and guidelines are adhered to;
- Verify that only FEMA-eligible debris is being removed from designated public rights-of-way and public property within assigned debris pickup zones;
- Verify proper photographic documentation of hazardous trees (leaners and hangers);
- Coordinate monitors' schedules and assignments and ensure job performance standards are met;
- Track, report and manage contractor damages;
- Maintain positive public relations regarding any complaints or concerns;
- Coordinate daily with the Debris Haulers in their zones and resolve disputes or problems;
- Ensure that first pass debris collection from FHWA-ER eligible roads is documented accurately;
- Confer with FEMA debris specialists in the field to resolve eligibility issues;
- Maintain daily field reports.

## Roving Monitors / Quality Control Inspectors

O'Brien's frequently deploys trained roving debris monitors to assist in the identification and documentation of ineligible debris (such as land-clearing or construction waste), consult with FEMA debris specialist about eligibility issues, assist with mapping of debris clearance progress, inspect debris zones for "hot spots" and zone closure status, distribute fliers or door hangers to residents and perform other functions as requested. Their primary roles will be to ensure that only FEMA-eligible debris is collected and hauled and that removal contractors do not enter onto private property. Roving monitors will work with FEMA and the City's field staff to "pre-validate" certain types of debris, such as stumps and hanging tree limbs. Designated personnel will also provide Quality Control/Quality Assurance oversight of all project activities, report safety concerns, inspect trucks for alterations to capacity or placards, halt any work deemed unsafe or ineligible under FEMA guidelines, assure load tickets are completed correctly and report to the Project Manager daily.

## Loading Site Monitors

O'Brien's loading site monitors will inspect and monitor all debris collection work performed by the removal contractors and record data for each load on our standard load tickets. O'Brien's will provide an adequate number of monitors to inspect and monitor all debris removal activities and document each load utilizing load tickets, field logs and other documentation as required. Collection site debris monitor responsibilities include:




- Monitor the daily debris removal activity of trucks and contracted crews;
- Issue load tickets at loading sites for each load;
- Complete and sign each load ticket, certifying that the truck is fully loaded with eligible storm debris, before allowing truck to proceed to a DMS or final disposal site;

- Survey and record the 'special needs' areas in which larger items such as tree stumps and root balls, hazardous leaning trees and hanging limbs, hazardous materials, construction and demolition debris that require specialized removal equipment and documentation;
- Verify all debris collected is storm related and eligible for FEMA funding;
- Ensure hazardous waste materials are not mixed in with debris loads;
- Ensure debris removal contractors do not remove debris from private property with proper authority and without a Right of Entry/Hold Harmless Agreement signed by the property owner(s);
- Identify, document, and report any damages to private property caused by the debris removal contractor or monitoring firm; and
- Ensure mixed types of debris are not loaded into debris removal trucks unnecessarily.

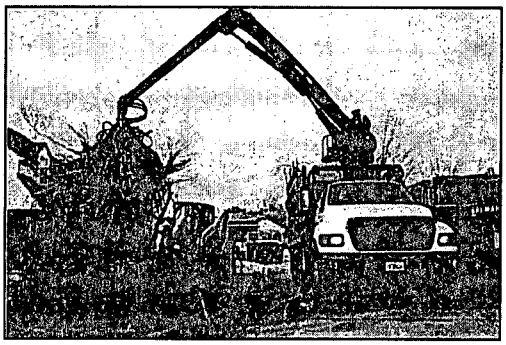
## Debris Management Site Selection and Monitoring

O'Brien's will assist the City with selection, evaluation, baseline environmental data and soil sample collection and State and local authorization of temporary Debris Management Sites, either prior or subsequent to an event. We will also coordinate State and local authorizations of temporary sites or burn permits and address any other environmental issues that may arise. At least two trained O'Brien's Debris Management Site monitors will be deployed to each site to perform these tasks:

- Inspect the loads of all inbound trucks and make a quantitative volumetric assessment of the debris loads;
- Verify each truck that delivers debris to the DMS matches its manifest load ticket including truck number, type of debris and truck volume;
- Accurately complete and sign each load ticket before permitting a truck to proceed from the check-in/inspection area to the tipping area;
- Ensure that each truck bed has been fully emptied prior to departure from the DMS or final disposal site;
- Maintain accurate daily logs of all load tickets inventoried and/or voided;
- Perform quality control and assurance checks on all load tickets;
- Immediately contact monitors and Field Supervisors when load ticket errors are detected at the DMS, in order to promptly remedy any errors and maintain satisfactory field monitor performance;
- Photograph truckloads of debris or other items at the DMS as needed;
- Ensure the site is clear at the end of each day when trucks stop operating and that it is properly secured overnight;
- Report and review daily safety issues; and
- Coordinate, document and oversee site restoration at conclusion of the project.

## Unique Debris Challenges

Certain types of hazardous debris (such as hanging tree limbs, leaning trees, canal and marine



debris, white goods and tree stumps) require special validation and documentation procedures in order to be eligible for removal cost reimbursement from FEMA or FHWA. O'Brien's has extensive experience with all debris types and will provide expert consulting services regarding unique debris challenges, including the removal of building demolition waste, private property or gated community debris removal, Right-of-Entry programs, water-borne debris and derelict vessel removal. We also have experience in Florida with sea weed, beach debris and sand sifting procedures and FEMA compliance factors

Our priority is to protect the client's interests and federal funding by ensuring that all work to remove hazardous debris from public rights-of-way and properties (or if necessary from private gated communities or private roads) is done in accordance with FEMA and FHWA funding eligibility guidelines, or that prior permission is granted to perform work outside of general federal guidelines. As such, O'Brien's will coordinate closely with FEMA debris specialists in the field to pre-validate these types of debris before removal takes place, and will document – with digital photographs, GPS coordinates, logs and reports – the locations and eligibility of the storm debris.

## Debris Removal Mapping and GIS Applications

O'Brien's monitors and Field Supervisors will map out where debris remains, locate 'hot spots' for immediate collection, mark ineligible debris piles and track progress for pass completions and debris removal zone closures. This information can be used by the government's debris management staff to track progress and provide updates to the media, elected officials and the public, or to approach FEMA about eligibility issues. Our mapping services incorporate state of the art technology and can be tailored to any specifications requested, including GIS applications. Debris collection data can be used to update neighborhood or zonal maps daily, and O'Brien's can assist with the development of a web-based mapping system to upload to an internet site.

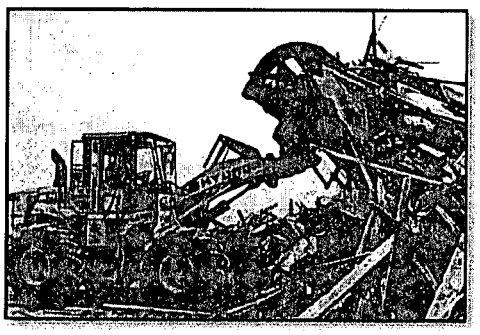
## Documentation of Disaster Debris Removal Costs

The proper documentation of debris removal work and costs is critical to maximizing federal reimbursements and O'Brien's is better prepared than any other debris monitoring firm to provide expert, FEMA compliant documentation services. All data collected from the field – including debris load tickets, monitor logs, debris management site tower logs, supervisor logs, photographs, damage claim forms and any other documentation – will be digitally scanned by O'Brien's.

At the completion of the project, or upon request at any stage of the project, O'Brien's will provide a complete set of hard-copy as well as electronic documents to support all project costs and debris eligibility claims. Costs for our monitoring services will also be clearly and thoroughly documented with our invoices, time sheets and summary work reports. Our deep familiarity with

FEMA, HUD, FHWA, NRCS and other disaster recovery funding programs, stemming from years as serving as the State of Florida's primary disaster management consulting and training firm, allows us to ensure that all project costs will be documented correctly.

## FHWA / FEMA Cost Segregation



As FEMA will not reimburse expenditures for the removal of debris which are eligible for funding under any other federal or state disaster recovery grant programs, it is imperative from the beginning of the debris project to track and document costs accurately and separately - in particular for the FHWA Emergency Relief (ER) Program. During pre-event planning meetings, O'Brien's will work with the City to review FHWA debris removal guidelines and identify roadway sections within the affected jurisdiction that are designated as part of the Federal Aid System. Our monitors will be supplied with maps which clearly delineate Federal Aid System roads and will track first pass debris clearance and removal costs from these roads carefully. O'Brien's will provide a summary and backup documentation of FHWA-eligible costs, sufficient to support ER Program debris removal claims.

## Residential Debris Drop-off Site Management and Monitoring

If the City decides to implement such a program, O'Brien's will set up, manage and monitor debris drop-off sites where local residents may bring storm debris themselves. We will work with the Parks or Public Works Departments to identify suitable sites, set up segregated disposal areas for different types of debris and provide staff to:

- Develop public announcements about site locations, hours and disposal criteria;
- Verify residency for each visitor and maintain a log;
- Verify that only storm debris is disposed of at the site;
- Track and record volumes and types of debris;
- Ensure that recyclables are segregated;
- Ensure that any Household Hazardous Waste is handled and stored properly; and
- Monitor the hauling of debris to final disposal and issue load tickets.

## Damage Reporting

O'Brien's can implement a Contractor Damage Reporting and Remediation Program. Each incident will be documented with photographs, logged on damage/incident reports and called into Field Supervisors. The Debris Manager or his designated representative will be informed of the incident and a report of each damaged facility will be given to the City and the debris removal contractor. Field Supervisors will follow up to verify that remedial action was taken by the debris removal contractor in an appropriate timeframe. If electric, water, phone or cable TV utilities are damaged O'Brien's, will contact the proper authority and report the damages immediately.

## Daily Meetings and Status Reports

Our Project Manager and/or Deputy Project Manager will attend daily meetings with the City's Debris Manager and the debris removal contractors' management and operational staff to coordinate scheduling, resolve problematic issues and make any adjustments required to debris removal, reduction and disposal operations in order to enhance safety, control costs, increase efficiencies or better comply with FEMA guidelines. Daily detailed summaries of the previous day's debris removal activities and data will be provided to the Debris Manager by 10 A.M. which will contain, at a minimum, the following information:

- Daily and running summaries of the quantities and types of debris collected;
- Operation times of all debris loading trucks and debris management sites;
- The number of trucks operating daily;
- The number of O'Brien's debris monitors working daily;
- Progress by area or zone and estimates of remaining debris; and
- Amounts of reduced debris removed from temporary sites and hauled to final disposal.

## Ineligible Debris Notification

O'Brien's will also implement a program to identify and document debris which is not eligible for removal funding from FEMA or FHWA. Monitors and Field Supervisors - trained in FEMA eligibility guidelines - will document, photograph, map and mark ineligible debris, providing detailed reasoning for its ineligibility and may place 'door hanger' notification at residences to explain why the debris was not collected by the removal contractors and what they can do. Roving monitors will also be deployed to support this program and will consult with FEMA field staff regularly on matters of debris eligibility on behalf of our client.

## Right of Entry and Demolition Program Support

Entering on to private property for the purposes of collecting storm debris is generally not allowable, either by local ordinance or federal reimbursement programs. However, when destruction is widespread and FEMA renders permission, the City may take the initiative to enter private property after signed Right of Entry (ROE) agreements have been executed. O'Brien's has extensive experience in implementing, managing and monitoring ROE programs and will assist the City in identifying private properties which may be eligible for debris removal, work with FEMA to ensure that proper procedures are followed and secure ROE agreements from local residents. If demolition of private or public structures is warranted, O'Brien's will also guide the City in the proper implementation, documentation and monitoring of that program.

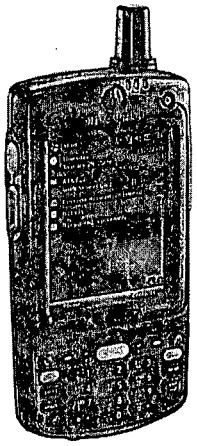
## GPS Locating and Digital Photographs

O'Brien's Loading Site Monitors and Field Supervisors are issued handheld GPS devices and digital cameras to enable the recording of precise locations from which debris was removed. In order to ensure that debris which requires special eligibility determination (such as leaning trees, stumps, hanging limbs, vehicles, waterborne materials and other types) is documented properly, O'Brien's monitors and Field Supervisors will carefully record GPS locations of any

such debris which is removed. In addition, digital photographs will be taken of the debris and then matched to the stump, tree or limb load tickets which our monitors issue. Our automated record keeping system, which combines GPS location and photographs with detailed descriptions and street addresses, will document all debris requiring eligibility validations from FEMA so that, if it becomes necessary, we will be able specify exact locations and eligibility criteria for all debris collected.

## Electronic Paperless Load Ticketing

O'Brien's Response Management has developed a state-of-the-art electronic, paperless load ticketing system which automates the tracking and quantification of disaster debris removal. Our electronic, "ticketless" system of collecting data in the field through the use of Hand Held Units (HHU) which monitors use to capture data on each debris load, allows the automatic integration of GPS/GIS information and streamlines the documentation and data collection process. Rather than handling paper tickets, collection truck drivers carry encrypted smartcards which are "swiped" through the HHU at debris collection sites and again at the tower, where a receipt is printed out for each load.



*O'Brien's uses 3.5G world cell phones with a push-to-talk (PTT), integrated GPS with superior sensitivity and tracking capabilities, 1D and 2D bar code scanning, a high resolution color camera, 3.5G wireless WAN (WWAN), wireless LAN (WLAN), wireless PAN (WPAN) and IrDA connectivity.*

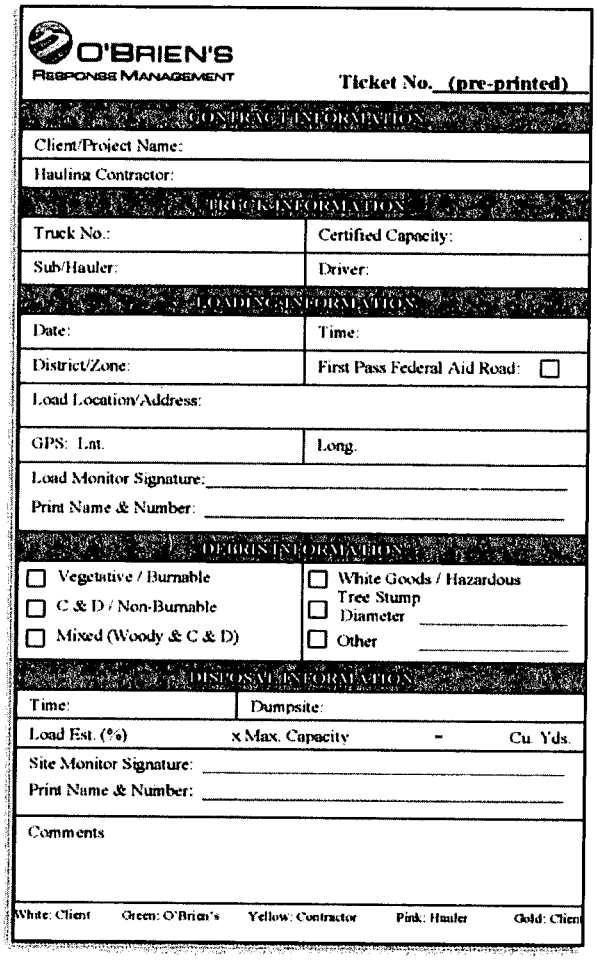
Truck certification and measurement information is easily verified via this system. Data from HHU's can be wirelessly transmitted to our secure central server, downloaded into our data base and made readily accessible to our Project Manager or the client in the form of situational and status reports, or raw data. All of the standard information collected on traditional paper load tickets is captured electronically and integrated into our proprietary data base seamlessly, and readily available for review or report generation.

Paperless electronic ticketing may provide added benefits to the client in the form of increased data management and reporting efficiencies, integrated GPS/GIS capabilities and reduced opportunities for fraud or errors to occur. Regardless of the type of ticketing system the City chooses to use, O'Brien's can warrant that our final electronic data base of debris volumes, types and removal costs will be sound, secure, and accurate and will allow the City and FEMA to easily validate and audit the project.

## Load Tickets

Load tickets serve as the basis for payment to the removal contractors and will be handled and managed by O'Brien's carefully. These tickets will document and certify the loading location of the debris, its eligibility under FEMA guidelines and its type and quantity. Our Field Supervisors will manage quality control over the proper completion of the load tickets with all required information and ensure that tickets are organized, secured, sorted, recorded, compiled and distributed each day. Each ticket will contain the following information:

- Prime, sub-contractors' and client's names
- Truck driver's name
- Truck number on the certification placard
- Time and date of both the loading and disposal of the debris
- Loading location (street name, nearest intersection and debris zone)
- Type of debris (i.e., vegetative, C&D, mixed, stump, hangers, leaners, white good, etc.)
- Diameter of tree stump
- Certified volumetric capacity of the truck in cubic yards
- Estimated percentage of capacity for the load
- Disposal site name or location
- Monitors' names and signatures for loading and disposal
- Ticket number (preprinted sequentially)
- Disaster number or name
- Federal Aid Roadway or other
- Pass number if on Federal Aid Roadway



O'BRIEN'S
RESPONSE MANAGEMENT

Ticket No. (pre-printed)

CONTRACT INFORMATION
Client/Project Name:
Hauling Contractor:

TRUCK INFORMATION
Truck No.: | Certified Capacity:
Sub/Hauler: | Driver:

LOADING INFORMATION
Date: | Time:
District/Zone: | First Pass Federal Aid Road: ☐
Load Location/Address:
GPS: Lat. | Long.
Load Monitor Signature: _____
Print Name & Number: _____

DEBRIS INFORMATION
☐ Vegetative / Burnable
☐ C & D / Non-Burnable
☐ Mixed (Woody & C & D)
☐ White Goods / Hazardous
☐ Tree Stump Diameter _____
☐ Other _____

DISPOSAL INFORMATION
Time: | Dumpsite:
Load Est. (%) x Max. Capacity = Cu. Yds.
Site Monitor Signature: _____
Print Name & Number: _____

Comments

White: Client Green: O'Brien's Yellow: Contractor Pink: Hauler Gold: Client

Load Tickets will be in five carbonless copy parts:

**Part 1** – Disposal Site Monitor (Client Copy)
**Part 2** – Driver or Contractor's on-site representative (Contractor Copy)
**Part 3** – Driver or Contractor's on-site representative (Contractor Copy)
**Part 4** – Driver or Contractor's on-site representative (Contactor Copy)
**Part 5** – Load Site Monitor (O'Brien's Copy)

O'Brien's will organize tickets by date and number and at the completion of the project will provide a full set of original (Part 1) tickets as well as scanned copies of each. All voided or lost tickets will also be logged for auditing purposes.

## Data Management and Reporting

Managing the large quantity of data generated by the debris project is perhaps our most vital role. On a daily basis, O'Brien's will produce, manage and organize all project documents and enter data from the load tickets into our proprietary *Debris Tracker* database system, which is self-reconciling, provides quality assurance/quality control and:

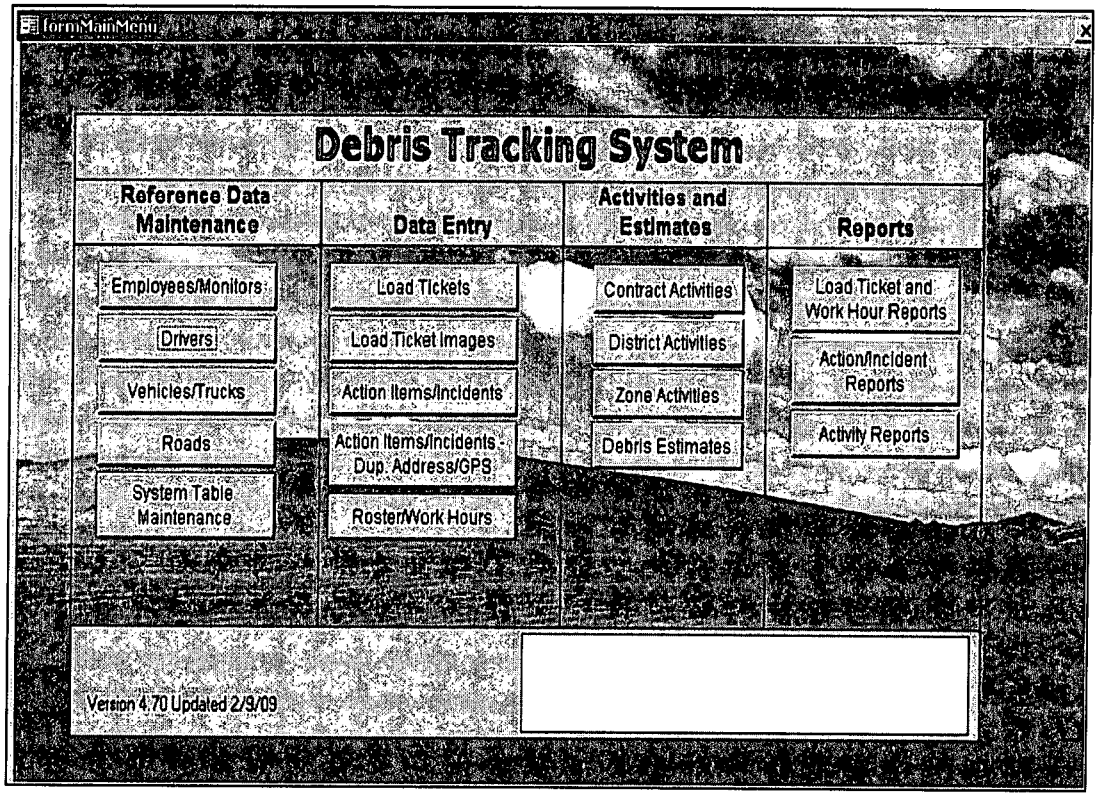
- Ensures proper storage and organization of debris collection data;
- Links and sorts data to any parameter – contractor, truck, DMS, date range, type of debris;
- Associates photos of debris with load tickets;

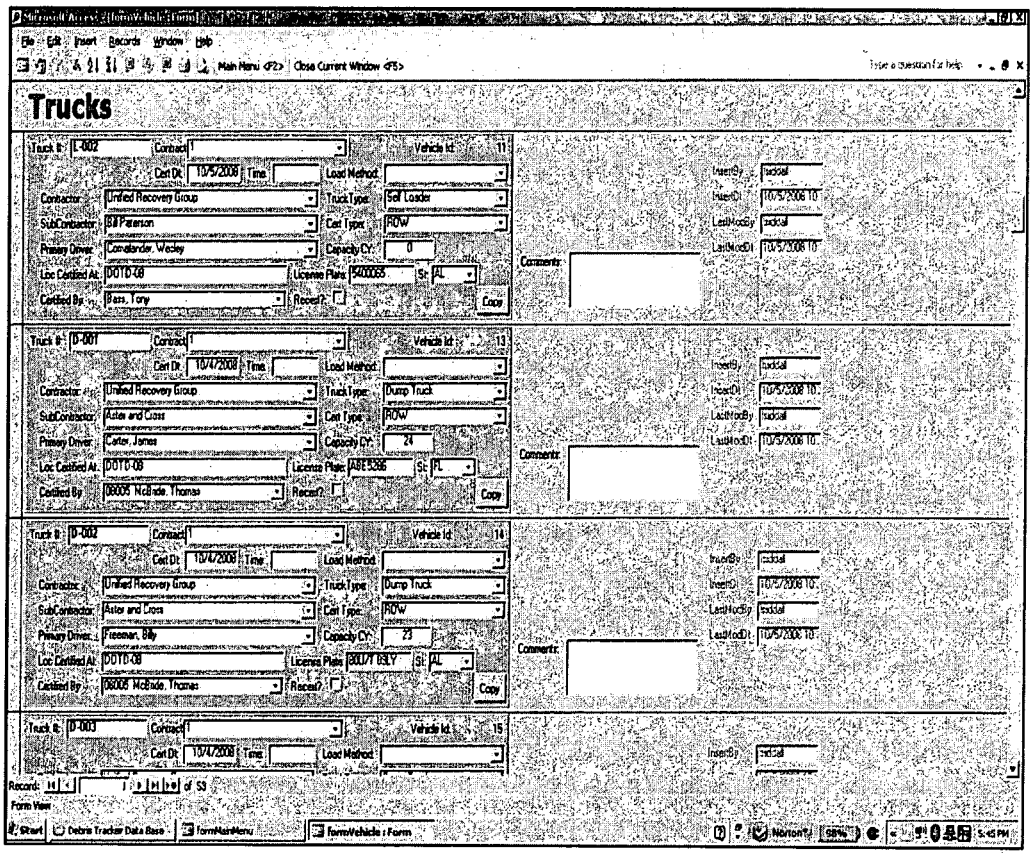
- Streamlines record reconciliation of each load of eligible debris; and
- Provides customized daily, weekly, monthly or total project summary reports, showing running totals and daily metrics.

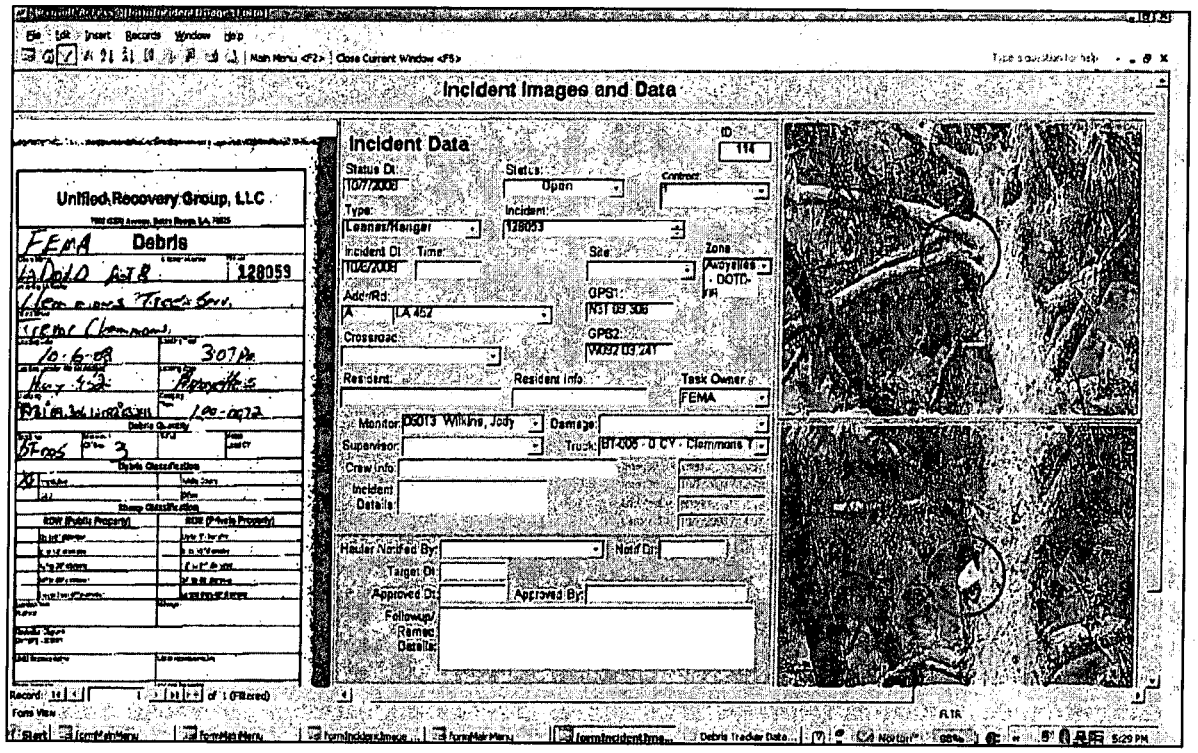
O'Brien's makes it a priority to manage load tickets correctly and produce accurate electronic data-base files of all pertinent information on the load ticket, which are then used to reconcile our records against those of the debris removal contractor and to certify approval of the removal contractor's invoices. We take our data collection and management responsibilities seriously and can assure our clients that our proven system will provide accurate and timely results.

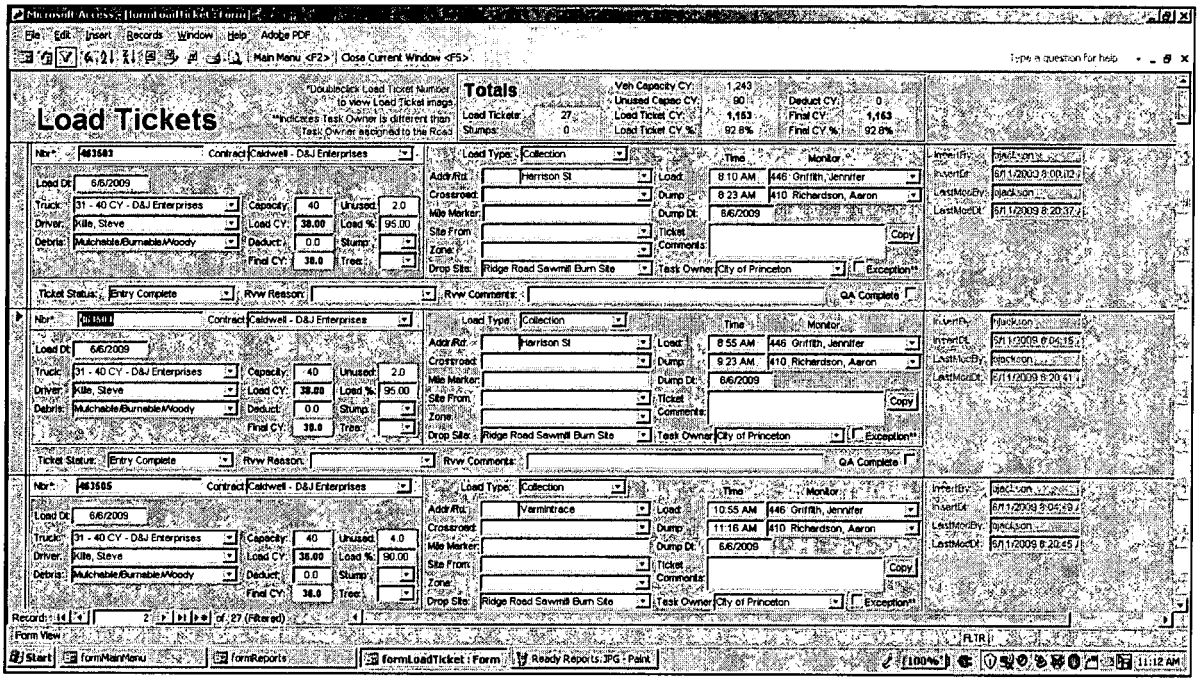
O'Brien's has developed its own "Debris Tracker" data management software program, into which all load ticket and truck certification data is entered by our staff daily. Scanned copies of the load tickets, as well as photos of unique debris (such as leaning trees, stumps, hanging limbs, boats, etc.) are entered, and final data reports are generated to show project status and running totals for any set of parameters.

Below are samples of our data management system and reports:




Trucks
Truck #: L-002
Contractor: Unified Recovery Group
Truck Type: Self Loader
Primary Driver: Comalander, Wesley
Loc Certified At: DOTD-08
Certified By: Bass, Tony
Truck #: D-001
Contractor: Unified Recovery Group
Truck Type: Dump Truck
Primary Driver: Carter, James
Loc Certified At: DOTD-08
Certified By: 08005 McBride, Thomas
Truck #: D-002
Contractor: Unified Recovery Group
Truck Type: Dump Truck
Primary Driver: Freeman, Billy
Loc Certified At: DOTD-08
Certified By: 08005 McBride, Thomas
Truck #: D-003


Incident Images and Data
Unified Recovery Group, LLC
FEMA Debris
128059
Incident Data
Status Dt: 10/7/2008
Status: Open
Type: Leaner/Hanger
Incident: 128053
Incident Dt: 10/6/2008
Site:
Zone: Avoyelles - DOTD-
Add/Rd: A LA 452
GPS1: N31 09.306
GPS2: W092 09.241
Crossroad:
Resident:
Resident Info:
Task Owner: FEMA
Monitor: 05013 Wilkins, Jody
Damage:
Supervisor:
Truck: BT-005 - 0 CY - Clemmons T
Crew Info:
Incident Details:
Hauler Notified By:
Notif Dt:
Target Dt:
Approved Dt:
Approved By:
Followup/Remed Details:




## Load Tickets by Task Owner / Debris Type

Ohio - Virginia Turf

**Load Type: Collection** — **Monthly Totals From 5/1/2009 - 5/31/2009**

| | Tickets | Stumps | Capacity CY | Load CY | Pct | Trucks |
|---|---|---|---|---|---|---|
| **FHWA** | | | | | | |
| Mulchable/Burnable/Woody | | | | | | |
| 2009/05 | 391 | 0 | 31,544 | 19,199 | 60.9% | 8 |
| Subtotal | 391 | 0 | 31,544 | 19,199 | 60.9% | |
| **Ohio County** | | | | | | |
| Mulchable/Burnable/Woody | | | | | | |
| 2009/05 | 603 | 0 | 32,924 | 30,119 | 91.5% | 16 |
| Subtotal | 603 | 0 | 32,924 | 30,119 | 91.5% | |
| **State Roads** | | | | | | |
| Mulchable/Burnable/Woody | | | | | | |
| 2009/05 | 438 | 0 | 28,038 | 22,485 | 80.2% | 27 |
| Subtotal | 438 | 0 | 28,038 | 22,485 | 80.2% | |
| **State Roads - FHWA** | | | | | | |
| Mulchable/Burnable/Woody | | | | | | |
| 2009/05 | 70 | 0 | 3,878 | 3,278 | 84.5% | 7 |
| Subtotal | 70 | 0 | 3,878 | 3,278 | 84.5% | |
| **Report Total** | 1,502 | 0 | 96,384 | 75,082 | 77.9% | |

## Invoice Reconciliation and Final Payment Approval

O'Brien's will reconcile each of the debris removal contractor's invoices and backup documentation with our independently maintained data base of debris quantities and project costs. First, we will ensure that all costs presented on the invoices conform to the removal contract's scope of work, unit prices, performance parameters and timelines. We will then inspect and audit the invoice backup documentation to assure that it reconciles with our own data base for the specified time frame and work.

Any discrepancies will be brought to the attention of the City immediately, in the form of an Invoice Discrepancy Report. O'Brien's will coordinate with the contractor to resolve any discrepancies or disputes and, upon resolution, provide the client with a final reconciliation and payment approval report/letter, highlighting the target date for payment and any retainer or other fees that may be outstanding. Included with this payment approval report is a complete load ticket summary from our data base to support the invoice amount, as well as details of any adjustments or corrections which had to be made. At the completion of the project, O'Brien's will produce a final debris removal invoice summary report.

## Final Disposal Confirmation and Cost Documentation

O'Brien's will assist in confirming that all eligible storm debris is disposed of in a manner and at a site which conforms to State, Federal and Local regulatory guidelines. Our monitors will inspect loads of reduced debris leaving the temporary Debris Management Sites, issue a load ticket to each truck and maintain a log of ticket numbers and volumes. If requested, we will also position monitors at the final disposal landfill or other designated sites to record tare weights and document disposal costs. If final disposal sites other than established landfills are to be used, we will confirm that all of the required documentation and environmental permits are in place and that State, Federal and local authorizations are secured. We will also coordinate with FEMA, State and local environmental agencies to ensure the integrity and regulatory compliance of all final disposal activity.

## Federal Program Compliance and Technical Support

Our extensive experience with all federal disaster recovery funding programs enables us to ensure that the debris removal project is performed in compliance with FEMA and FHWA reporting requirements, as well as federal, State or local environmental and safety regulations. Our FEMA Program Specialist will monitor FEMA and FHWA policy developments or modifications throughout the project and notify the Debris Manager if important changes occur or if pertinent Disaster Specific Guidance is issued. Permission to deviate from FEMA guidelines shall be sought in writing from the on- scene FEMA debris specialist before O'Brien's will provide load tickets to the removal contractors for such work.

Documentation of project costs maintained by O'Brien's will meet or exceed Federal and State agency requirements to ensure that all FEMA, FHWA and other disaster response and recovery claims are properly documented and able to withstand close scrutiny during the final inspection and closeout process. Our consultants are also qualified to prepare Category A (debris removal

and monitoring), debris-related Category B (debris clearance) FEMA Project Worksheets and FHWA Detailed Damage Inspection Reports. If appeals to FEMA decisions are necessary, we will assist in the drafting of those as well.

## Quality Assurance / Quality Control Program

O'Brien's is committed to customer service and project success. At the core of our debris monitoring project management approach is a tested system for ensuring that our staff are performing at optimal levels and meeting our high standards. The accurate completion of load tickets is perhaps the most important element of our quality control program. Our supervisory personnel are trained to focus sharply on ticket completeness and accuracy from the first day of the program, by spot checking tickets in the field, reviewing them at the inspection towers and debriefing monitors at the end of the day to assess their performance and identify any issues. Our tower monitors and data entry staff also remains vigilant to load ticket errors or omissions and quickly report them to field supervisors, who in turn contact monitors and take corrective measures.

We also diligently monitor other performance parameters throughout the project to assure quality, such as the work of our data entry staff, field monitors and supervisors. Periodically, an O'Brien's project analyst will also perform internal project inspections on our documentation and data management functions to ensure full compliance with company standards, the local's requirements and federal reimbursement guidelines – in order to intercept and swiftly correct any potential deficiencies. Our Project and Operation Managers focus on the quality and integrity of these project elements to ensure that performance and customer service goals are met:

- Load ticket accuracy, completeness and management,
- Monitor training,
- Contractor scope of work compliance,
- Monitor performance,
- Management of our field personnel,
- Truck measurement accuracy ,
- Load calls at the towers,
- Debris eligibility assurance,
- Ineligible debris tracking,
- Mapping and tracking of debris removal progress,
- Safety training and assurance,
- Contractor invoice reconciliation,
- Data entry and management,
- O'Brien's monitoring cost documentation and invoicing,
- Documentation of debris removal costs,
- FEMA and FHWA compliance,
- Damage reporting and remediation tracking,
- Internal auditing and project inspection,
- Cost controls and waste avoidance, and

- Accuracy and timeliness of daily reports.

## Health and Safety Program

One of our primary responsibilities to our clients, our own staff and the public is to remain vigilant for ways to avoid accidents and enhance safety. We take safety seriously and work with our clients and the removal contractors on ways to make sure that all debris removal and monitoring operations are conducted in the safest manner possible. Our supervisory and monitoring staff will be trained in our internal safety guidelines for monitoring projects, which includes:

- Daily safety inspections at temporary debris sites to ensure that fire suppression equipment, first aid kits, eye flush materials and other safety equipment is on hand, that the contractors are operating in safe manner and that OHSA safety guidelines posters are prominently displayed;
- Supervisors carry first aid kits in the field and stress safety issues;
- Monitors are required to call Supervisors in the event of safety program violations;
- All monitoring personnel are required to wear hard hats, steel toed boots, safety vests and eye protection (at DMS) and to remain a safe distance from loading equipment and activities;
- Trucks are inspected before leaving the loading sites to ensure that debris is properly loaded and is not protruding or hanging out of the truck in a dangerous manner;
- O'Brien's will document and report any serious unsafe activities or conditions witnessed in the field and halt debris operations until corrective measures are taken.

## Project Cost Control Measures

Throughout the debris project our Project Manager will work closely with the client's debris management team to make sure that debris removal is expedited and that monitoring costs are managed and contained to a level generally consistent with FEMA "reasonable cost" guidelines and criteria for reimbursement, through such means as:

- Coordinating closely with the removal contractors to minimize idle time and expedite debris collection;
- Mapping of debris to increase collection efficiencies and streamline scheduling;
- Reporting inefficiencies and making recommendations for improvement;
- Implementing a communication system to coordinate monitor-contractor field operations;
- Planning project deadlines, target dates, goals and closure procedures to streamline operations;
- Consulting regularly with FEMA debris specialist to resolve contentious issues and avoid costly project delays;
- Devising and assisting in the dissemination of public information about debris collection schedules, routes and preferred debris curbside set-out and separation methods; and,
- Ensuring that daily staffing levels do not exceed operational requirements.

## Final Deliverables

At the conclusion of the debris project, O'Brien's will provide all documentation of debris clearance, removal, management, reduction, disposal and monitoring costs, sufficient to fully and accurately support federal grant program claims, including but not limited to:

- Original load tickets, sorted and bound by date,
- Load ticket summary – printed and electronic versions,
- Daily Debris Management Site tower monitor logs,
- Lists of all O'Brien's monitoring staff with signatures, initials and ID number,
- Binders with damage reports, repairs made and any releases,
- Binders with incident reports and final resolution,
- Map books boxed by pass with daily logs,
- List of any lost or voided load tickets,
- List of ineligible debris with addresses and locations,
- Final "After Action" project report and recommendations,
- Draft FEMA Category A Project Worksheets (if requested),
- Draft FHWA DDIR's (if requested),
- Copies of all contractor invoices and payment approval letters,
- All photographs of contractor-damaged property and unique debris which was removed, such as tree stumps, leaning trees, hanging tree limbs or hazardous materials,
- Electronic "PDF" scans of all documentation supporting debris removal and monitoring expenditures.

## After Action Report

We will produce a final "After Action Report" within thirty days of the completion of debris removal operations (including closure and remediation of the temporary debris management sites). This report will be a comprehensive overview of the debris project from start-up to site closures, and will detail major elements of the project, highlight successes and issues encountered, quantify the final amount of debris by type, assess response and recovery performance and make recommendations for future events.

## Positions and Responsibilities

O'Brien's is prepared to mobilize an experienced project management and debris contract monitoring team on short notice to any disaster-affected area in the Country. On a large project, our general project management and operational team consists of some or all of the positions in the table below, though we strive to satisfy the client's every need and are flexible and adaptable to operational requirements. Below are the general job descriptions for our project management and field operations team members:

| Monitoring Positions and Responsibilities | | |
|---|---|---|
| **Position** | **Number** | **General Responsibilities** |
| **Company Principal** | One available | ♦ Responsible for oversight of project management team, customer service, QA/QC, contract compliance |
| **Project Manager** | One for duration of the project | ♦ Coordinate pre-event planning<br>♦ Provide daily project oversight and quality assurance<br>♦ Mobilize to EOC upon notification<br>♦ Liaison with Client and its sub-divisions and departments throughout the project<br>♦ Manage and ensure performance of personnel<br>♦ Resolve any contract, performance or personnel issues<br>♦ Prepare reports and meet with Client regularly |
| **Deputy Project Manager** | As needed | ♦ Fill in when necessary for the Project Manager<br>♦ Act as Liaison with local municipalities, FEMA, the Client |
| **Operations Coordinator** | One or two | ♦ Coordinate damage assessments<br>♦ Manage and coordinate all field operations<br>♦ Coordinate with Client and contractors for debris prioritization and clearance push<br>♦ Manage Truck Certification Program<br>♦ Coordinate FHWA cost segregation<br>♦ Implement Quality Control system<br>♦ Oversee training of all hired monitors<br>♦ Liaison with debris removal contractors<br>♦ Attend daily meetings with Client and contractors |
| **Debris Consultant/Planner** | One | ♦ Prepare, review and revise Debris Management Plans<br>♦ Confer with client on FEMA and FHWA policy<br>♦ Ensure compliance with FEMA PA Program guidelines<br>♦ Assist with debris removal contractor qualification<br>♦ Coordinate debris estimates and assessments<br>♦ Coordinate Right of Entry, Demolition and Private Property Debris Removal Programs<br>♦ Ensure that all required documents, permits and authorizations are obtained and maintained |
| **FEMA / FHWA Coordinator / Specialist** | One | ♦ Consult with Client on FEMA regulations<br>♦ Prepare Project Worksheets and DDIR's<br>♦ Represent Client at FEMA or FHWA meetings<br>♦ Assist with any necessary appeals of FEMA decisions<br>♦ Assist with eligibility determinations and requests<br>♦ Ensure compliance with Federal guidelines |
| **Damages Reporting and Remediation Coordinator** | One, as needed | ♦ Track damages caused by contractors<br>♦ Report damages daily to UBCS, contractor, Debris Manager<br>♦ Follow up to ensure remedial actions taken<br>♦ Liaison with residents on persistent issues |
| **Public Information Support Manager** | One, as needed | ♦ Coordinate with the Client's Public Information Officer<br>♦ Assist in the development and dissemination of public information regarding the debris project<br>♦ Establish and manage call centers or websites |

| Monitoring Positions and Responsibilities | | |
|---|---|---|
| **Position** | **Number** | **General Responsibilities** |
| **Scheduler/Expediter** | One | ♦ Assign monitoring crews to work locations<br>♦ Coordinate schedules and assignments with debris removal contractors<br>♦ Monitor and regulate staffing levels<br>♦ Direct and plan debris removal schedules |
| **GIS Analyst** | One, as needed | ♦ Mapping debris locations, removal routes and removal progress<br>♦ Developing web-based mapping and debris tracking systems |
| **Lead Field Supervisor** | One, as needed | ♦ Coordinate with all field supervisors daily<br>♦ Manage daily scheduling and assignments of Supervisors<br>♦ Impose Quality Control on field operations |
| **Field Supervisors** | One per fifteen to twenty monitors | ♦ Supervise O'Brien's monitors in the field<br>♦ Interface with FEMA debris monitors<br>♦ Provide Quality Control at loading sites<br>♦ Coordinate field operations with removal contractors<br>♦ Resolve personnel issues |
| **Debris Site/Tower Monitors** | Two or three per site | ♦ Assess and quantify debris loads<br>♦ Monitor site for safety and efficiency<br>♦ Finalize load tickets<br>♦ Maintain Tower Logs |
| **Environmental Specialist** | One, as needed | ♦ Assist in securing debris site permits<br>♦ Perform debris site base line analysis and documentation<br>♦ Monitor project and sites for environmental compliance and issues |
| **Collection Site Monitor** | Dependent on project demands – up to 1000 or more | ♦ Inspect debris collection activities of contractors<br>♦ Certify that debris is storm-related and eligible for FEMA reimbursement<br>♦ Fill out load tickets with loading site and contractor information<br>♦ Record GPS locations of certain debris |
| **Roving Monitors and QA/QC Inspectors** | Dependent on project demands | ♦ Measure and record locations of tree stumps<br>♦ Document leaning tree and hanging branch removal<br>♦ Manage hazardous waste removal<br>♦ Supervise collection of White Goods<br>♦ Assist with debris mapping and zone closure<br>♦ Identify and record ineligible debris |
| **Traffic Control** | Variable | ♦ Divert traffic around debris loading areas when needed<br>♦ Manage truck ingress and egress from debris sites |
| **Citizen/Resident Drop-off Site Monitors** | As needed | ♦ Set-up and manage sites<br>♦ Verify and record proof of residency<br>♦ Monitor outbound loads and issue load tickets |
| **Data Manager** | One | ♦ Manage and supervise data entry staff<br>♦ Impose Quality Control over ticket management and data entry<br>♦ Produce daily metrics reports<br>♦ Assist with Invoice Reconciliation |

| Monitoring Positions and Responsibilities | | |
|---|---|---|
| **Position** | **Number** | **General Responsibilities** |
| **Data Entry Clerks** | Generally two to ten, depending on volume | ♦ Inspect each load ticket for errors or omissions and report issues to supervisors for remediation<br>♦ Transfer information from load ticket to data base<br>♦ Scan each ticket to make electronic copy<br>♦ Organize, sort and bind tickets in daily packages |
| **Call Center or Website Staff** | As needed | ♦ Staff debris "hot line" and respond to public concerns, complaints or questions<br>♦ Respond to emails from the public |
| **Billing and Invoice Analyst and Manager** | One | ♦ Inspect and audit contractor's invoices<br>♦ Reconcile invoices with load ticket summary<br>♦ Verify accuracy of invoices<br>♦ Coordinate with contractors to rectify errors<br>♦ Approve invoices and authorize payment<br>♦ Produce summary reports for each invoice including back up data and documents |
| **Clerical Assistant** | One or two as needed | ♦ Manage and organize all project documentation<br>♦ Scan all project cost documents<br>♦ Track monitoring costs and compile time sheets |

## Stuart's Hurricane Debris Forecast Model

Based on the City of Stuart's demographic and geographic profile, we can roughly estimate the number of cubic yards of debris anticipated for each category of hurricane and the level of resources we can expect to deploy on this project for as follows:

| Hurricane Type | Forecast CYs of Debris [1] | Truckloads @ 40 CYs | Trucks for 30 day project [2] | Collection Monitors [3] | Field Supervisors [4] | Debris Site Monitors |
|---|---|---|---|---|---|---|
| Category 1 | 22,714 | 568 | 1.4 | 2 | 1 | 2 |
| Category 2 | 90,854 | 2,271 | 5.7 | 7 | 1 | 2 |
| Category 3 | 295,277 | 7,382 | 18.5 | 22 | 2 | 4 |
| Category 4 | 567,840 | 14,196 | 35.5 | 43 | 4 | 6 |
| Category 5 | 908,544 | 22,714 | 56.8 | 68 | 7 | 8 |

Notes and Assumptions

1) Based on US Army Corps Debris Forecast Model with estimated population 17,000 (5,700 households) Model does not account for marine, canal and beach debris and has +/- 30% margin of error.
2) 10 Loads per day / seven days a week
3) Based on 1.2 monitors per collection crew to account for trucks loaded by bobcats and front-end loaders
4) FEMA recommended 1:10 ratio

# PROPOSAL

To Provide

## DEBRIS MONITORING SERVICES

To

## The City of Stuart, Florida

RFP # 2011-103
November 9, 2011
2:30 PM

Original

O'BRIEN'S
RESPONSE MANAGEMENT

**SUBMITTED TO:**

**City of Stuart, Florida**
Purchasing Division
121 SW Flagler Avenue
Stuart, Florida 34994

**O'BRIEN'S RESPONSE MANAGEMENT INC.**
2200 Eller Drive
Fort Lauderdale, FL 33316
(954) 523-2200

O'BRIEN'S
Community & Organization Resilience

O'BRIEN'S
RESPONSE MANAGEMENT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**24/7 EMERGENCY LINE: (985) 781-0804**

www.ObriensRM.com


***Comprehensive Disaster Debris Monitoring and Federal Recovery Programs Management Services***

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O'BRIEN'S
Community & Organization Resilience

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O'BRIEN'S
Community & Organization Resilience

# Letter of Transmittal

**November 9, 2011**

**City of Stuart**
Purchasing Division
121 SW Flagler Ave.
Stuart, FL 34994

**Re: RFP # 2011-103 – Debris Monitoring Services**

Dear Evaluation Committee,

**O'Brien's Response Management Inc.** (O'Brien's) is pleased to present the enclosed proposal to provide disaster debris monitoring services to the City of Stuart. We are confident that you will find O'Brien's to be among the best qualified firms in the nation to provide the City with these vital services. Our extensive debris monitoring experience and deep understanding of the FEMA Public Assistance and FHWA Emergency Relief programs allows us to offer unparalleled levels of technical assistance with all disaster preparedness, response and recovery challenges – particularly those associated with debris removal.

O'Brien's has substantial experience providing debris monitoring and federal recovery program management services on large and complex projects throughout the United States. We are highly qualified to provide professional disaster management and debris monitoring services for many reasons, among them:

- **Rapid Response Guarantee:** With established offices in Florida (Fort Lauderdale), Louisiana, Texas, Alabama, New Jersey, Alaska and California, staffed with experienced and trained disaster recovery and debris management professionals, and equipped with rapid response Mobile Command Posts, we can assure the City that our project management team will be on site, operational and ready to begin damage assessments, Emergency Operations Center support and initial debris clearance monitoring functions within 24 hours of notification.
- **Proven Success and Ability:** O'Brien's has successfully completed many large and complex debris monitoring projects in Florida, Louisiana, Massachusetts, North Carolina, Kentucky, Oklahoma, Arkansas and Georgia, several of which were statewide projects involving the removal of over one-million cubic yards of storm debris. In total, our firm has successfully provided FEMA-compliant monitoring for the removal of over 30 million cubic yards of storm debris, with consistently high levels of federal reimbursement received by our clients for their debris removal and monitoring costs.
- **Expertise in Federal Funding Programs:** Few companies can cite our experience with FEMA and FHWA disaster recovery funding programs. As the primary disaster recovery and federal grants management consultant to both the Florida Division of Emergency Management and the Florida Department of Transportation, we assisted over one thousand Public Assistance applicants with their federal grants and provided the State of Florida with a team of debris management experts. Our permanent staff of professional consultants has extensive experience with the complexities and nuances of federal funding guidelines, requirements and eligibility rules and has prepared hundreds of FEMA claims with the goal of maximizing reimbursements to disaster affected communities. We have also provided training and planning services to many large state agencies and local government entities.

- **Innovative Approach:** Our extensive experience allows us to offer many innovative and creative services designed to expedite debris removal, mitigate safety concerns, track and report damages, respond to local citizen concerns, maintain strict project quality control and maximize federal reimbursements through full compliance with federal contracting, documentation, environmental and operational requirements.
- **Commitment to Quality and Integrity:** We believe that the best way to ensure that our clients receive consistently high levels of service is to cultivate within our firm a dedication to the pursuit of excellence, accountability and integrity and we remain constantly vigilant for opportunities to improve performance. Our refined debris monitoring Quality Control and Assurance Program is designed to guarantee project success and client satisfaction.
- **Local Hiring Program:** Because we understand that disasters also impose economic hardships on communities, O'Brien's is committed to hiring as many local personnel as possible on our projects, to both minimize travel expenses and to spread employment opportunities locally. We are also dedicated to diversity and minority opportunity - within our company as well as on temporary projects.

O'Brien's fully qualified and prepared to provide the services which The City of Stuart is seeking and we look forward to further discussing the City's disaster management and debris monitoring needs and to tailoring a project approach that conforms completely to its specific requirements and expectations.

I am authorized to bind the firm contractually and will serve as the contact for technical clarifications regarding our proposal and any subsequent contract negotiations. Should you have any questions, require additional information or wish to schedule a meeting with us, please contact me.

Sincerely,

**Steve Branham**

Executive Vice President, Government Services
Rear Admiral (Retired), United States Coast Guard

O'BRIEN'S
RESPONSE MANAGEMENT
2200 Eller Drive
Fort Lauderdale, FL 33316
(954) 627-5296 – Direct Office Line
(954) 523-2200 – Office Front Desk
(954) 527-1772 – Fax
Steve.Branham@Obriensrm.com

O'Brien's acknowledges receipt of Addendum Number 1 of the RFP.
The required bid bond has been mailed under separate cover.

# 1. Company Profile

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## Company Profile and Qualifications

**O'Brien's Response Management Inc.** (O'Brien's) is a global provider of regulatory compliance, emergency preparedness, response management, disaster recovery and crisis management services to private and public sector clients. Since its inception, O'Brien's has grown steadily, in part by the strategic acquisitions of such firms as Solid Resources Incorporated (which was recently integrated into the firm and now operates as our Government Services Division) but also through the steady expansion of products and services designed to better meet the needs of our diverse clients. O'Brien's was incorporated June 15, 1983, in the State of Louisiana, as O'Brien Oil Pollution Service and completed a name change to O'Brien's Response Management Incorporated on January 1, 2009. O'Brien's maintains its corporate headquarters in Brea, California, a primary office in Spring, Texas and its Government Services Division in Fort Lauderdale, Florida.

**Federal Tax ID Number: 72-0978764**

## Principal Contacts for this Project

The authorized principal contact for technical clarifications regarding our proposal and any subsequent contract negotiations or issues is Steve Branham, Rear Admiral (retired), United States Coast Guard, who may be reached at our Government Services headquarters in Fort Lauderdale, Florida. Charles Brannon is our Vice President of Debris Services and will act as principal manager over any tasks O'Brien's may perform for the City as a result of this proposal.

**Steve Branham – Executive Vice President, Government Services**
2200 Eller Drive
Fort Lauderdale, FL 33316
(954) 627-5296 – Direct Office Line
(954) 523-2200 – Office Front Desk
Steve.branham@obriensrm.com

**Charles "Chuck" Brannon – Vice President, Debris Services**
1882 Capital Circle, N.E., Suite 205
Tallahassee, Florida 32308
(850) 877-6700 – Office
Chuck.Brannon@obriensrm.com

## Profile and Core Services

O'Brien's, in business for twenty three years, retains on average over 160 full time employees working in eight offices nationwide which are staffed with debris management, disaster recovery and government program specialists. Our core strength is in providing regulatory compliance and emergency management support services to private sector clients and, through our Government Services Division, assisting federal, state, and local governments with a wide range of services pertaining to emergency and disaster preparedness, mitigation, response and recovery. We employ trained and experienced professional consultants with solid backgrounds in these core areas:

- FEMA Public Assistance Program Technical Assistance
- Incident Response and Management
- NIMS / ICS Technical Assistance and Training
- Disaster Debris Management Planning
- Disaster Debris Contract Monitoring
- Crisis Communications and Management
- Environmental Regulatory Compliance
- Risk Analysis, Mitigation and Management
- Emergency and Disaster Planning and Training
- Port and Facility Security Assessments
- Homeland Security and Terrorism Preparedness
- Disaster Mitigation Planning and Support
- Federal Program Compliance and Reporting
- Federal Grants Management
- Public Health Preparedness and Response

## Parent Company and Financial Strength

O'Brien's Response Management Incorporated is a wholly-owned subsidiary of SEACOR Environmental Services and SEACOR Holdings Inc., a diversified, multi-national company that owns and operates marine and aviation assets primarily servicing the oil and gas industry worldwide. SEACOR operates bulk commodity barges along the U.S. inland waterways and provides environmental response solutions to governments and industry.

Headquartered in Fort Lauderdale, Florida, SEACOR is a publicly traded company on the New York Stock Exchange under the symbol CKH. Founded in 1989 on the principles of operational quality, safety and protection of the environment, SEACOR strives to provide its customers with a highly responsive service focused on innovative technology, modern efficient equipment and dedicated highly trained professionals. SEACOR employs over 5,000 individuals who support operations that span the globe with offices and joint ventures in the United States, Latin America, Europe, West Africa, the Middle East and Central and Southeast Asia. With its diversified family of companies worldwide, including O'Brien's Response Management, SEACOR has the global strength and flexibility of resources to provide customers with the highest level of local service.

As a subsidiary of SEACOR, O'Brien's Response Management is able to leverage the financial strength and management capability of its parent company and take on projects of formidable size and complexity. O'Brien's does not maintain separate balance sheets, income reports or cash flow statements. Please see the SEACOR Holdings Inc. financial summary attached to this proposal, which attest to O'Brien's Response Management Inc.'s financial strength and capacity to undertake and successfully complete large, capital-intensive projects.

## Experience with Federal Funding Programs and Government Service

Few other firms in the nation can match our experience assisting government agencies with federal disaster funding programs. O'Brien's has, since 2005, provided professional FEMA Public Assistance Program and disaster recovery consulting services to hundreds of local governments and state agencies, including the State of Florida's Division of Emergency Management (FDEM) and Department of Transportation (FDOT). Our consultants have

assisted over one-thousand FEMA Public Assistance Program applicants in Florida to navigate the complexities of federal disaster recovery grant programs and process their reimbursement claims for eight major disasters. We have also delivered disaster recovery and FEMA program training to thousands of government personnel throughout Florida. Under contract to FDEM and FDOT, we provided the following services to the State of Florida:

**FEMA Public Assistance Program Technical Support:** O'Brien's assisted over 1500 local governments, private non-profit organizations, public utilities and Indian tribal groups with the processing of their FEMA and FHWA disaster recovery claims for the four major 2005 hurricanes. We provided the FDEM with over 40 trained and experienced consultants to act as State Public Assistance Coordinators, Project Officers and Debris Specialists. Our professional consultants reviewed thousands of claims submitted to FEMA for the 2004 and 2005 disasters, wrote hundreds or original FEMA Project Worksheets, performed final inspections and closeout closeouts and provided technical assistance to local government Public Assistance applicants. In total, our firm was ultimately responsible for the administration, review, management and final inspection of $4 billion in federal disaster recovery grants for the 2004 and 2005 Florida disasters.

**Debris Management Specialists:** As our firm is a recognized leader in debris management and monitoring services, the Florida Division of Emergency Management tasked us to provide a team of debris management specialist to the State. O'Brien's debris specialists assisted hundreds of local governments impacted by the devastating 2005 storms (including Miami-Dade County, the City of Miami, Broward County, Monroe County, West Palm Beach, the Cities of Hialeah, Homestead and Key West and many others) to recoup their debris removal and monitoring costs by assisting with documentation of costs, preparing Category A FEMA Project Worksheets, negotiating with FEMA on their behalf, writing appeals to FEMA decisions, validating debris eligibility in the field, managing project documentation and providing debris management consultation and training. Our debris specialists also validated and monitored the removal of marine, canal and waterborne debris, including almost 500 derelict vessels, in Monroe, Miami-Dade and Broward Counties. Our State debris team was also instrumental in developing, with FEMA, the first comprehensive Debris Management Training seminars, which FEMA presented to hundreds of local governments throughout the State of Florida with O'Brien's assistance.

**Consultant to the Florida Department of Transportation:** O'Brien's Response Management's professional FEMA Public Assistance Program and disaster recovery consultants provided the FDOT with comprehensive technical assistance with its many large and complex FEMA claims. Our team reviewed the Department's entire set of FEMA Project Worksheets for the 2004 and 2005 disasters and ultimately was able to identify almost $50 Million in missed or denied funding opportunities, for which we then prepared and submitted Project Worksheet claims or appeals to FEMA. We also performed comprehensive project file reviews of all of the Department's FEMA claims and prepared each project for final inspection and financial closeout. During the closeout process, our consultants were able to further increase the Department's federal reimbursements due to their diligence and deep knowledge of federal guidelines. In all, O'Brien's Response Management's federal disaster recovery consultants were responsible for the administration, review, management, formulation and final inspection of almost $2 billion in federal disaster

recovery grants for the FDOT.

In addition, the FDOT tasked our debris specialists to develop its first state-wide Debris Management Plan, which was approved by FEMA on first review. We then developed comprehensive operational debris management plans for each of the seven FDOT Districts in Florida. The Department also enlisted our debris specialist to assist several local governments with the management and preparation of their Federal Highway Administration (FHWA) claims and to develop scopes of work for the Department's debris removal Request for Proposals and Contracts.

**Disaster Management Training:** At the request of the Florida Department of Transportation, O'Brien's Response management developed comprehensive disaster management training programs for the FDOT and conducted seminars in each its eight Districts. So successful and well-received was O'Brien's training that we were then tasked to deliver our training seminars to every local government in Florida. More than 2,000 emergency management, public works, finance, solid waste and other Florida government personnel with disaster recovery responsibilities attended our training sessions. O'Brien's' training included comprehensive sessions on the FEMA and FHWA disaster recovery funding programs, debris management and monitoring as well as cost documentation requirements and grants management practices for disaster recovery projects. Few other firms can match our disaster management training capabilities or level of experience.

## Direct Consultation and Training for Local Governments

In addition to having served as the State of Florida's primary disaster recovery contractor for eight major disasters, O'Brien's also provides direct consultation, planning and training services to local governments throughout the Unites States and Puerto Rico. Our professional consultants have assisted many counties, school districts and cities with their FEMA reimbursement claims – from Project Worksheet formulation and review to final inspection and project closeout support. We have assisted several large clients (such as the City of Miami and Broward County Public Schools) with their efforts in navigating the FEMA Public Assistance Program and maximizing their eligible federal and state reimbursements at closeout. We also provide comprehensive training directly to our local government clients on the Public Assistance Program, the FHWA Emergency Relief Program, disaster management accounting practices, NIMS and ICS, debris management and planning and several other topics.

## Disaster Debris Monitoring Experience

Unlike many firms which attempt to provide debris monitoring and planning services as a part-time adjunct to their primary, non-disaster related services, O'Brien's Response Management is fully dedicated to providing professional incident, emergency and disaster management services to private and government sector clients and specializes in debris management, planning and monitoring services. In addition to our extensive FEMA and FHWA program technical assistance and training experience, O'Brien's has served many government agencies with debris monitoring services for major and complex disaster recovery efforts, several of which involved the removal of over one-million cubic yards of debris, including our projects for the

Louisiana Department of Transportation, Collier County in Florida, the City of Tulsa, the Kentucky Transportation Cabinet and others. Though we are under contract with many local and state level governments to provide debris monitoring services, the depth of our organizational, financial and personnel resources enables us to assure each of our clients that we will be there for them in the event of a major debris generating event. O'Brien's Response Management's specializes in swift and effective response to incidents, emergencies and disasters – we make it our business.

Our Debris Services personnel are among the best trained and most experienced in the industry; they have worked on large projects for major disasters, including Hurricanes Charley, Wilma, Katrina, Gustav and Ike, as well as severe ice storms and tornadoes. Our personnel have years of experience in the emergency removal of all types of disaster debris and a deep familiarity with federal, state and local regulations governing its proper management. We have extensive experience with:

- Public Right of Way debris removal and monitoring,
- Vegetative debris, including stumps, hanging limbs and leaning trees,
- Construction and Demolition (C&D) debris,
- White goods and appliances,
- Waterborne debris in canals, lakes, drainage systems, marinas,
- Sediments, sand, mud, seaweed,
- Abandoned and derelict vessels,
- Oil and Chemical Spills,
- Asbestos abatement, removal and disposal,
- Hazardous Materials and Waste,
- Demolition programs – homes, buildings, mobile homes, boats,
- Right of Entry Programs and Hold Harmless Agreements,
- Private Property Debris Removal, including private gated communities, mobile home parks and private roads,
- Recycling programs for disaster debris,
- Animal carcasses and putrescent debris,
- Temporary Debris Management Site permitting, set-up, management and restoration.

As a result of our experience with large and challenging debris monitoring projects, we have developed a sound Project Management model and cultivated a core team of disaster management and debris specialists with a superior working knowledge of eligibility guidelines for the FEMA, FHWA, HUD and NRCS funding programs; this enables us to ensure the highest level of reimbursements to our clients for debris removal expenditures. As you will see in the following sections, we have provided professional disaster debris monitoring services to many cities, towns, counties and state agencies on projects entailing the total removal of over **thirty million cubic yards** of disaster-related debris.

O'Brien's Response Management's comprehensive and industry-leading disaster debris monitoring services are designed and implemented with these clear program objectives:

- FEMA, FHWA, NRCS and HUD program compliance assurance,
- Environmental, historical and archeological regulation compliance,
- Maximizing federal disaster recovery cost reimbursements through proper documentation of project costs,
- Expediting debris removal and eliminating public health and safety risks,
- Expediting the economic recovery of disaster-affected communities, and
- Delivering consistently high levels of customer service and project quality assurance.

## Current Pre-Event Debris Monitoring Clients

O'Brien's is privileged to be under contract to provide disaster debris monitoring, management, planning and consulting services to the government entities listed below:

- Alachua County, FL
- Catawba County, NC
- Charleston County, SC
- Citrus County, FL
- City of Alvin, TX
- City of Cooper City, FL
- City of Coral Gables, FL
- City of Fairfax, VA
- City of Fayetteville, NC
- City of Fernandina Beach, FL (pending)
- City of Fort Pierce, FL
- City of Hitchcock, TX
- City of Longview, TX
- City of Lynn Haven, FL
- City of Marathon, FL
- City of Margate, FL
- City of Miami, FL
- City of Miami Gardens, FL
- City of Milton, FL
- City of Nassau Bay, TX
- City of New Smyrna, FL
- City of Ocala, FL
- City of Richwood, TX
- City of Riviera Beach, FL
- City of Sanford, FL
- City of Sanibel, FL
- City of Sunny Isles Beach, FL
- City of Tallahassee, FL (pending)
- City of Thibodaux, LA
- City of Webster, TX
- City of West Palm Beach, FL
- Collier County, FL
- Columbia County, GA
- Commonwealth of Massachusetts
- Commonwealth of Virginia
- Desoto County, FL
- Highlands County, FL
- Jackson County, FL
- Kentucky Transportation Cabinet
- Lafourche Parish, LA
- Lake County, FL
- Lee County School District, FL
- Leon County, FL (pending)
- Louisiana Department of Transportation
- Marion County, FL
- Miami-Dade County, FL
- Miami-Dade School District, FL
- Mobile County, AL
- Oklahoma Department of Emergency Management – Statewide
- Orange County, FL
- South Broward Drainage District, FL
- St. Lucie County, FL
- Town of Davie, FL
- Town of Fort Myers Beach, FL
- City of Lauderdale by the Sea, FL
- Town of Loxahatchee Groves, FL
- Town of North Topsail Beach, NC
- Town of Palm Beach, FL
- Town of Surfside, FL
- Town of Southwest Ranches, FL
- Village of Key Biscayne, FL
- Village of Virginia Gardens, FL
- Volusia County, FL

## NIMS Compliant Response Capabilities

No firm responds to more emergency incidents within the National Incident Management System framework than O'Brien's Response Management. O'Brien's incident commanders and response professionals have years of experience managing or providing technical support to the largest oil spills, disasters, emergencies and environmental events in our nation. This includes the Deepwater Horizon oil spill as well as other major events such as the Cosco Busan spill in San Francisco Bay, the M/T Athos in the Delaware River, and many others. Our command center responds to over 1,000 events per year and is supported by a fully redundant operation in Houston, Texas and four mobile command posts that rapidly mobilize to disaster and emergency scenes to give our teams and our clients the ability to set up a command structure autonomous from any local facilities and operate independently for weeks if necessary. The O'Brien's staff is supported by an additional contractor network of over 1,000 professionals with proven response expertise. All of our key response personnel are NIMS/ICS trained and many have special areas of expertise needed for all-hazards response. Upon request, we can supply provide a lengthy list of emergency and disaster events to which we have responded and implemented fully compliant NIMS and ICS procedures. O'Brien's is also a national leader in NIMS and ICS training for government agencies and private sector organizations.

**We were ICS before ICS was NIMS**

O'Brien's has been a national leader in Incident Command System application and training since the mid-1980s. We have trained thousands of response professionals and have implemented the ICS tens of thousands of times in events large and small. ICS was adopted by the Department of Homeland Security as the National Incident Management System (NIMS) in 2004, making our years of experience and whole-hearted commitment to this system invaluable to our government clients.

## Summary of Debris Monitoring Qualifications

- Monitored and documented the removal of over 30 million cubic yards of all types of disaster debris, including demolition, hazardous, marine, beach, and waterborne debris and derelict vessels;
- Record of successfully completing many large and complex state and county-wide disaster debris monitoring projects;
- Full time staff of professionals with extensive debris monitoring and FEMA and FHWA Program experience, with a command of Federal disaster recovery funding program guidelines and compliance factors;
- Over 2,000 trained and experienced monitoring personnel on-call throughout the Southeastern United States;
- Advanced data management and reporting capabilities to streamline invoice reconciliation and comply with FEMA documentation of costs requirements;
- Demonstrated ability to rapidly mobilize experienced project management teams to any disaster in the United States;
- FEMA Public Assistance program consultant to Florida's Division of Emergency Management and Department of Transportation;
- Developed debris management and emergency management plans for many local governments and state agencies;
- Developed and delivered debris management and FEMA Public Assistance program training to hundreds of Florida local governments and State agencies;
- Well established and financially-sound global company with eight office locations around the nation;
- Four Mobile Command Vehicles ready to deploy to disaster scenes on short notice.

# 2. Operational Plan

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# Technical Approach & Project Management Plan

## Project Management

The O'Brien's Debris Services management team has carefully read the scope of work in The City's Request for Proposals and warrants that O'Brien's is fully qualified, capable and prepared to provide the City with disaster debris monitoring and federal programs consulting services commensurate with its requirements and expectations. As one of the nation's premier debris monitoring firms, we are confident in our ability to respond expeditiously to any natural or man-made debris generating event that the City might encounter and provide the highest level of professional debris monitoring services available, utilizing our innovative and proven approaches to achieve project success.

As the result of having successfully completed many complex and challenging debris monitoring projects, we have developed a sound project management approach which allows us to mobilize rapidly, adapt to fluid circumstances and challenges, implement our tested operating procedures seamlessly and provide our clients with the finest debris monitoring and federal grants management services available. We see our team as an extension and partner of the client's debris management and Public Works staff which serves to augment and strengthen its capabilities. Our management model is designed to allow us to coordinate and integrate rapidly and effectively with all participants in a major debris removal operation while maintaining the highest level of customer service and accountability, yet remaining flexible and scalable to allow us to adapt to ever changing project requirements.

## Pre-Event Consultation and Planning

**Table Top Planning and Preparation Exercises**

Prior to any storm event, O'Brien's debris management and planning specialists will meet with the City's Debris Management Team to strategize a response to a major debris generating event. O'Brien's will develop debris forecasts based on various storm and disaster scenarios utilizing the Army Corps of Engineers' debris forecasting model, historical data and other methodologies, in order to identify requirements for staffing levels, equipment, contracted services, temporary debris sites and final disposal. O'Brien's will also participate in an annual debris operations table-top exercise with the contract holder's debris removal contractor and relevant departmental personnel in order to plan and strategize for various disaster scenarios. We will also review carefully any existing Debris Management Plans and make recommendations for updating or revising them.

**Debris Management Site Selection**

O'Brien's will assist with pre-event selection of temporary Debris Management Sites suitable to handle the quantities and types of debris forecast during the planning session and will advise the City on obtaining all necessary environmental or other permits, in Coordination with local and state environmental agencies. Our team will review potential sites, consult on site selection criteria and issues, assist with the acquisition of all necessary environmental and other State, Federal or Local permits, make sight visits to photograph and inspect potential properties and produce a summary report with recommendations.

**Training**

O'Brien's Response Management can provide training in debris management and monitoring to the City's debris management personnel and other stake-holders. Our debris management training seminar offers a comprehensive overview of FEMA and FHWA program requirements for reimbursement of debris clearance and removal costs, monitoring techniques, documentation requirements, safety considerations, contracting guidelines and other vital debris operations issues.

**Summary of Pre-Event Assistance**

O'Brien's will assist with the following tasks prior to any storm event:

- Coordination of a Table Top Exercise with debris removal contractors the City's debris management staff;
- Training in debris management and monitoring;
- Training in FEMA and FHWA disaster recovery funding program requirements;
- Review and update of Debris Management Plans;
- Review and analysis of potential Debris Management Sites (DMS);
- Coordination of selection and authorizations and environmental permits for DMS;
- Review of storm debris recycling opportunities and options.

## Rapid Response and Project Ramp-up

Our extensive disaster response experience allows us to rapidly and efficiently mobilize our teams, roll out our proven project management procedures, coordinate with the Contractors, state and local agencies and our client and initiate project oversight. Immediately following a storm event (or prior to, with notification) an O'Brien's' Debris Monitoring Project Manager will coordinate with City Debris Manager, report to the EOC, assist in the establishment of the Debris Management Center and initiate inspection by our monitors of the activities of the debris clearance and removal contractors to ensure that all work is properly documented for federal reimbursements. Priority debris clearance plans will be reviewed, after which our crews will mobilize into the field to perform preliminary damage assessments and debris estimations, identify hazardous debris situations for rapid clearance and monitor and coordinate the documentation and scheduling of "first push" crew activities for the first seventy hours of contracted debris clearance work.

Specially trained monitors and field supervisors can also assist with the documentation, inventorying and pre-validation of leaning trees, hanging limbs, tree stumps and other debris which may require eligibility validation by FEMA. Our team will then develop a "Debris Operations Action Plan" based on damage assessments and anticipated needs and consult on its implementation. Trained O'Brien's debris monitors will then be paired up with contracted collection crews to begin monitoring and documenting debris removal activities.

**Summary of Immediate Response Assistance**

- Mobilize Project Management team to the City within twenty hours of notification;
- Coordinate with the City Debris Manager;
- Coordinate with FEMA and the debris clearance contractors;
- Attend FEMA "kick off meetings;"

- Perform damage assessments and debris estimations, via "windshield," aerial or other methods;
- Inventory special debris needs – hazardous waste, leaning trees, hanging limbs, etc.;
- Coordinate with contractors and force account staff to monitor "first push" debris clearance to ensure proper documentation of equipment, labor and contracted costs;
- Identify areas, facilities, roads and properties which require immediate debris clearance in order to protect the health, safety and lives of the public, or to facilitate access to critical facilities and infrastructure.

## Monitor Hiring Plan

O'Brien's responsibility to its disaster-affected clients goes beyond the debris monitoring project. We also understand the economic toll that disaster events take on communities. For that reason, we are dedicated to always hiring as many local residents to fill debris monitoring positions as possible. When potential disasters loom, our management team activates O'Brien's' standard procedures for broadcasting job announcements in a storm's path – via radio, newspapers, unemployment offices, college job boards, churches and the internet. We also consult with our clients to determine if any recently retired or laid-off government employees - from the Solid Waste, Public Works, Parks and Recreation, Police or Fire Departments – might be available to assist with the recovery effort. We have found that, not only are they up to the task, their local knowledge proves invaluable.

**Background Screening of Temporary Field Staff**

Of primary concern to O'Brien's is the professionalism and personal integrity of our field personnel; we understand that our monitoring staff will represent not only our firm but our client as well. For that reason, we carefully screen our monitoring staff with background checks to ensure that those with felony convictions or questionable moral character are excluded from our team. O'Brien's also regularly uses E-Verify to screen potential employees, which is an internet based system for determining eligibility for employment in the United States. We will also impose a strict "zero tolerance" policy for drug usage, safety violations, foul language, disrespectful behavior or any confrontational approach towards debris removal contractors or our client's personnel, or any hint of impropriety or misconduct which may reflect negatively on the our client or our firm. The City will always have the ability to dismiss any of our field staff from the project at any time for any reason.

## Monitor Training Plan

O'Brien's has developed a comprehensive training program for its newly hired debris monitors consisting of class room instruction and exercises, a Power Point presentation on FEMA debris operations, eligibility guidelines and monitoring techniques and a review of our field manual, which each monitor receives a copy of. We also have an internet-based training capability called the *Learning Management System*, through which monitors and supervisors can access our training materials and test their knowledge on a graded quiz after each session. Each new hire undergoes an intensive four hour training and orientation session conducted by our

Operations Coordinator or Lead Supervisor, which emphasizes safety considerations, FEMA eligibility guidelines, job duties and responsibilities, load ticket management, dress codes and our standard procedures for debris monitoring and project management. A special training session is held for monitors chosen to serve as truck measurement certification crew. New monitors are also trained in the use of our GPS units and digital cameras, and supplied with reference materials and maps of their work zones. Once trained, monitors are then closely supervised on the job, debriefed at the beginning and end of each day and held to our high standards of performance and conduct.

## Public Information Development and "Hot Line" Call Center

We understand the vital importance of keeping the public informed throughout the duration of a major debris removal project and we will coordinate with the clients Debris Manager to implement a Public Information Plan, which can be devised prior to storm season. Our Project and Operations Managers work with the City's staff to develop timely and informative public announcements about the debris project, safety considerations, hazardous waste handling, collection schedules, methods of sorting and separating debris to increase collection and disposal efficiencies and other issues. We will also make staff available to the City to distribute and disperse public information on the debris project and may deploy our field monitoring staff to disseminate fliers to residents. Our staff can also set up debris information "hot line" phone center for the public or construct an informational website where the public can track debris removal progress, review collection schedules and have e-mail questions answered.

## Truck Measurement and Certification Program

As the debris removal contractor's trucks and equipment begin to arrive at the disaster scene, O'Brien's will initiate the truck measurement and certification program in coordination with the debris removal contractor, to accurately measure the volumetric capacity of each truck. We utilize the latest FEMA-approved methodologies, forms and tools (including laser distance measurement) for measuring and calculating the capacity of debris removal trucks and can provide all truck placards and truck certification forms necessary. Original truck certification forms with photographs of each truck showing its placard and any modifications will be provided to the City in a binder along with electronic "PDF" copies and a summary spreadsheet. Our Quality Control/Roving monitors will also periodically spot check and re-certify trucks during the project in order to deter and detect fraudulent alteration of truck capacities or placards.

## Field Supervisors

O'Brien's provides experienced Field Supervisors at staffing levels commensurate with operational requirements to oversee and coordinate the activities of all O'Brien's field and site monitors. At least one Supervisor will be responsible for monitoring activities in each debris zone.

Our Field Supervisors will provide the following services:

- Supervise the work of all O'Brien's collection and site monitors;

- Implement Quality Assurance and Quality Control program in the field;
- Ensure that project safety policies and guidelines are adhered to;
- Verify that only FEMA-eligible debris is being removed from designated public rights-of-way and public property within assigned debris pickup zones;
- Verify proper photographic documentation of hazardous trees (leaners and hangers);
- Coordinate monitors' schedules and assignments and ensure job performance standards are met;
- Track, report and manage contractor damages;
- Maintain positive public relations regarding any complaints or concerns;
- Coordinate daily with the Debris Haulers in their zones and resolve disputes or problems;
- Ensure that first pass debris collection from FHWA-ER eligible roads is documented accurately;
- Confer with FEMA debris specialists in the field to resolve eligibility issues;
- Maintain daily field reports.

## Roving Monitors / Quality Control Inspectors

O'Brien's frequently deploys trained roving debris monitors to assist in the identification and documentation of ineligible debris (such as land-clearing or construction waste), consult with FEMA debris specialist about eligibility issues, assist with mapping of debris clearance progress, inspect debris zones for "hot spots" and zone closure status, distribute fliers or door hangers to residents and perform other functions as requested. Their primary roles will be to ensure that only FEMA-eligible debris is collected and hauled and that removal contractors do not enter onto private property. Roving monitors will work with FEMA and the City's field staff to "pre-validate" certain types of debris, such as stumps and hanging tree limbs. Designated personnel will also provide Quality Control/Quality Assurance oversight of all project activities, report safety concerns, inspect trucks for alterations to capacity or placards, halt any work deemed unsafe or ineligible under FEMA guidelines, assure load tickets are completed correctly and report to the Project Manager daily.

## Loading Site Monitors

O'Brien's loading site monitors will inspect and monitor all debris collection work performed by the removal contractors and record data for each load on our standard load tickets. O'Brien's will provide an adequate number of monitors to inspect and monitor all debris removal activities and document each load utilizing load tickets, field logs and other documentation as required. Collection site debris monitor responsibilities include:

- Monitor the daily debris removal activity of trucks and contracted crews;
- Issue load tickets at loading sites for each load;
- Complete and sign each load ticket, certifying that the truck is fully loaded with eligible storm debris, before allowing truck to proceed to a DMS or final disposal site;

- Survey and record the 'special needs' areas in which larger items such as tree stumps and root balls, hazardous leaning trees and hanging limbs, hazardous materials, construction and demolition debris that require specialized removal equipment and documentation;
- Verify all debris collected is storm related and eligible for FEMA funding;
- Ensure hazardous waste materials are not mixed in with debris loads;
- Ensure debris removal contractors do not remove debris from private property with proper authority and without a Right of Entry/Hold Harmless Agreement signed by the property owner(s);
- Identify, document, and report any damages to private property caused by the debris removal contractor or monitoring firm; and
- Ensure mixed types of debris are not loaded into debris removal trucks unnecessarily.

## Debris Management Site Selection and Monitoring

O'Brien's will assist the City with selection, evaluation, baseline environmental data and soil sample collection and State and local authorization of temporary Debris Management Sites, either prior or subsequent to an event. We will also coordinate State and local authorizations of temporary sites or burn permits and address any other environmental issues that may arise. At least two trained O'Brien's Debris Management Site monitors will be deployed to each site to perform these tasks:

- Inspect the loads of all inbound trucks and make a quantitative volumetric assessment of the debris loads;
- Verify each truck that delivers debris to the DMS matches its manifest load ticket including truck number, type of debris and truck volume;
- Accurately complete and sign each load ticket before permitting a truck to proceed from the check-in/inspection area to the tipping area;
- Ensure that each truck bed has been fully emptied prior to departure from the DMS or final disposal site;
- Maintain accurate daily logs of all load tickets inventoried and/or voided;
- Perform quality control and assurance checks on all load tickets;
- Immediately contact monitors and Field Supervisors when load ticket errors are detected at the DMS, in order to promptly remedy any errors and maintain satisfactory field monitor performance;
- Photograph truckloads of debris or other items at the DMS as needed;
- Ensure the site is clear at the end of each day when trucks stop operating and that it is properly secured overnight;
- Report and review daily safety issues; and
- Coordinate, document and oversee site restoration at conclusion of the project.

## Unique Debris Challenges

Certain types of hazardous debris (such as hanging tree limbs, leaning trees, canal and marine

debris, white goods and tree stumps) require special validation and documentation procedures in order to be eligible for removal cost reimbursement from FEMA or FHWA. O'Brien's has extensive experience with all debris types and will provide expert consulting services regarding unique debris challenges, including the removal of building demolition waste, private property or gated community debris removal, Right-of-Entry programs, water-borne debris and derelict vessel removal. We also have experience in Florida with sea weed, beach debris and sand sifting procedures and FEMA compliance factors

Our priority is to protect the client's interests and federal funding by ensuring that all work to remove hazardous debris from public rights-of-way and properties (or if necessary from private gated communities or private roads) is done in accordance with FEMA and FHWA funding eligibility guidelines, or that prior permission is granted to perform work outside of general federal guidelines. As such, O'Brien's will coordinate closely with FEMA debris specialists in the field to pre-validate these types of debris before removal takes place, and will document – with digital photographs, GPS coordinates, logs and reports – the locations and eligibility of the storm debris.

## Debris Removal Mapping and GIS Applications

O'Brien's monitors and Field Supervisors will map out where debris remains, locate 'hot spots' for immediate collection, mark ineligible debris piles and track progress for pass completions and debris removal zone closures. This information can be used by the government's debris management staff to track progress and provide updates to the media, elected officials and the public, or to approach FEMA about eligibility issues. Our mapping services incorporate state of the art technology and can be tailored to any specifications requested, including GIS applications. Debris collection data can be used to update neighborhood or zonal maps daily, and O'Brien's can assist with the development of a web-based mapping system to upload to an internet site.

## Documentation of Disaster Debris Removal Costs

The proper documentation of debris removal work and costs is critical to maximizing federal reimbursements and O'Brien's is better prepared than any other debris monitoring firm to provide expert, FEMA compliant documentation services. All data collected from the field – including debris load tickets, monitor logs, debris management site tower logs, supervisor logs, photographs, damage claim forms and any other documentation – will be digitally scanned by O'Brien's.

At the completion of the project, or upon request at any stage of the project, O'Brien's will provide a complete set of hard-copy as well as electronic documents to support all project costs and debris eligibility claims. Costs for our monitoring services will also be clearly and thoroughly documented with our invoices, time sheets and summary work reports. Our deep familiarity with

FEMA, HUD, FHWA, NRCS and other disaster recovery funding programs, stemming from years as serving as the State of Florida's primary disaster management consulting and training firm, allows us to ensure that all project costs will be documented correctly.

## FHWA / FEMA Cost Segregation

As FEMA will not reimburse expenditures for the removal of debris which are eligible for funding under any other federal or state disaster recovery grant programs, it is imperative from the beginning of the debris project to track and document costs accurately and separately - in particular for the FHWA Emergency Relief (ER) Program. During pre-event planning meetings, O'Brien's will work with the City to review FHWA debris removal guidelines and identify roadway sections within the affected jurisdiction that are designated as part of the Federal Aid System. Our monitors will be supplied with maps which clearly delineate Federal Aid System roads and will track first pass debris clearance and removal costs from these roads carefully. O'Brien's will provide a summary and backup documentation of FHWA-eligible costs, sufficient to support ER Program debris removal claims.

## Residential Debris Drop-off Site Management and Monitoring

If the City decides to implement such a program, O'Brien's will set up, manage and monitor debris drop-off sites where local residents may bring storm debris themselves. We will work with the Parks or Public Works Departments to identify suitable sites, set up segregated disposal areas for different types of debris and provide staff to:

- Develop public announcements about site locations, hours and disposal criteria;
- Verify residency for each visitor and maintain a log;
- Verify that only storm debris is disposed of at the site;
- Track and record volumes and types of debris;
- Ensure that recyclables are segregated;
- Ensure that any Household Hazardous Waste is handled and stored properly; and
- Monitor the hauling of debris to final disposal and issue load tickets.

## Damage Reporting

O'Brien's can implement a Contractor Damage Reporting and Remediation Program. Each incident will be documented with photographs, logged on damage/incident reports and called into Field Supervisors. The Debris Manager or his designated representative will be informed of the incident and a report of each damaged facility will be given to the City and the debris removal contractor. Field Supervisors will follow up to verify that remedial action was taken by the debris removal contractor in an appropriate timeframe. If electric, water, phone or cable TV utilities are damaged O'Brien's, will contact the proper authority and report the damages immediately.

## Daily Meetings and Status Reports

Our Project Manager and/or Deputy Project Manager will attend daily meetings with the City's Debris Manager and the debris removal contractors' management and operational staff to coordinate scheduling, resolve problematic issues and make any adjustments required to debris removal, reduction and disposal operations in order to enhance safety, control costs, increase efficiencies or better comply with FEMA guidelines. Daily detailed summaries of the previous day's debris removal activities and data will be provided to the Debris Manager by 10 A.M. which will contain, at a minimum, the following information:

- Daily and running summaries of the quantities and types of debris collected;
- Operation times of all debris loading trucks and debris management sites;
- The number of trucks operating daily;
- The number of O'Brien's debris monitors working daily;
- Progress by area or zone and estimates of remaining debris; and
- Amounts of reduced debris removed from temporary sites and hauled to final disposal.

## Ineligible Debris Notification

O'Brien's will also implement a program to identify and document debris which is not eligible for removal funding from FEMA or FHWA. Monitors and Field Supervisors - trained in FEMA eligibility guidelines - will document, photograph, map and mark ineligible debris, providing detailed reasoning for its ineligibility and may place 'door hanger' notification at residences to explain why the debris was not collected by the removal contractors and what they can do. Roving monitors will also be deployed to support this program and will consult with FEMA field staff regularly on matters of debris eligibility on behalf of our client.

## Right of Entry and Demolition Program Support

Entering on to private property for the purposes of collecting storm debris is generally not allowable, either by local ordinance or federal reimbursement programs. However, when destruction is widespread and FEMA renders permission, the City may take the initiative to enter private property after signed Right of Entry (ROE) agreements have been executed. O'Brien's has extensive experience in implementing, managing and monitoring ROE programs and will assist the City in identifying private properties which may be eligible for debris removal, work with FEMA to ensure that proper procedures are followed and secure ROE agreements from local residents. If demolition of private or public structures is warranted, O'Brien's will also guide the City in the proper implementation, documentation and monitoring of that program.

## GPS Locating and Digital Photographs

O'Brien's Loading Site Monitors and Field Supervisors are issued handheld GPS devices and digital cameras to enable the recording of precise locations from which debris was removed. In order to ensure that debris which requires special eligibility determination (such as leaning trees, stumps, hanging limbs, vehicles, waterborne materials and other types) is documented properly, O'Brien's monitors and Field Supervisors will carefully record GPS locations of any

such debris which is removed. In addition, digital photographs will be taken of the debris and then matched to the stump, tree or limb load tickets which our monitors issue. Our automated record keeping system, which combines GPS location and photographs with detailed descriptions and street addresses, will document all debris requiring eligibility validations from FEMA so that, if it becomes necessary, we will be able specify exact locations and eligibility criteria for all debris collected.

## Electronic Paperless Load Ticketing

O'Brien's Response Management has developed a state-of-the-art electronic, paperless load ticketing system which automates the tracking and quantification of disaster debris removal. Our electronic, "ticketless" system of collecting data in the field through the use of Hand Held Units (HHU) which monitors use to capture data on each debris load, allows the automatic integration of GPS/GIS information and streamlines the documentation and data collection process. Rather than handling paper tickets, collection truck drivers carry encrypted smartcards which are "swiped" through the HHU at debris collection sites and again at the tower, where a receipt is printed out for each load.

*O'Brien's uses 3.5G world cell phones with a push-to-talk (PTT), integrated GPS with superior sensitivity and tracking capabilities, 1D and 2D bar code scanning, a high resolution color camera, 3.5G wireless WAN (WWAN), wireless LAN (WLAN), wireless PAN (WPAN) and IrDA connectivity.*

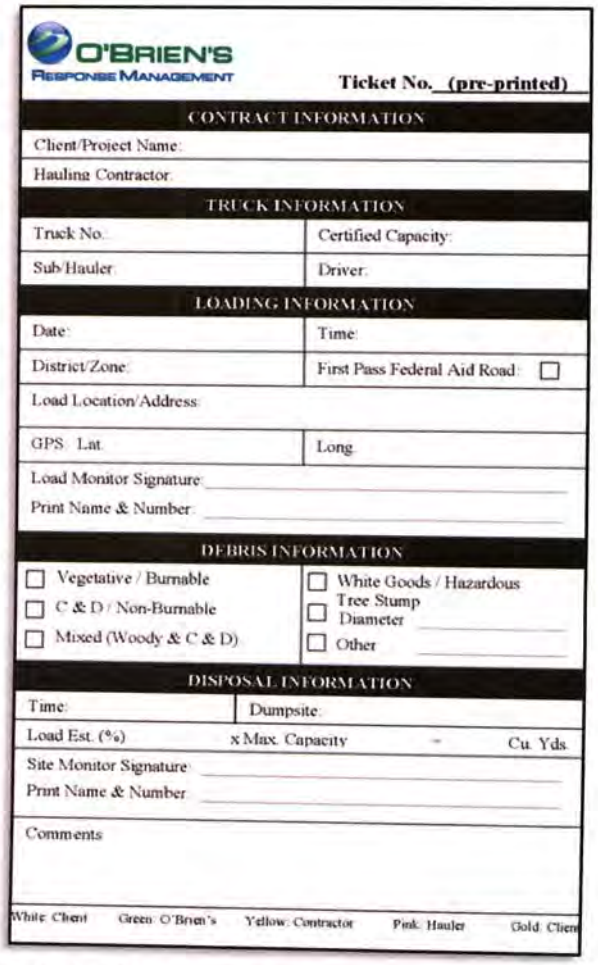
Truck certification and measurement information is easily verified via this system. Data from HHU's can be wirelessly transmitted to our secure central server, downloaded into our data base and made readily accessible to our Project Manager or the client in the form of situational and status reports, or raw data. All of the standard information collected on traditional paper load tickets is captured electronically and integrated into our proprietary data base seamlessly, and readily available for review or report generation.

Paperless electronic ticketing may provide added benefits to the client in the form of increased data management and reporting efficiencies, integrated GPS/GIS capabilities and reduced opportunities for fraud or errors to occur. Regardless of the type of ticketing system the City chooses to use, O'Brien's can warrant that our final electronic data base of debris volumes, types and removal costs will be sound, secure, and accurate and will allow the City and FEMA to easily validate and audit the project.

## Load Tickets

Load tickets serve as the basis for payment to the removal contractors and will be handled and managed by O'Brien's carefully. These tickets will document and certify the loading location of the debris, its eligibility under FEMA guidelines and its type and quantity. Our Field Supervisors will manage quality control over the proper completion of the load tickets with all required information and ensure that tickets are organized, secured, sorted, recorded, compiled and distributed each day. Each ticket will contain the following information:

- Prime, sub-contractors' and client's names
- Truck driver's name
- Truck number on the certification placard
- Time and date of both the loading and disposal of the debris
- Loading location (street name, nearest intersection and debris zone)
- Type of debris (i.e., vegetative, C&D, mixed, stump, hangers, leaners, white good, etc.)
- Diameter of tree stump
- Certified volumetric capacity of the truck in cubic yards
- Estimated percentage of capacity for the load
- Disposal site name or location
- Monitors' names and signatures for loading and disposal
- Ticket number (preprinted sequentially)
- Disaster number or name
- Federal Aid Roadway or other
- Pass number if on Federal Aid Roadway



O'BRIEN'S
RESPONSE MANAGEMENT

Ticket No. (pre-printed)

| CONTRACT INFORMATION | |
|---|---|
| Client/Project Name: | |
| Hauling Contractor: | |
| **TRUCK INFORMATION** | |
| Truck No.: | Certified Capacity: |
| Sub/Hauler: | Driver: |
| **LOADING INFORMATION** | |
| Date: | Time: |
| District/Zone: | First Pass Federal Aid Road: ☐ |
| Load Location/Address: | |
| GPS: Lat. | Long. |
| Load Monitor Signature: | |
| Print Name & Number: | |
| **DEBRIS INFORMATION** | |
| ☐ Vegetative / Burnable | ☐ White Goods / Hazardous |
| ☐ C & D / Non-Burnable | ☐ Tree Stump Diameter |
| ☐ Mixed (Woody & C & D) | ☐ Other |
| **DISPOSAL INFORMATION** | |
| Time: | Dumpsite: |
| Load Est. (%) x Max. Capacity = Cu. Yds. | |
| Site Monitor Signature: | |
| Print Name & Number: | |
| Comments: | |

White: Client Green: O'Brien's Yellow: Contractor Pink: Hauler Gold: Client

Load Tickets will be in five carbonless copy parts:

**Part 1** – Disposal Site Monitor (Client Copy)
**Part 2** – Driver or Contractor's on-site representative (Contractor Copy)
**Part 3** – Driver or Contractor's on-site representative (Contractor Copy)
**Part 4** – Driver or Contractor's on-site representative (Contactor Copy)
**Part 5** – Load Site Monitor (O'Brien's Copy)

O'Brien's will organize tickets by date and number and at the completion of the project will provide a full set of original (Part 1) tickets as well as scanned copies of each. All voided or lost tickets will also be logged for auditing purposes.

## Data Management and Reporting

Managing the large quantity of data generated by the debris project is perhaps our most vital role. On a daily basis, O'Brien's will produce, manage and organize all project documents and enter data from the load tickets into our proprietary *Debris Tracker* database system, which is self-reconciling, provides quality assurance/quality control and:

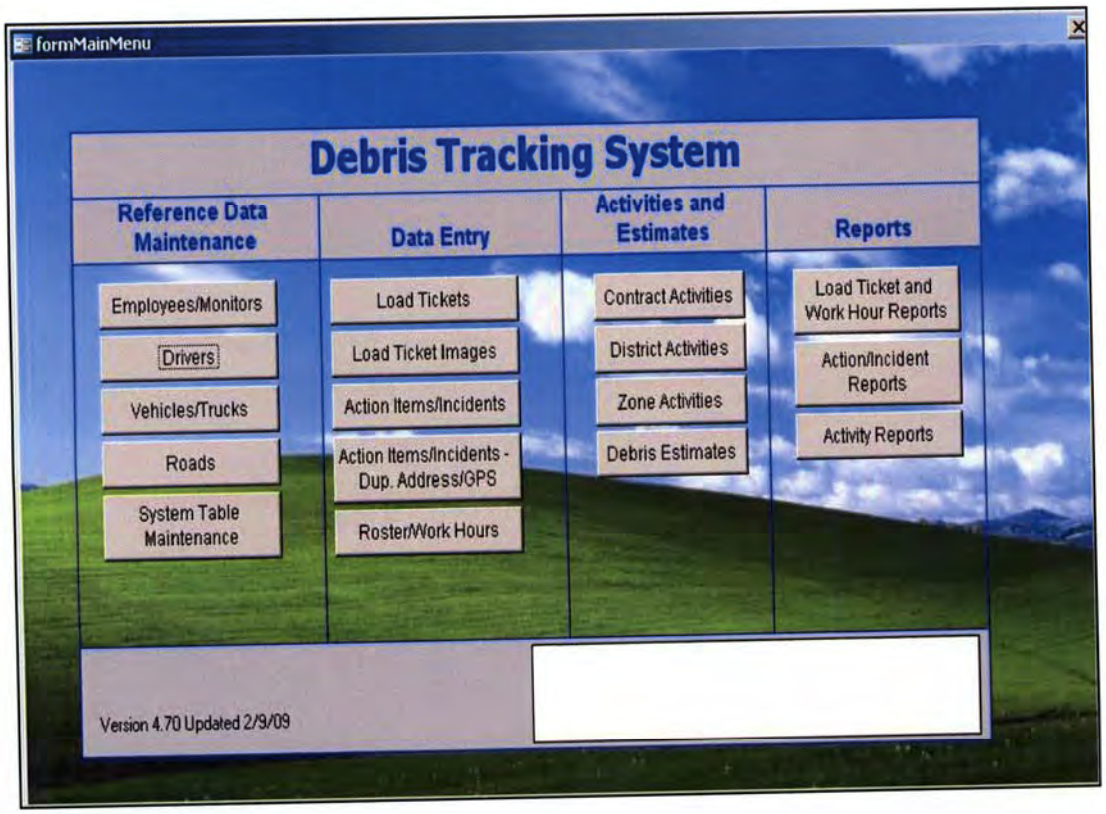
- Ensures proper storage and organization of debris collection data;
- Links and sorts data to any parameter – contractor, truck, DMS, date range, type of debris;
- Associates photos of debris with load tickets;

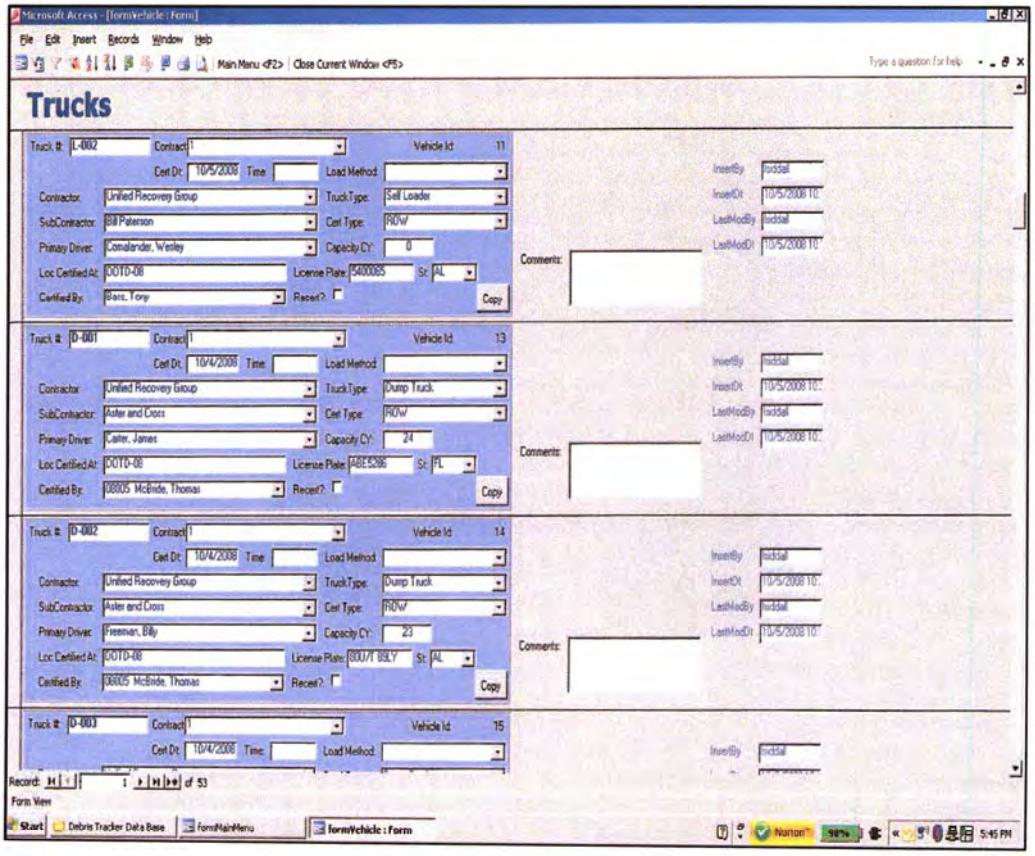
- Streamlines record reconciliation of each load of eligible debris; and
- Provides customized daily, weekly, monthly or total project summary reports, showing running totals and daily metrics.

O'Brien's makes it a priority to manage load tickets correctly and produce accurate electronic data-base files of all pertinent information on the load ticket, which are then used to reconcile our records against those of the debris removal contractor and to certify approval of the removal contractor's invoices. We take our data collection and management responsibilities seriously and can assure our clients that our proven system will provide accurate and timely results.

O'Brien's has developed its own "Debris Tracker" data management software program, into which all load ticket and truck certification data is entered by our staff daily. Scanned copies of the load tickets, as well as photos of unique debris (such as leaning trees, stumps, hanging limbs, boats, etc.) are entered, and final data reports are generated to show project status and running totals for any set of parameters.

Below are samples of our data management system and reports:

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File Edit Insert Records Window Help
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Trucks
Truck #: L-002
Contract: 1
Vehicle Id: 11
Cert Dt: 10/5/2008
Time:
Load Method:
Contractor: Unified Recovery Group
TruckType: Self Loader
SubContractor: Bill Paterson
Cert Type: ROW
Primary Driver: Comalander, Wesley
Capacity CY: 0
Loc Certified At: DOTD-08
License Plate: 5400065
St: AL
Certified By: Bass, Tony
Recert?:
Copy
Comments:
InsertBy: riddall
InsertDt: 10/5/2008 10:
LastModBy: riddall
LastModDt: 10/5/2008 10:
Truck #: D-001
Contract: 1
Vehicle Id: 13
Cert Dt: 10/4/2008
Time:
Load Method:
Contractor: Unified Recovery Group
TruckType: Dump Truck
SubContractor: Aster and Cross
Cert Type: ROW
Primary Driver: Carter, James
Capacity CY: 24
Loc Certified At: DOTD-08
License Plate: ABE5286
St: FL
Certified By: 08005 McBride, Thomas
Recert?:
Copy
Comments:
InsertBy: riddall
InsertDt: 10/5/2008 10:
LastModBy: riddall
LastModDt: 10/5/2008 10:
Truck #: D-002
Contract: 1
Vehicle Id: 14
Cert Dt: 10/4/2008
Time:
Load Method:
Contractor: Unified Recovery Group
TruckType: Dump Truck
SubContractor: Aster and Cross
Cert Type: ROW
Primary Driver: Freeman, Billy
Capacity CY: 23
Loc Certified At: DOTD-08
License Plate: 80U/T 89LY
St: AL
Certified By: 08005 McBride, Thomas
Recert?:
Copy
Comments:
InsertBy: riddall
InsertDt: 10/5/2008 10:
LastModBy: riddall
LastModDt: 10/5/2008 10:
Truck #: D-003
Contract: 1
Vehicle Id: 15
Cert Dt: 10/4/2008
Time:
Load Method:
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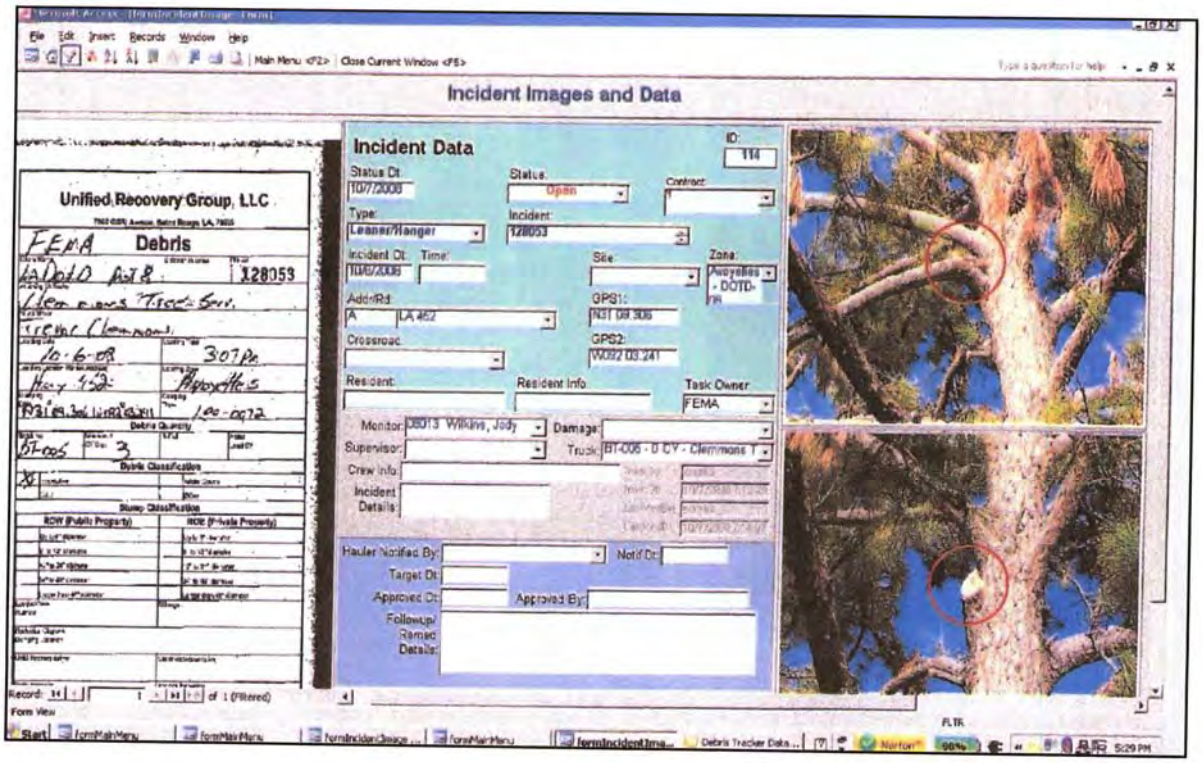
Form View
Start
Debris Tracker Data Base
formMainMenu
formVehicle : Form
5:45 PM


Microsoft Access - [formIncidentImage : Form]
File Edit Insert Records Window Help
Main Menu <F2> | Close Current Window <F5>
Incident Images and Data
Unified Recovery Group, LLC
FEMA Debris
128053
Incident Data
ID: 114
Status Dt: 10/7/2008
Status: Open
Contract:
Type: Leaner/Hanger
Incident: 128053
Incident Dt: 10/6/2008
Time:
Site:
Zone: Awoyelles - DOTD-08
Addr/Rd: A LA 452
GPS1: N31 08.306
Crossroad:
GPS2: W092 03.241
Resident:
Resident Info:
Task Owner: FEMA
Monitor: 08013 Wilkins, Jody
Damage:
Supervisor:
Truck: BT-005 - 0 CY - Clemmons T
Crew Info:
Incident Details:
Hauler Notified By:
Notif Dt:
Target Dt:
Approved Dt:
Approved By:
Followup/ Remed Details:
Record: 1 of 1 (Filtered)
Form View
Start
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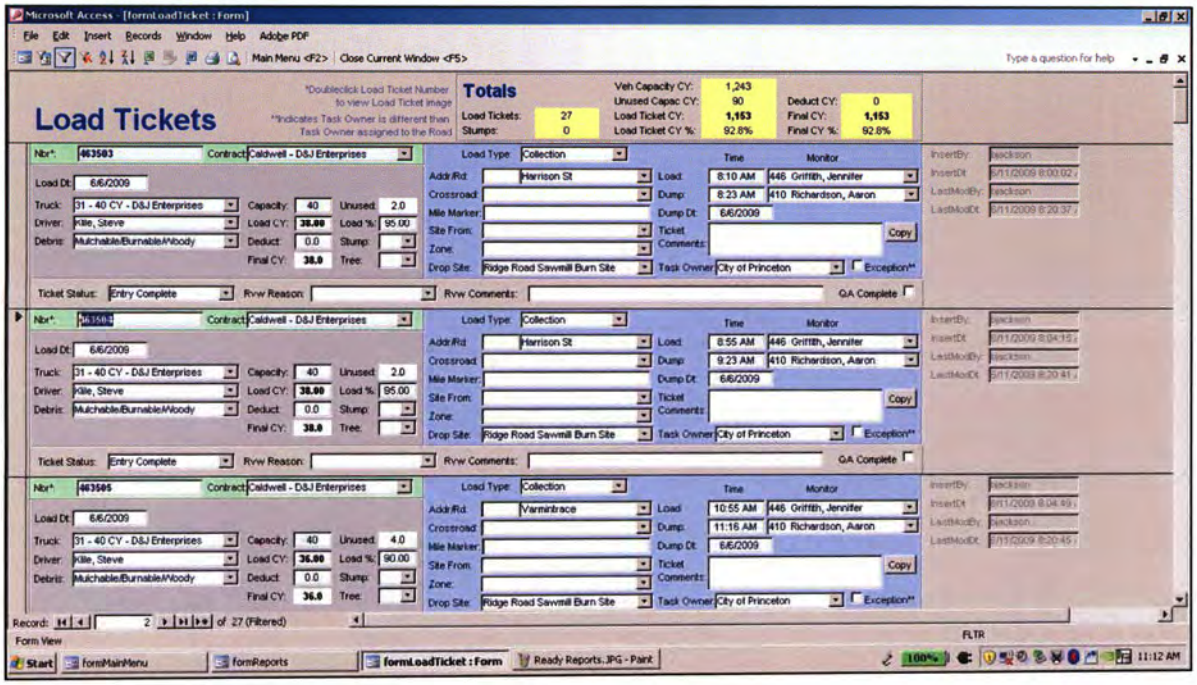
Debris Tracker Data ...
5:29 PM




## Load Tickets by Task Owner / Debris Type

Ohio - Virginia Turf

**Load Type: Collection** — **Monthly Totals From 5/1/2009 - 5/31/2009**

| | Tickets | Stumps | Capacity CY | Load CY | Pct | Trucks |
|---|---|---|---|---|---|---|
| **FHWA** | | | | | | |
| Mulchable/Burnable/Woody | | | | | | |
| 2009/05 | 391 | 0 | 31,544 | 19,199 | 60.9% | 8 |
| Subtotal | 391 | 0 | 31,544 | 19,199 | 60.9% | |
| **Ohio County** | | | | | | |
| Mulchable/Burnable/Woody | | | | | | |
| 2009/05 | 603 | 0 | 32,924 | 30,119 | 91.5% | 16 |
| Subtotal | 603 | 0 | 32,924 | 30,119 | 91.5% | |
| **State Roads** | | | | | | |
| Mulchable/Burnable/Woody | | | | | | |
| 2009/05 | 438 | 0 | 28,038 | 22,485 | 80.2% | 27 |
| Subtotal | 438 | 0 | 28,038 | 22,485 | 80.2% | |
| **State Roads - FHWA** | | | | | | |
| Mulchable/Burnable/Woody | | | | | | |
| 2009/05 | 70 | 0 | 3,878 | 3,278 | 84.5% | 7 |
| Subtotal | 70 | 0 | 3,878 | 3,278 | 84.5% | |
| **Report Total** | 1,502 | 0 | 96,384 | 75,082 | 77.9% | |

## Invoice Reconciliation and Final Payment Approval

O'Brien's will reconcile each of the debris removal contractor's invoices and backup documentation with our independently maintained data base of debris quantities and project costs. First, we will ensure that all costs presented on the invoices conform to the removal contract's scope of work, unit prices, performance parameters and timelines. We will then inspect and audit the invoice backup documentation to assure that it reconciles with our own data base for the specified time frame and work.

Any discrepancies will be brought to the attention of the City immediately, in the form of an Invoice Discrepancy Report. O'Brien's will coordinate with the contractor to resolve any discrepancies or disputes and, upon resolution, provide the client with a final reconciliation and payment approval report/letter, highlighting the target date for payment and any retainer or other fees that may be outstanding. Included with this payment approval report is a complete load ticket summary from our data base to support the invoice amount, as well as details of any adjustments or corrections which had to be made. At the completion of the project, O'Brien's will produce a final debris removal invoice summary report.

## Final Disposal Confirmation and Cost Documentation

O'Brien's will assist in confirming that all eligible storm debris is disposed of in a manner and at a site which conforms to State, Federal and Local regulatory guidelines. Our monitors will inspect loads of reduced debris leaving the temporary Debris Management Sites, issue a load ticket to each truck and maintain a log of ticket numbers and volumes. If requested, we will also position monitors at the final disposal landfill or other designated sites to record tare weights and document disposal costs. If final disposal sites other than established landfills are to be used, we will confirm that all of the required documentation and environmental permits are in place and that State, Federal and local authorizations are secured. We will also coordinate with FEMA, State and local environmental agencies to ensure the integrity and regulatory compliance of all final disposal activity.

## Federal Program Compliance and Technical Support

Our extensive experience with all federal disaster recovery funding programs enables us to ensure that the debris removal project is performed in compliance with FEMA and FHWA reporting requirements, as well as federal, State or local environmental and safety regulations. Our FEMA Program Specialist will monitor FEMA and FHWA policy developments or modifications throughout the project and notify the Debris Manager if important changes occur or if pertinent Disaster Specific Guidance is issued. Permission to deviate from FEMA guidelines shall be sought in writing from the on- scene FEMA debris specialist before O'Brien's will provide load tickets to the removal contractors for such work.

Documentation of project costs maintained by O'Brien's will meet or exceed Federal and State agency requirements to ensure that all FEMA, FHWA and other disaster response and recovery claims are properly documented and able to withstand close scrutiny during the final inspection and closeout process. Our consultants are also qualified to prepare Category A (debris removal

and monitoring), debris-related Category B (debris clearance) FEMA Project Worksheets and FHWA Detailed Damage Inspection Reports. If appeals to FEMA decisions are necessary, we will assist in the drafting of those as well.

## Quality Assurance / Quality Control Program

O'Brien's is committed to customer service and project success. At the core of our debris monitoring project management approach is a tested system for ensuring that our staff are performing at optimal levels and meeting our high standards. The accurate completion of load tickets is perhaps the most important element of our quality control program. Our supervisory personnel are trained to focus sharply on ticket completeness and accuracy from the first day of the program, by spot checking tickets in the field, reviewing them at the inspection towers and debriefing monitors at the end of the day to assess their performance and identify any issues. Our tower monitors and data entry staff also remains vigilant to load ticket errors or omissions and quickly report them to field supervisors, who in turn contact monitors and take corrective measures.

We also diligently monitor other performance parameters throughout the project to assure quality, such as the work of our data entry staff, field monitors and supervisors. Periodically, an O'Brien's project analyst will also perform internal project inspections on our documentation and data management functions to ensure full compliance with company standards, the local's requirements and federal reimbursement guidelines – in order to intercept and swiftly correct any potential deficiencies. Our Project and Operation Managers focus on the quality and integrity of these project elements to ensure that performance and customer service goals are met:

- Load ticket accuracy, completeness and management,
- Monitor training,
- Contractor scope of work compliance,
- Monitor performance,
- Management of our field personnel,
- Truck measurement accuracy ,
- Load calls at the towers,
- Debris eligibility assurance,
- Ineligible debris tracking,
- Mapping and tracking of debris removal progress,
- Safety training and assurance,
- Contractor invoice reconciliation,
- Data entry and management,
- O'Brien's monitoring cost documentation and invoicing,
- Documentation of debris removal costs,
- FEMA and FHWA compliance,
- Damage reporting and remediation tracking,
- Internal auditing and project inspection,
- Cost controls and waste avoidance, and

- Accuracy and timeliness of daily reports.

## Health and Safety Program

One of our primary responsibilities to our clients, our own staff and the public is to remain vigilant for ways to avoid accidents and enhance safety. We take safety seriously and work with our clients and the removal contractors on ways to make sure that all debris removal and monitoring operations are conducted in the safest manner possible. Our supervisory and monitoring staff will be trained in our internal safety guidelines for monitoring projects, which includes:

- Daily safety inspections at temporary debris sites to ensure that fire suppression equipment, first aid kits, eye flush materials and other safety equipment is on hand, that the contractors are operating in safe manner and that OHSA safety guidelines posters are prominently displayed;
- Supervisors carry first aid kits in the field and stress safety issues;
- Monitors are required to call Supervisors in the event of safety program violations;
- All monitoring personnel are required to wear hard hats, steel toed boots, safety vests and eye protection (at DMS) and to remain a safe distance from loading equipment and activities;
- Trucks are inspected before leaving the loading sites to ensure that debris is properly loaded and is not protruding or hanging out of the truck in a dangerous manner;
- O'Brien's will document and report any serious unsafe activities or conditions witnessed in the field and halt debris operations until corrective measures are taken.

## Project Cost Control Measures

Throughout the debris project our Project Manager will work closely with the client's debris management team to make sure that debris removal is expedited and that monitoring costs are managed and contained to a level generally consistent with FEMA "reasonable cost" guidelines and criteria for reimbursement, through such means as:

- Coordinating closely with the removal contractors to minimize idle time and expedite debris collection;
- Mapping of debris to increase collection efficiencies and streamline scheduling;
- Reporting inefficiencies and making recommendations for improvement;
- Implementing a communication system to coordinate monitor-contractor field operations;
- Planning project deadlines, target dates, goals and closure procedures to streamline operations;
- Consulting regularly with FEMA debris specialist to resolve contentious issues and avoid costly project delays;
- Devising and assisting in the dissemination of public information about debris collection schedules, routes and preferred debris curbside set-out and separation methods; and,
- Ensuring that daily staffing levels do not exceed operational requirements.

## Final Deliverables

At the conclusion of the debris project, O'Brien's will provide all documentation of debris clearance, removal, management, reduction, disposal and monitoring costs, sufficient to fully and accurately support federal grant program claims, including but not limited to:

- Original load tickets, sorted and bound by date,
- Load ticket summary – printed and electronic versions,
- Daily Debris Management Site tower monitor logs,
- Lists of all O'Brien's monitoring staff with signatures, initials and ID number,
- Binders with damage reports, repairs made and any releases,
- Binders with incident reports and final resolution,
- Map books boxed by pass with daily logs,
- List of any lost or voided load tickets,
- List of ineligible debris with addresses and locations,
- Final "After Action" project report and recommendations,
- Draft FEMA Category A Project Worksheets (if requested),
- Draft FHWA DDIR's (if requested),
- Copies of all contractor invoices and payment approval letters,
- All photographs of contractor-damaged property and unique debris which was removed, such as tree stumps, leaning trees, hanging tree limbs or hazardous materials,
- Electronic "PDF" scans of all documentation supporting debris removal and monitoring expenditures.

## After Action Report

We will produce a final "After Action Report" within thirty days of the completion of debris removal operations (including closure and remediation of the temporary debris management sites). This report will be a comprehensive overview of the debris project from start-up to site closures, and will detail major elements of the project, highlight successes and issues encountered, quantify the final amount of debris by type, assess response and recovery performance and make recommendations for future events.

## Positions and Responsibilities

O'Brien's is prepared to mobilize an experienced project management and debris contract monitoring team on short notice to any disaster-affected area in the Country. On a large project, our general project management and operational team consists of some or all of the positions in the table below, though we strive to satisfy the client's every need and are flexible and adaptable to operational requirements. Below are the general job descriptions for our project management and field operations team members:

| Monitoring Positions and Responsibilities | | |
|---|---|---|
| Position | Number | General Responsibilities |
| **Company Principal** | One available | • Responsible for oversight of project management team, customer service, QA/QC, contract compliance |
| **Project Manager** | One for duration of the project | • Coordinate pre-event planning<br>• Provide daily project oversight and quality assurance<br>• Mobilize to EOC upon notification<br>• Liaison with Client and its sub-divisions and departments throughout the project<br>• Manage and ensure performance of personnel<br>• Resolve any contract, performance or personnel issues<br>• Prepare reports and meet with Client regularly |
| **Deputy Project Manager** | As needed | • Fill in when necessary for the Project Manager<br>• Act as Liaison with local municipalities, FEMA, the Client |
| **Operations Coordinator** | One or two | • Coordinate damage assessments<br>• Manage and coordinate all field operations<br>• Coordinate with Client and contractors for debris prioritization and clearance push<br>• Manage Truck Certification Program<br>• Coordinate FHWA cost segregation<br>• Implement Quality Control system<br>• Oversee training of all hired monitors<br>• Liaison with debris removal contractors<br>• Attend daily meetings with Client and contractors |
| **Debris Consultant/Planner** | One | • Prepare, review and revise Debris Management Plans<br>• Confer with client on FEMA and FHWA policy<br>• Ensure compliance with FEMA PA Program guidelines<br>• Assist with debris removal contractor qualification<br>• Coordinate debris estimates and assessments<br>• Coordinate Right of Entry, Demolition and Private Property Debris Removal Programs<br>• Ensure that all required documents, permits and authorizations are obtained and maintained |
| **FEMA / FHWA Coordinator / Specialist** | One | • Consult with Client on FEMA regulations<br>• Prepare Project Worksheets and DDIR's<br>• Represent Client at FEMA or FHWA meetings<br>• Assist with any necessary appeals of FEMA decisions<br>• Assist with eligibility determinations and requests<br>• Ensure compliance with Federal guidelines |
| **Damages Reporting and Remediation Coordinator** | One, as needed | • Track damages caused by contractors<br>• Report damages daily to UBCS, contractor, Debris Manager<br>• Follow up to ensure remedial actions taken<br>• Liaison with residents on persistent issues |
| **Public Information Support Manager** | One, as needed | • Coordinate with the Client's Public Information Officer<br>• Assist in the development and dissemination of public information regarding the debris project<br>• Establish and manage call centers or websites |

| Monitoring Positions and Responsibilities | | |
|---|---|---|
| **Position** | **Number** | **General Responsibilities** |
| **Scheduler/Expediter** | One | ♦ Assign monitoring crews to work locations<br>♦ Coordinate schedules and assignments with debris removal contractors<br>♦ Monitor and regulate staffing levels<br>♦ Direct and plan debris removal schedules |
| **GIS Analyst** | One, as needed | ♦ Mapping debris locations, removal routes and removal progress<br>♦ Developing web-based mapping and debris tracking systems |
| **Lead Field Supervisor** | One, as needed | ♦ Coordinate with all field supervisors daily<br>♦ Manage daily scheduling and assignments of Supervisors<br>♦ Impose Quality Control on field operations |
| **Field Supervisors** | One per fifteen to twenty monitors | ♦ Supervise O'Brien's monitors in the field<br>♦ Interface with FEMA debris monitors<br>♦ Provide Quality Control at loading sites<br>♦ Coordinate field operations with removal contractors<br>♦ Resolve personnel issues |
| **Debris Site/Tower Monitors** | Two or three per site | ♦ Assess and quantify debris loads<br>♦ Monitor site for safety and efficiency<br>♦ Finalize load tickets<br>♦ Maintain Tower Logs |
| **Environmental Specialist** | One, as needed | ♦ Assist in securing debris site permits<br>♦ Perform debris site base line analysis and documentation<br>♦ Monitor project and sites for environmental compliance and issues |
| **Collection Site Monitor** | Dependent on project demands – up to 1000 or more | ♦ Inspect debris collection activities of contractors<br>♦ Certify that debris is storm-related and eligible for FEMA reimbursement<br>♦ Fill out load tickets with loading site and contractor information<br>♦ Record GPS locations of certain debris |
| **Roving Monitors and QA/QC Inspectors** | Dependent on project demands | ♦ Measure and record locations of tree stumps<br>♦ Document leaning tree and hanging branch removal<br>♦ Manage hazardous waste removal<br>♦ Supervise collection of White Goods<br>♦ Assist with debris mapping and zone closure<br>♦ Identify and record ineligible debris |
| **Traffic Control** | Variable | ♦ Divert traffic around debris loading areas when needed<br>♦ Manage truck ingress and egress from debris sites |
| **Citizen/Resident Drop-off Site Monitors** | As needed | ♦ Set-up and manage sites<br>♦ Verify and record proof of residency<br>♦ Monitor outbound loads and issue load tickets |
| **Data Manager** | One | ♦ Manage and supervise data entry staff<br>♦ Impose Quality Control over ticket management and data entry<br>♦ Produce daily metrics reports<br>♦ Assist with Invoice Reconciliation |

| Monitoring Positions and Responsibilities | | |
|---|---|---|
| Position | Number | General Responsibilities |
| **Data Entry Clerks** | Generally two to ten, depending on volume | • Inspect each load ticket for errors or omissions and report issues to supervisors for remediation<br>• Transfer information from load ticket to data base<br>• Scan each ticket to make electronic copy<br>• Organize, sort and bind tickets in daily packages |
| **Call Center or Website Staff** | As needed | • Staff debris "hot line" and respond to public concerns, complaints or questions<br>• Respond to emails from the public |
| **Billing and Invoice Analyst and Manager** | One | • Inspect and audit contractor's invoices<br>• Reconcile invoices with load ticket summary<br>• Verify accuracy of invoices<br>• Coordinate with contractors to rectify errors<br>• Approve invoices and authorize payment<br>• Produce summary reports for each invoice including back up data and documents |
| **Clerical Assistant** | One or two as needed | • Manage and organize all project documentation<br>• Scan all project cost documents<br>• Track monitoring costs and compile time sheets |

## Stuart's Hurricane Debris Forecast Model

Based on the City of Stuart's demographic and geographic profile, we can roughly estimate the number of cubic yards of debris anticipated for each category of hurricane and the level of resources we can expect to deploy on this project for as follows:

| Hurricane Type | Forecast CYs of Debris [1] | Truckloads @ 40 CYs | Trucks for 30 day project [2] | Collection Monitors [3] | Field Supervisors [4] | Debris Site Monitors |
|---|---|---|---|---|---|---|
| Category 1 | 22,714 | 568 | 1.4 | 2 | 1 | 2 |
| Category 2 | 90,854 | 2,271 | 5.7 | 7 | 1 | 2 |
| Category 3 | 295,277 | 7,382 | 18.5 | 22 | 2 | 4 |
| Category 4 | 567,840 | 14,196 | 35.5 | 43 | 4 | 6 |
| Category 5 | 908,544 | 22,714 | 56.8 | 68 | 7 | 8 |

Notes and Assumptions

1) Based on US Army Corps Debris Forecast Model with estimated population 17,000 (5,700 households) Model does not account for marine, canal and beach debris and has +/- 30% margin of error.

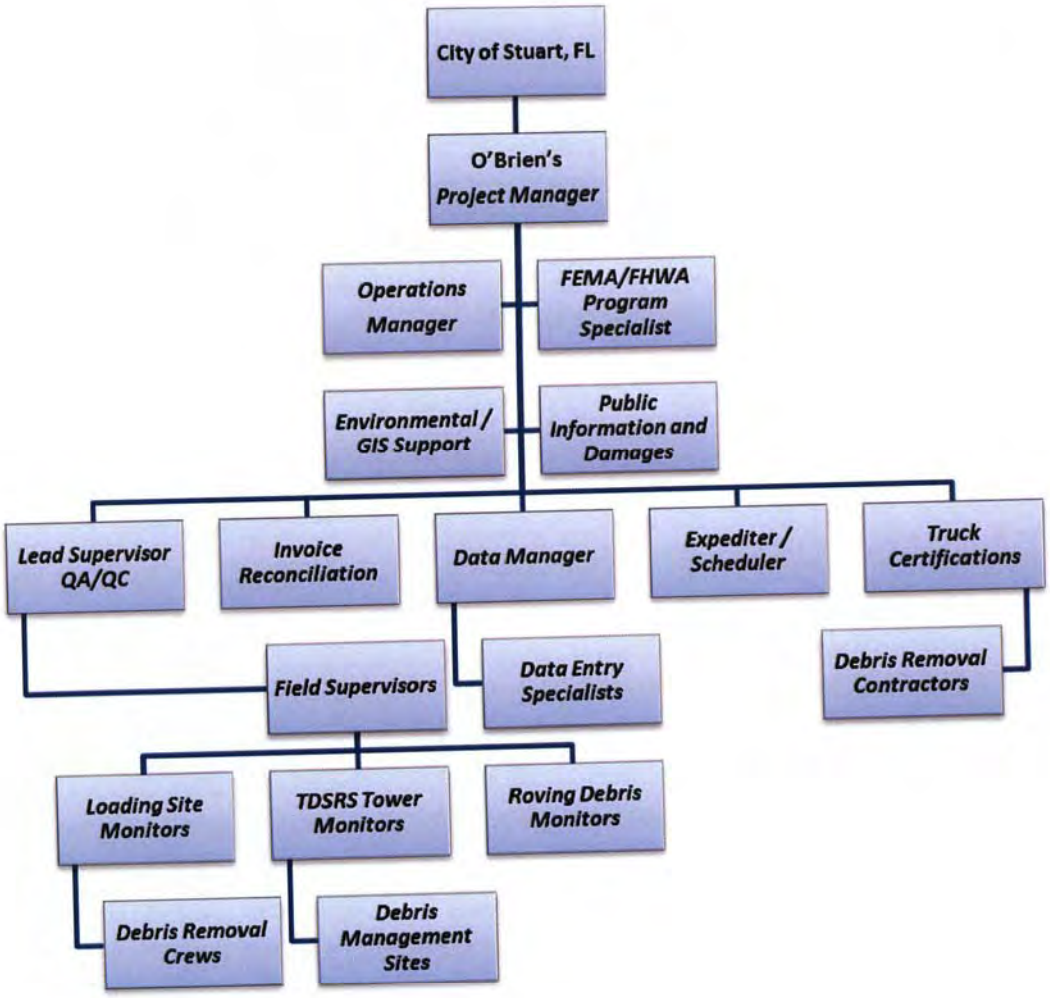
2) 10 Loads per day / seven days a week

3) Based on 1.2 monitors per collection crew to account for trucks loaded by bobcats and front-end loaders

4) FEMA recommended 1:10 ratio

## Project Management Organizational Chart

We customize our Project Management model to fit the unique situational and operational requirements which each debris project presents, as well as our client's particular needs. While our team will work to adjust our organization to suit the scale of the project and the City's needs and expectations, our general Project Management model for a large disaster debris project is represented by the chart below:



| Project Management Plan Summary | | |
|---|---|---|
| Task | Timeframe | Scope of Work |
| **Pre-Event Coordination, Planning and Training** | Prior to Storm Season or an anticipated event | Train client's debris staff; review/revise debris management plan; review ordinances and codes. |
| **Post-Event Project Management** | 24 – 48 Hours from a Notice to Proceed | Coordinate with client, debris removal contractors, FEMA, State; Devise Action Plan. |
| **Damage Assessments and Debris Quantity Estimations** | 24 – 48 hours in | Coordinate with FEMA, State and Client to scout affected area and document damages; estimate debris quantities and removal costs' identify hazardous and dangerous debris for immediate removal. |
| **Debris Clearance Coordination and Monitoring** | First 70 hours of clearance work | Prioritize roads, facilities and areas for initial debris clearance; document T&M contract work and force account expenses. Track costs for Federal Aid roads separately. |
| **Truck Measurement and Certification** | Initiated within first two days and continued as needed | Measure capacity, mark, certify, log, photograph collection trucks as they arrive on scene; Periodically "spot check" trucks for compliance and accuracy of volume measurement to reveal and deter tampering. |
| **Health and Safety / Quality Assurance Program** | 48 – 72 hours | Initiate Health and Safety awareness and compliance program; ensure debris sites and personnel are equipped with proper safety gear; Implement Quality Assurance program to ensure contract compliance and maintain performance standards and goals. |
| **Public Information** | First two weeks | Establish Debris Hotline phone center to field questions from residents and record complaints; devise and disseminate information about debris removal program requirements and timelines. |
| **Hire and Train Local Debris Monitors** | 48 hours in and as needed for duration of project | Recruit, screen and train locally hired monitoring, clerical and administrative personnel |
| **Debris Management Site Establishment and Staffing** | 48 – 72 hours | Inspect sites, document conditions, secure permits, prepare safety report, coordinate set-up with contractors; Staff each DMS with at least 2 experienced and trained monitors to assess load volumes and inspect debris. |
| **Debris Collection Site Monitors** | 48 – 72 hours | Pair monitors to collection crews and dispatch to debris removal sites as needed to complete and issue load tickets. |
| **Field Supervisors** | 48 – 72 hours | Deploy experienced Field Supervisors to oversee monitoring activities and implement quality assurance program at a ratio of 1:10. |

| Project Management Plan Summary | | |
|---|---|---|
| Task | Timeframe | Scope of Work |
| **Roving Monitors** | 48 – 72 hours | Deploy roving monitors to locate, document and map special debris (hazardous, stumps, leaning trees, white goods, etc.); report on ineligible debris and contractor caused damages. |
| **Federal Aid Roadway Debris Removal Program** | Week 3 | Initiate the collection of debris from Federal Aid System roadways; track and document all costs separately for FHWA ER program. |
| **Special Debris Program** | 2 – 3 weeks in | Deploy specially trained and equipped monitors to document (with photos and GPS) the proper removal of special debris types (stumps, hanging limbs, leaning trees, hazardous waste, white goods, etc.) |
| **Data and Document Management and Reporting** | 48 hours in and for duration of project | Data collection, entry, management, and daily reporting; document collection, management, scanning and storage. |
| **Contractor Invoice Reconciliation** | Within 3 days of receiving invoices | Review contractor invoices and database for accuracy and reconcile with O'Brien's independently maintained database; provide written discrepancy reports and payment approvals. |
| **Final Pass Completion** | Last weeks of debris collection operations | Publish public announcements of last pass schedules; Deploy roving monitors to confirm clearance of all roadways and map any remnants; Provide written confirmation of debris removal completion. |
| **Mulch Haul and Processed Debris Haul-out** | Last two weeks | Monitor and document the removal of reduced and processed debris from DMS; Confirm final disposition of debris and document. |
| **Debris Management Site Closure** | After DMS cleared of debris | Document and confirm removal of all debris, equipment, towers and materials; document site restoration work and costs; confirm compliance with environmental regulations. |
| **FEMA Claims Support** | For Duration of Project | O'Brien's works with the Client, the State and FEMA from the initiation of the project to ensure that all eligible costs for debris removal are documented and submitted for reimbursement, including for Immediate Needs Funding estimates. |
| **After Action Report** | Within 40 days of project completion | Prepare a report detailing project details and highlights, data, lessons learned and recommendations for next event. |

## Project Plan Summary

**Pre-Event**

- Review debris removal contracts
- Coordinate a planning session with the client's debris team and removal contractors
- Review potential temporary debris management sites (DMS) and selection criteria
- Ensure proper authorization from State and local agencies for DMS usage
- Review current emergency and debris management plans, update where needed
- Review local level codes and ordinances
- Forecast debris quantities and types
- Assess the client's capabilities and readiness status
- Identify potential debris recycling opportunities
- Review roadways, public properties and parks
- Identify Federal Aid System roads
- Identify high priority facilities and roads for immediate debris clearance
- Plot out and map debris management zones
- Review pertinent FEMA and FHWA policies and guidelines

**Upon Emergency Declaration or Impending Storm**

- Project Manager and Operations Coordinator meet with client's Debris Manager
- Monitor situation and place Supervisors, initial Field Crews and Office support staff on alert
- Broadcast job announcements
- Coordinate with all participating departments and agencies and debris removal contractors to plan initial response
- Prepare damage assessment and debris estimating procedures
- Prepare deployment packages with supplies and equipment
- Review and revise public information plan

**Immediate Post-Event**

- Project Manager meets with Client to review safety issues and procedures
- Attend kick-off meeting with FEMA and the State
- Coordinate and perform debris estimates and damage assessments
- Determine number of acres needed for temporary DMS
- Identify priority debris for immediate clearance and removal
- Identify and hazardous waste debris for immediate attention
- Mobilize full management and field operations team
- Initiate hiring and training of monitoring staff
- Identify DMS locations and confirm environmental permits are in place
- Initiate soil sampling and base-line environmental testing at DMS
- Confirm Debris Removal Contractor has completed Phase I Environmental review of DMS
- Implement training program for new monitors
- Coordinate with Debris Removal Contractors to measure and certify trucks
- Assign crews to monitor and document "first push" debris clearance work

- Design public information program and content and initiate dispersal
- Produce the Debris Monitoring Action plan, project organization chart

**Debris Monitoring Start-Up and Operations**

- Project Manager meets daily with client's Debris Manager and Contractor's representative
- Assign collection monitors to collection crews or zones – initiate collection monitoring
- Assign site monitors to DMS – initiate site monitoring
- Assign supervisors to crews of monitors
- Operations Coordinator oversees all field operations and coordinates with Contractors daily to manage debris removal operations efficiency and safety and ensure proper monitoring and documentation
- Operations Coordinator initiates program to monitor and document debris removal from Federal Aid Roads
- Initiate Quality Control program over load tickets, safety and staff performance
- Begin data entry of load ticket information
- Produce daily project status reports for client
- Initiate stump measurement, validation, documentation and removal program
- Initiate hanging limbs and leaning tree removal monitoring
- Coordinate with FEMA to ensure eligibility guidelines are adhered to
- Adjust field staffing levels commensurate to project requirements
- Review possible cost saving and project efficiency measures with client
- Initiate contractor damage reporting and remediation program
- Initiate debris mapping program
- Staff and manage "resident drop-off sites" if utilized

**Project Wind-Down**

- Reconcile Contractor invoices and provide all supporting documentation
- Deploy roving monitors to assess each debris zone for status
- Identify and record ineligible debris piles remaining
- Initiate and coordinate "final pass" debris collection program
- Coordinate with Client to alert public to final pass schedule
- Monitor and record outbound reduced debris (mulch) from DMS

**Project Closeout**

- Perform final reconciliation of removal contractors' invoices
- Roving Monitors and Supervisors inspect all debris zones and verify debris cleared
- Monitor and record all debris taken from DMS for final disposal
- Verify debris hauled to final disposal sites and that costs are properly documented
- Monitor and record DMS clearance, closure and remediation
- Take soil samples from DMS locations and document conditions with photos
- Provide client with all project cost documentation to support federal claims
- Produce "Final Action Report" and review findings and recommendations with client
- Submit final debris monitoring invoices
- Assist client with FEMA and FHWA claims preparation or appeals

## Rapid Response Commitment

O'Brien's Response Management specializes in rapid response to incidents, emergencies and disasters. We preposition assets at our various offices, maintain pre-packaged mobilization packages in trailers and our Mobile Command Posts, keep core management staff on standby, maintain a national emergency call center 24 hours a day and coordinate with our debris monitoring clients closely during storm season to ensure that lines of communication are always open. We have responded to hundreds of incidents on behalf of clients, always within hours of the event, or, if we are requested to be on site prior to an anticipated event, our project management team mobilizes to the client's Emergency Operations Center within hours of the request.

## Summary of Monitoring Services and Capabilities

| Debris Monitoring Services | |
|---|---|
| **Task** | **Services and Capabilities** |
| **Pre-Event Planning** | ♦ Develop or update the Debris Management Plan<br>♦ Review and update Emergency Management Plans<br>♦ Identify Debris Management Sites<br>♦ Debris Forecasting and Scenario Modeling<br>♦ Table Top Exercise and Coordination with Contractors<br>♦ Coordinate with local municipalities<br>♦ Conduct training in debris management and Federal Programs<br>♦ Review current FEMA and FHWA policies and guidelines |
| **Response Coordination** | ♦ EOC Support and coordination<br>♦ Damage Assessments and Debris Estimations<br>♦ Attend FEMA Kick-off Meetings<br>♦ Prioritization of roads, facilities, properties for clearance<br>♦ Develop Debris Management Action Plan<br>♦ Track and document 70 hour First Push costs<br>♦ Establish Debris Management Center |
| **Pubic Information** | ♦ Develop, design, manage and implement a public information campaign about the debris project<br>♦ Establish and manage a debris "hotline" call center<br>♦ Distribute flyers and notices to the public about the project<br>♦ Develop and manage a debris information website |
| **Truck Certification** | ♦ Measure volumetric capacity of debris removal trucks<br>♦ Issue certification forms for each truck<br>♦ Photograph each truck and affix placard |
| **Debris Management Sites** | ♦ Identify Suitable Debris Management Sites<br>♦ Coordinate environmental authorizations<br>♦ Base-line data collection and soil sampling<br>♦ Manage site set-up, security and safety assurance<br>♦ Oversee site closure and restoration |
| **Debris Collection Monitoring** | ♦ Load Ticket completion and management<br>♦ Verification and certification of debris eligibility<br>♦ Safety assurance and monitoring<br>♦ Mapping of debris collection progress<br>♦ Identification of ineligible debris |
| **Debris Site Monitoring** | ♦ Assess volumetric quantities in trucks<br>♦ Complete and manage load tickets |

| Debris Monitoring Services | |
|---|---|
| **Task** | **Services and Capabilities** |
| **Private Property Debris Removal** | ♦ Monitor contractor activities and equipment usage<br>♦ Coordinate with FEMA for authorization<br>♦ Manage Right of Entry and Hold Harmless Agreements |
| **FHWA ER Program Support** | ♦ Track debris removal costs on Fed Aid roads separately |
| **Mapping and Website Support** | ♦ Map daily debris removal progress<br>♦ Manage GIS enabled website to display collection progress and schedules |
| **Waterborne Debris** | ♦ Pre-validate debris with FEMA<br>♦ Coordinate with NRCS, USCG or other agencies<br>♦ Marina, beaches, canals, navigable waterways, drainage systems<br>♦ Identify eligible debris and document locations<br>♦ Monitor and document debris removal<br>♦ Monitor and document sand sifting and seaweed removal<br>♦ Assist with "due diligence" and tagging of boats |
| **Validation of Special Debris** | ♦ Pre-validate stumps, hanging limbs and leaning trees<br>♦ Document locations with photographs and GPS<br>♦ White goods removal management |
| **Hazardous Waste** | ♦ Identify and ensure proper handling and segregation<br>♦ Document disposal |
| **Debris Recycling** | ♦ Identify recycling opportunities and markets |
| **Data Entry and Management** | ♦ Enter load ticket data daily<br>♦ Manage and organize data and produce daily reports<br>♦ Upload data daily to website |
| **Daily Reports and Meetings** | ♦ Produce daily project status reports on debris project<br>♦ Meet with client's representatives, FEMA, contractors |
| **Contractor Damage Tracking** | ♦ Document, report and track damages caused by contractors<br>♦ Follow up to ensure remediation |
| **Invoice Reconciliation** | ♦ Analyze contractors invoices and reconcile with ORM's independent database<br>♦ Approve payments on invoices<br>♦ Work with Contractor to resolve discrepancies |
| **Contractor Compliance** | ♦ Ensure that contractors are operating within scope or work<br>♦ Approve only FEMA-eligible debris removal work |
| **Final Disposal Confirmation** | ♦ Monitor and document debris final disposal<br>♦ Ensure that final destinations are properly permitted<br>♦ Track and document final disposal costs |
| **After Action Report** | ♦ Final report on all project details, issues, metrics with "lessons learned" and recommendations |
| **Project Cost Documentation** | ♦ Provide client with full set of original load tickets, reports, logs, photographs, tipping fee receipts, invoices, etc. |
| **FEMA and FHWA Program Support** | ♦ Identify and document damages and recovery costs<br>♦ Assist with preparation of federal claims<br>♦ Assist with appeals to FEMA or FHWA decisions<br>♦ Grants management for all response and recovery projects<br>♦ Prepare FEMA projects for final inspection and closeout |

## Resources and Equipment Ready to Deploy

O'Brien's is dedicated to preparing for a rapid response to all of our clients' disaster response and recovery needs and we maintain all of the supplies and equipment necessary to initiate a debris monitoring project in pre-packaged bundles for rapid deployment to any disaster area in the United States. We have everything we need for a major debris monitor project ready to mobilize on short notice, including:

- **Mobile Command Posts –** O'Brien's maintains four modified RV-style vehicles equipped with a generator, computers, printers, communication equipment and sleeping quarters, which allows our management team to deploy rapidly and to be self-sufficient for up to two weeks.
- **Laptop and Desktop Computers** - and Portable Servers and Printers ready to deploy.
- **Generators –** to power computers and recharge handheld devices.
- **Cell Phones –** All of O'Brien's project management team members are issued company Blackberries with internet, email, voice and texting communication capabilities.
- **Handheld GPS Units** - for precise recording of debris collection locations.
- **Digital Cameras** - with large capacity memory cards.
- **Safety Equipment –** hard hats, safety vests, traffic flags and cones, medical kits.
- **Office Supplies –** folding chairs and tables, file cabinets, staplers, folders, etc.
- **Field Supplies –** measuring tapes, spray paints, ladders, plastic boxes, batteries, etc.
- **Forms and Documents –** Load tickets, truck certification forms, truck placards, time sheets, tower monitor logs, incident reports, load ticket summary forms, etc.
- **Pre-identified Vendors Lists–** Prior to an event, O'Brien's identifies local vendors of other equipment, supplies, services or facilities that may be needed, such as office or warehouse rental, tents, boats, generators, hotel rooms, photocopier rental, ice and water suppliers, staffing agencies, automobile rental, etc.

**One of four O'Brien's Mobile Command Posts, ready to deploy to disaster areas anywhere in the Nation on short notice.**

## Staff Qualifications and Experience

O'Brien's retains, as permanent full-time employees, a staff of trained and experienced disaster debris monitoring, FEMA Public Assistance Program, FHWA Emergency Relief Program, GIS, environmental and hazardous waste specialists who are ready to mobilize on behalf of our disaster-affected clients on short notice. Our project management and supervisory personnel have undergone training in debris management and monitoring techniques, FEMA debris removal guidelines and eligibility rules, project management and disaster management and have valuable experience from serving on several major recovery projects.

All of our project management personnel and core consultants hold training certificates from the Emergency Management Institute, including:

**IS-100** "Introduction to the Incident Command System"
**IS-200** "Incident Command System for Federal Disaster Workers"
**IS 630** "Introduction to the Public Assistance Process"
**IS-631** "Public Assistance Operations I"
**IS-632** "Introduction to Debris Operations in FEMA's Public Assistance Program"
**IS-700** "National Incident Management System"

(Copies of training certificates are available upon request.)

The O'Brien's personnel listed below are highly qualified professionals who have recently served on major debris monitoring and disaster recovery projects in Texas, Arkansas, Louisiana, Oklahoma, Georgia or Florida, or have provided FEMA Public Assistance Program and debris management support services to the State of Florida Division of Emergency Management and the Florida Department of Transportation. The following brief résumés and summaries of qualifications for some of our permanent employees demonstrate the depth of experience and knowledge our professional team will provide to The City of Stuart. References for their work are contained in our reference section above.

## O'Brien's Resumes

### Charles "Chuck" Brannon – Principal in Charge

| | |
|---|---|
| **Education, Certification, Training and Licenses:** | • AS Degree<br>• FEMA Certificates: IS-100, IS-200, G-300, G-400, IS-630, IS-632, IS-700, IS-800<br>• Department of Homeland Security – Enhanced Threat and Risk Assessment<br>• Florida Division of Emergency Management – COOP Program Manager<br>• United States Army – Anti-Terrorism/Force Protection Level II Instructor |
| **Relevant Employment:** | • O'Brien's Response Management: Vice President, Debris Services<br>• Florida Department of Transportation: May 1976 – December 2010<br>• United States Army: 1977 - 2004 |

**Skills/Services:**

- Resource and Program Management
- Domestic Security & Recovery
- FEMA & FHWA Disaster Recovery Programs
- EOC Operations Management
- Disaster Recovery Operations
- Systems Administration & Management

**Experience:**
6 years of Emergency Management experience

Chuck Brannon serves as the Vice President of Debris Services for O'Brien's. He has six years of experience in emergency management and 34 years of experience working for the Florida Department of Transportation. Mr. Brannon also served in the United States Army for more than 20 years, where he gained invaluable experience in emergency operations support, security, and administration.

**Disasters**

1539 Charley
1545 Frances
1551 Ivan
1561 Jeanne
1609 Wilma
1679 Tornado
1785 TS Fay
955 Andrew
Groundhog Day Tornadoes

**FDOT Right of Way Resource Manager**

Mr. Brannon has most recently served as the Florida Department of Transportation's Right-of-Way (ROW) Resource Management Manager. He was responsible for ensuring that all staff was properly trained, duties are clearly stated and subordinates are kept aware of their performance. He managed the development of policy statements, rules, procedures and guidelines for ROW Funds Management, Work Program, Property Management and the ROW Training program, as well as ensuring that all published policies, rules, procedures and guidance documents are in compliance with federal and state laws. Mr. Brannon provided technical assistance and support to other offices as needed. Monitors the Statewide $600 million Right of Way Work Program and the management of the Right of Way roll forward budget. He work with the district offices to perform in-depth analysis by project of projected roll forward, assisted districts in setting targets for contingencies, and helped ensure that projects are funded at proper levels.

**FDOT Domestic Security and Recovery Manager**

Prior to acting as the ROW Resource Management Manager, Mr. Brannon worked in the FDOT's Emergency Management Office as the Domestic Security and Recovery Manager. In this role, he managed the development of the FDOT's Continuity of Operations plans and programs. He assisted various departmental staff in resolution of problems relating to the Continuity of Operations plans and technical direction to include technology issues, connectivity, alternate work selection and other logistic issues. Mr. Brannon served as an advisor on state, regional, and national regulatory policies for security practices. He served as the representative for the FDOT at the State Emergency Operations Center (SEOC) as a Shift Manager for Emergency Support Functions (ESF) 1 and 3 when activated or when called upon by the State Coordination Officer.

Mr. Brannon served as the Project Manager for contracted Emergency Services for the FEMA-PA and FHWA-ER program, tasked with providing qualified Public Assistance Coordinators and Project Officers to the State Public Assistance Officer, Division of Emergency Management. He tracked the work program budget ($27.0 million) for programming, encumbrances and expenditures relating to this contract. In addition, he developed

Standard Emergency Operations Policies and Procedures for Emergency Management related functions and processes and assisted the Departments Emergency Coordination Officer as his official Alternate (Alt ECO) in coordinating emergency operations for the Department and ESF 1 and 3.

**United States Army Reserve**

While serving as a United States Army reservist, Mr. Brannon was mobilized to multiple military and disaster operations to assist in response and recovery. In 2002, he was deployed to Guantanamo Bay, Cuba, in support of Operation Enduring Freedom, where he served as First Sergeant for the 160th Military Police Battalion. He supervised personnel and administrative functions of the company, prepared rosters, schedules, reports, correspondence and operational orders and ordered operations and security of resources and installations. Mr. Brannon also provided support to the Hurricane Andrew Relief in Miami, FL at the FEMA Federal Coordinating Office (FCO), where he supervised Military staff assigned to the FCO, received and reviewed Daily Situation Reports, updated Situation Board and compiled daily information to be used in briefings.

Mr. Brannon has also conducted training in various computer and software systems to United States Army and Federal Emergency Management Agency personnel and worked in the FDOT's Bureau of Programming, Planning and Development as an engineer. Additionally, he has an impressive list of both military and civilian courses completed that involve emergency response and recovery operations.

## Brad Bassett – Project Manager / Data Manager

**Education, Certification, Training and Licenses:**

- AA Degree
- FEMA Certificates: IS-100, IS-200, IS-208, IS-393, IS-547, IS-630, IS-632, IS-700, IS-775, IS-800, IS-805
- PA Operations I, PA Operations II

**Relevant Employment:**

- O'Brien's Response Management: January 2010 – Present
- Solid Resources Incorporated: January 2007 – December 2009
- PBS&J Engineering: 2004 - 2007

**Skills/Services:**

- FEMA - PA Program Specialist
- FHWA - ER Program Specialist
- Data Management
- Debris Management
- Disaster Training
- FEMA Claims Consultant

**Experience:** 5 years of Emergency Management and Public Assistance

Mr. Brad Bassett currently serves as a FEMA, FHWA and debris management consultant for O'Brien's. He has five years' experience working with FEMA, State, and Local agencies in administering the FEMA PA program. He has extensive experience in writing project worksheets, bid and contract review, training state and local agencies on the FEMA-PA program, performing final inspections, closeouts, audits, appeals, project

| | |
|---|---|
| Program experience<br><br>**Disasters**<br>1539 Charley<br>1545 Frances<br>1551 Ivan<br>1561 Jeanne<br>1595 Dennis<br>1595 Katrina<br>3259 TS Rita<br>1609 Wilma<br>1679 Tornado<br>1785 TS Fay | management and project supervision.<br><br>Mr. Bassett served as a FEMA Public Assistance Program and disaster recovery consultant for the Department of Transportation Districts two and five. He was assigned to perform site inspections of damaged facilities, develop and write all project worksheets for eligible costs associated with these disasters. This effort resulted in the submission of 26 project worksheets capturing over $700K in disaster related costs.<br><br>Mr. Bassett was also assigned to the FDOT Training Team responsible for the development, delivery and presentation of the FHWA ER and FEMA PA training for all eight FDOT districts in the state of Florida. He conducted Training sessions for local governments in each district and was assigned to oversee and assist districts 1, 5 and the Turnpike in the information gathering process in the development of the statewide debris Management Plan for FDOT. Mr. Bassett coordinated with FEMA representatives at the Long Term Recovery Office in Orlando to create a reporting mechanism to monitor the status of FDOT projects from the 2004 and 2005 Storms. He also performed Final Closeout review for multiple FDOT FEMA projects and worked with FEMA to successfully close out 13 Project Worksheets, which resulted in an additional $620K being identified and recovered by FDOT.<br><br>Prior to joining O'Brien's Response Management, Mr. Bassett served as a project officer with the Mississippi Emergency Management Agency, assigned to the special projects task force representing the state. His main responsibility was to assist in the project validation of certain debris projects as requested by the State's OIG. He contributed to a transportation task force responsible for contacting local government agencies and requesting road damage information relating to excessive debris truck traffic, where he performed site visits to estimate damages, the information from which was used by the Governor's office to request an eligibility finding by FEMA. This effort resulted in an additional $2 Million for the state of Mississippi.<br><br>Additional experience includes Debris Removal Project Management, NRCS waterway project management, asset maintenance/management and international construction management. |

## Daniel Sanford – Project Manager

| | |
|---|---|
| **Education, Certification, Training and Licenses:** | • FEMA Certificates: IS-100, IS-200, IS-300, IS-400, IS-630, IS-632, IS-547, IS-700, IS-800, E-201, E-381, E-382<br>• Additional Training: G202 Debris Management |
| **Relevant Employment:** | • O'Brien's Response Management: January 2010 – Present<br>• Solid Resources Incorporated: January 2007 – December 2009<br>• State of Florida Division of Emergency Management |

**Skills/Services:**

- Project Management
- FEMA Program Coordination
- FHWA - ER Program Support
- Debris Contract Monitoring
- Client Relations
- Debris Management

**Experience:**
4 years of Debris Management and FEMA Public Assistance Program experience

**Disasters**

1539 Charley
1545 Frances
1551 Ivan
1561 Jeanne
1595 Dennis
1602 Katrina
1609 Wilma
1679 Tornado
1680 Tornado
1735 OK Ice
1761 GA Torn
1784 TS Fay
1785 Gustav
1792 Ike
1819 AR Storm
1818 KY Storm

Mr. Sanford most recently served as the Project Manager for O'Brien's Response Management's Kentucky Transportation Cabinet's debris management and monitoring project. He was previously the Project Manager for the Louisiana Department of Transportation and Development's (LA DOTD) debris monitoring project. Mr. Sanford coordinated communication between the hauling contractor and parish officials to ensure that all FEMA and FHWA guidelines were adhered to in the removal of over 270,000 cubic yards of debris generated by Hurricanes Gustav and Ike. Mr. Sanford managed a staff of 735 supervisors and monitors throughout the project.

Prior to the LA DOTD project, Mr. Sanford acted as Operations Manager for the City of Tulsa, Oklahoma's disaster debris removal project. In this position, Daniel oversaw the daily activities of all field staff responsible for monitoring the removal of more than 2.6 million cubic yards of debris generated by the December 2007 ice storm. He was responsible for staffing, training, eligibility, scheduling, truck certifications, DMS's, mulching operations, and final disposal sites. Mr. Sanford managed a staff of over 180 supervisors and monitors throughout the project.

Prior to his current employment with O'Brien's, Mr. Sanford was employed by the Florida Division of Emergency Management, serving in the capacities of Management Analyst IV and Deputy Statewide Debris Coordinator. In the latter position, he was tasked to coordinate, schedule and facilitate intergovernmental communication between the Federal, State and local representatives to ensure maximum utilization of available resources in an effort to expedite the recovery process and ensure compliance with all applicable laws. Mr. Sanford provided technical expertise to emergency management stakeholders on post-disaster debris removal operations and the administrative requirements that must be meet to ensure maximum financial reimbursements.

Mr. Sanford managed the State of Florida's disaster debris removal operations in response to the 2006 Groundhog Day tornados which affected Lake, Sumter, and Volusia Counties. He oversaw the removal of approximately 700,000 cubic yards of debris from both public and private lands. Mr. Sanford was instrumental in assuring compliance with laws and regulations allowing for reimbursement of debris removal costs.

Mr. Sanford was previously employed with O'Brien's as a State Public Assistance Project Officer and Debris Specialist. He also coordinated the State of Florida's EMAC efforts in seeking reimbursement from Mississippi stemming from the deployment of personnel and assets in response to Hurricane Katrina. Under tight timelines, the team that Mr. Sanford supervised processed reimbursement claims in excess of $30 million dollars.

Following Hurricane Wilma, Mr. Sanford oversaw the removal of waterborne debris in Palm Beach and Broward Counties. Together these counties have

in excess of 1,000 miles of agricultural and drainage canals. He assisted Water Management Districts and Drainage Districts navigate through the complexities of obtaining reimbursement from Federal grant programs for these activities.

## Jeff Kyte – Project Manager / FEMA Reimbursement Coordinator

**Education, Certification, Training and Licenses:**

- FEMA Emergency Management Certificates: IS-001, IS-007, IS-030, IS-100, IS-111, IS-197, IS-200, IS-208, IS-230, IS-235, IS-240, IS-241, IS-242 , IS-253, IS-275, IS-292, IS-340, IS-362, IS-393, IS-394, IS-546, IS-547, IS-630, IS-631, IS-632, IS-650, IS-700, IS-703, IS-706, IS-800, IS-803, IS-804, IS-808, IS-809, IS-812, IS-860, IS-1900
- Specialized Training: Public Assistance Operations, Preliminary Damage Assessment, FEMA Project Closeouts, Debris Management
- HAZWOPER Certification (40 Hour)

**Relevant Employment:**

- O'Brien's Response Management: January 2010 – Present
- Solid Resources Incorporated: August 2004 – December 2009

**Skills/Services:**

- Public Assistance Program Administration
- Debris Management and Operations
- Debris Management Planning
- Debris Contract Monitoring
- Project Management
- Contract Management
- Grant Management & Closeout

**Experience:**
Six years of disaster recovery experience

**Disasters**

3293 Gustav
1539 Charley
1545 Frances
1551 Ivan
1561 Jeanne
1595 Dennis
1595 Katrina
3259 TS Rita
1609 Wilma
1785 TS Fay

**State Public Assistance Coordinator**
Mr. Kyte, who currently serves O'Brien's as a Regional Manager of Debris Services has been a valued employee of the firm for several years and has held many important positions in both debris monitoring projects and as a State Public Assistance Coordinator and debris specialist. As a Public Assistance Coordinator for the State of Florida, he managed PA applicant recovery projects to ensure consistent, equitable, efficient and effective delivery of the Public Assistance Program funding. His job involved identifying applicant recovery needs, identifying and evaluating the activities associated with the project, developing scopes of work and damage descriptions and expediting the project review and approval process. He consulted with all eligible PA applicants in Monroe County in assisting with their Project Worksheets and coordinated with FEMA on behalf of Monroe County local governments and private non-profit organizations. He has written and reviewed hundreds of FEMA Project Worksheets for debris and all other categories of work and assisted with many Improved Projects, Alternate Projects, Appeals, and small project nettings. Mr. Kyte also served as a State of Florida Public Assistance Coordinator and closeout specialist and was instrumental in the successful final inspection and closeout out of many FEMA project for Monroe County as well as State Agency PA applicants.

**Debris Specialist to the State of Florida Division of Emergency Management**

As a State of Florida Public Assistance Coordinator and debris specialist, Mr. Kyte assisted Monroe County with the monitoring and removal of over 400 derelict vessels and over 45,000 crab and lobster traps, which led to the reimbursement to the County of millions of dollars by FEMA. He also assisted Monroe County in the removal of illegally dumped debris mulch in an 8½ mile stretch of wetlands in Homestead, Florida. To secure funding from FEMA, Mr. Kyte managed 2 Project Officers to monitor and validate that all mulch was being moved to a designated class 3 landfill permitted to accept this classification of debris. More than 1,193 truck loads containing **24,896 tons of illegal mulch were monitored and documented by SRI's State** PA debris team during the remediation project.

**Debris Contract Monitoring**

Mr. Kyte has extensive experience as project coordinator overseeing debris monitors and contractors. In Collier County after Hurricane Wilma, he oversaw all TDSRS set-up and operations and managed the entire stump removal program, insuring accuracy of measurements, performance of monitoring crews and FEMA compliance. Mr. Kyte supervised load ticket completion, managed teams of monitors and tracked the cumulative volume of debris removed and reduced, during his quality control and assurance position. Mr. Kyte has a wealth of technical field experience and knowledge managing post-hurricane debris collection and removal activities and TDSRS monitoring functions. He has worked on major SRI monitoring projects for the recovery efforts for Hurricane Charley in Lee and Charlotte Counties and Hurricane Wilma in Collier County.

## Richard Bussey – Project Manager

**Education, Certification, Training and Licenses:**

- FEMA Certifications: IS-003, IS-010, IS-100, IS-240, IS-279, IS-288, IS-292, IS-301, IS-346, IS-393, IS-547, IS-700, IS-800, IS-630, IS-632

**Relevant Employment:**

- O'Brien's Response Management: January 2010 – Present
- Solid Resources Incorporated: January 2007 – December 2009

**Skills/Services:**

- Debris Management Specialist
- Project Operations Coordinator
- Data Management
- Training Facilitator

**Experience:** 3 years of debris monitoring experience

Mr. Bussey is currently a Regional Debris Manager for O'Brien's. He was recently one of the Project Managers for the Commonwealth of Kentucky's large debris monitoring project. He was also the Project Manager for the City of Rogers, AR debris monitoring project, where over 158,000 cubic yards of debris were removed and over 10,500 leaning trees or hanging limbs were treated. Mr. Bussey also served as the Project Manager for the Louisiana

**Disasters**

1673 MO Storms
1735 OK Ice St
1785 TS Fay
1786 Gustav
1818 KY Storm
1819 AR Storm

Department of Transportation and Development (LADOTD) District 8 debris monitoring project following Hurricanes Gustav and Ike. He has been intimately involved with all facets of the debris monitoring operations. Just prior to taking over the District 8 project, Mr. Bussey was the Project Manager for the LADOTD District 62 debris monitoring project in Louisiana following Hurricane Gustav.

**Recent projects:**

DR-1969 North Carolina – As Senior Project Manager, he assisted the City of Fayetteville, N.C. during the recovery from the tornado.

DR-1989 Oklahoma – Assisted the State of Oklahoma Department of Emergency Management in conducting PA PDA's which lead to 6 counties receiving Presidential Declarations.

DR-4021 New Jersey – Assisted the State of New Jersey in conducting both PA and IA PDA's which lead to the state receiving IA Presidential Declarations

Mr. Bussey was also deployed by O'Brien's as an Operations Manager and alternate Project Manager for the City of Tulsa, OK debris monitoring project following the 2007 ice storm. He completed volumetric certifications of equipment and was also responsible for the daily supervision of all activities of more than 180 field monitors. Mr. Bussey assisted the Project Manager in preparing daily summary reports of the debris removal operations. He also assisted with monitor training, right-of-entry (ROE), right-of-way (ROW) verification for leaner and hangers as well as dead tree assessments and supervision of their removal.

Prior to this deployment with O'Brien's, Mr. Bussey was employed by another firm in Missouri where he assisted with the disaster recovery debris operations in Greene County. During this project, Mr. Bussey provided a variety of services to the county, holding positions ranging from Field Supervisor, Operations Manager for ROW verification and as a Public Assistance Program Closeout Specialist.

## Edmund Saldaña – FEMA Compliance & Financial Recovery

**Education, Certification, and Licenses:**

- M.S., Civil Engineering
- B.S., Civil Engineering
- A.A.S., Computer Aided Drafting
- EIT Certification
- FEMA Public Assistance Operations I and II Certification
- GC Exam – Florida
- USPAP 15 Hour Certification
- OSHA 40 Hr Safety Training
- General Contractor, New Jersey
- FEMA EMI Certificates: IS-100, IS-200, IS382,IS-631, IS-632, IS-700, and IS-800

**Employment:**

- O'Brien's Response Management Inc. 2006 – Present
- FEMA Technical Assistance Consultant, 2005 – 2006
- Merck & Co., Inc., Construction Management, 1997 – 2005
- Contractor – Residential Construction and Renovation, 1990 - 1997

**Skills/Services:**

- Project Management
- Construction Management
- Construction Safety
- FEMA PA Program Specialist
- Fully Bilingual (Spanish/English)
- Motivational Speaker
- Developing Marketing Materials
- Proposal Writing
- Developed Training Materials

**Experience:** Five years of disaster recovery experience

**Disasters**

1539 Charley
1545 Frances
1561 Jeanne
1595 Dennis
1595 Katrina
3259 TS Rita
1609 Wilma
1785 TS Fay

Edmund Saldaña is a long-term disaster recovery specialist and provides services to ORM as a Manager in the Government Services Division. He recently served as the Contract Manager to the Florida Division of Emergency Management where he managed day-to-day operations of 15 direct reports and oversaw the closeout of more than $124 million in FEMA projects for applicants to the FEMA Public Assistance program. He also developed training materials and presented in local EOCs to local municipal applicants regarding the FEMA Public Assistance program and the FEMA Project Close out process.

Mr. Saldaña previously worked as a Public Assistance Consultant to FEMA where he prepared Project Worksheets to fund long-term recovery after the 2004-2005 hurricane seasons in Florida, and after hurricane Katrina in New Orleans. He wrote projects for numerous applicants including the Miami-Dade County's Departments of Aviation, Housing Authority, Seaports and Parks & Recreation.

Mr. Saldaña is a Civil Engineer with twelve years of management and supervisory experience in construction and manufacturing environments dealing with union and non-union personnel and a background in FEMA Public Assistance disaster recovery work. He has excellent leadership, interpersonal, communication and presentation skills and is fully bilingual in English and Spanish.

While working as an employee of Merck & Co., Inc, he managed construction projects under Owner Controlled Insurance Programs (OCIP) in New Jersey, Pennsylvania and Puerto Rico. These projects typically involved environmentally sensitive issues, such as ground water and atmospheric contamination control. Previous to this, he worked in the Merck Manufacturing Division where he oversaw OCAW union mechanics to repair and maintain equipment used in pharmaceutical and biological manufacturing.

## Steven D. Kegelman – Hazardous Materials / ICS Coordinator

**Education, Certification**

- Master Exercise Practitioner, MEP
- Certified Hazmat Specialist, CSTI
- Hazmat Incident Commander, CSTI

**And Licenses:**

- Incident Command System (ICS) 100 – 400
- Certified ICS Instructor, FEMA (E449 ICS TTT)
- Community Emergency Response TTT G317
- FEMA Professional Development Series, 2004
- Fire Fighter 1, NJ Div. Fire Safety, 1993
- Advanced Marine Fire Fighting, Texas A&M
- Exercise Design, FEMA, 2004
- Department of Homeland Security HSEEP
- Staging Manager and Resource Unit Leader, NWCG
- Emergency Support Function 3, 4, 8 & 15

**Employment:**

- **O'Brien'sRM (Present)**
  Manager, East Coast Response Services
- **Avon Fire Department (2008-2010)**
  Fire Chief, Avon Fire Department
- **Avon Office of Emergency Management (2006- present)**
  Deputy Emergency Management Coordinator
- **U.S. Coast Guard (1992-1999)**
  Response Manager / Federal On-Scene Coordinator

**Skills/Service:**

- Incident Commander – Federal On Scene Coordinator Representative
- ICS Section Chief – Ops, Planning, Logistics and Finance
- Exercise Coordinator
- Exercise development
- Training Instructor
- Safety Officer
- Liaison Officer
- Public Information Officer

**Experience:**

Steve has 14 years of extensive experience in responding and managing large scale emergencies. He is currently responsible for the overall management and coordination of emergency response services throughout the Eastern Seaboard spanning from the Caribbean through the United States and Canada. Coordinating response efforts to various emergencies with responding agencies on the local, state and national level forming a Unified Command and developing comprehensive Incident Action Plans. Developing/maintaining curriculums and conducting emergency response related training including; fire protection/suppression, Hazardous Materials, Incident Command System, Crisis Management, Public Relations, etc. Developing, conducting and evaluating emergency response exercises for various types of incidents in accordance with DHS Exercise and Evaluation Program. Designed, coordinated and evaluated numerous exercises throughout the Northeast including several SNS POD exercises for Counties and Hospitals. He has also served in a variety of ICS positions on hundreds of natural and man-made disasters. Mr. Kegelman served as the Incident Commander for the M/T Athos incident, an emergency response effort for the 275,000-gallon crude oil spill that caused catastrophic environmental damage, posed health threats to residents of all communities along a 57-mile stretch of the Delaware River, and created 18,000 tons of debris.

## Lynne Storz – Project Management / Planning / Compliance

**Education, Certification, Training and Licenses:**

- MA, Urban and Regional Planning
- Bachelors of Science, Sociology
- FEMA Emergency Management Institute Certificates: IS 1, IS 3, IS 100, IS 200, IS 253, IS 393, IS630, IS 631, IS 632, IS 700, IS 800

**Employment:**

- O'Brien's Response Management – 2009 to present
- Solid Resources, Inc. – 2004 to 2009
- Independent Consultant – 2003 to 2004
- Washington County Solid Waste and Recycling Division – 1991 to 2002

**Skills/Services:**

- FEMA Public Assistance Program
- FHWA Emergency Relief Program
- Training Development
- Statewide Catastrophic Planning
- Public Assistance Coordinator
- Project Area Coordinator

**Experience:**

Ms. Storz has 15 years of experience working for local government in the field of integrated solid waste management. As Solid Waste Management Coordinator for Washington County, Oregon, she managed the Cooperative Recycling Program a consensus coalition of 11 cities and the unincorporated county areas. Her areas of expertise include disaster management, administration, integrated solid waste management planning, public policy development, program development, program implementation, and franchise negotiation. Ms. Storz provided regulatory oversight of the 21 county franchised solid waste collectors and has in depth knowledge of solid waste collection practices.

Ms. Storz was a long-term member of the Washington County Metro Regional Government – Solid Waste Advisory Committee, charged with developing the regional solid waste management plan, policy, programs, and budget recommendations for regional recycling and waste reduction programs, transfer stations, material recovery facilities, and disposal facilities. The position required effectively communicating complex technical information to staff, city councils and citizens in order to facilitate the decision making process.

For Washington County Ms. Storz participated in the development and subsequent revisions of the disaster debris management component of the County's Disaster Management Plan and the Regional Disaster Management Plan. She was the designated Health and Human Services Department representative on two activations of the Emergency Operations Center. She has also prepared functional, comprehensive debris management plans for the Florida Department of Transportation and six of its seven Districts, as well as other local governments.

Ms. Storz has served as Operations Coordinator and Project Manager on large debris monitoring projects in Florida. She has overseen five field supervisors and over 125 field debris monitors working at six temporary disposal sites. She has a thorough understanding of personnel and contract management, debris clean-up strategies, and federal emergency management regulations. Ms. Storz is experienced at problem solving and is effective in communicating critical information with private sector contractors and government staff.

Ms. Storz has a Masters in Urban and Regional Planning from Portland State University and on-going FEMA Disaster Debris Management training since 1999.

## Craig Schultz – FEMA / FHWA Programs Consultant & Debris Planner

**Education, Certification, Training and Licenses**

- M.A., Political Science and Public Administration, University of Florida
- B.A., Political Science, University of Florida
- Specialized Training: Preliminary Damage Assessments, Debris Management (G202), Debris Management Planning, FEMA Public Assistance Operations I, FEMA Project Final Inspections and Closeouts, FHWA Emergency Relief Program
- FEMA Emergency Management Institute Certificates: IS-001, IS-007, IS-100, IS-197, IS-200, IS-208, IS-230, IS-240, IS 241, IS-235, IS-253, IS-340, IS-362, IS-393, IS-546, IS-547, IS 630, IS-631, IS-632, IS-700, IS-702, IS-703, IS-800, IS-1900

**Employment:**

- O'Brien's Response Management, Inc.: January 2010 - Present
- Solid Resources Incorporated: August 2004 – December 2009

**Skills/Services:**

- FEMA Public Assistance Program Management
- Debris Management and Operations
- Debris Management Planning
- Debris Contract Monitoring
- Technical and Proposal Writing
- Federal Program Compliance
- FHWA ER Program Support
- Grant Management & Administration
- Project Management
- Contract Management
- Training Development
- Public Information Development

**Experience:**
Six and a half years of disaster recovery, FEMA Public Assistance Program and

**Overview**
Mr. Schultz is a professional consultant with extensive experience managing all aspects of disaster recovery and federal funding programs. He has served as a State Public Assistance Coordinator and was a founding member of the Florida Division of Emergency Management's first Debris Team, which was tasked with reviewing all contracts and project cost documentation relating to hundreds of FEMA Project Worksheets totaling

debris management experience

**Disasters**
1539 TS Bonnie
1539 Charley
1545 Frances
1551 Ivan
1561 Jeanne
1595 Dennis
1595 Katrina
3259 TS Rita
1609 Wilma
1679 Tornado
1785 TS Fay

more than $800 million. He has extensive experience with the FEMA Public Assistance Program, from project formulation to closeout, appeals and hazard mitigation as well as valuable field experience managing teams of disaster debris monitors. He has also written several comprehensive, FEMA-approved all hazards Debris Management Plans and serves O'Brien's as a disaster management planner, consultant, project manager and technical writer.

**Disaster Debris Contract Monitoring Experience**
Mr. Schultz has valuable experience in the management and operations of debris monitoring projects. During the devastating 2004 and 2005 storm seasons, he assisted several Florida counties with the monitoring of major (over one million cubic yards in Collier County and over two million in Charlotte County) debris removal projects for Hurricanes Charlie, Frances, Jeanne and Wilma. He provided consultation and technical advice to County officials regarding compliance with FEMA regulations, debris eligibility and logistical trends in major debris projects and served as Operations Coordinator and FEMA technical advisor, overseeing Solid Resources/O'Brien's debris monitoring staff and ensuring project quality control. Mr. Schultz also served as Solid Resources' Manager of Debris Services and is now an O'Brien's Debris Management Consultant and Planner. He has written several comprehensive Debris Management Plans for government agencies, including the Florida Department of Transportation, the City of Miami and the Broward County School District.

**State Public Assistance Coordinator / Debris Specialist**
Mr. Schultz served as a State Public Assistance Coordinator (PAC) and Debris Specialist on the State Debris Team in Miami Dade, Broward and Monroe Counties for the Hurricane Wilma and Katrina recovery efforts. He consulted directly with over 50 local governments on debris removal and other recovery issues, reviewed over 250 FEMA Project Worksheets and assisted in the determination of recovery expenditures eligible for federal reimbursement. He also prepared over twenty-five original large FEMA Project Worksheets for several major Miami-Dade area applicants for Public Assistance, accounting for over $12,000,000 in federal disaster recovery cost claims. He also coordinated with FEMA and Monroe County for the removal and cost reimbursement of over 430 disaster-related derelict vessels and other marine and canal debris and monitored all debris operations on behalf of the State of Florida. Mr. Schultz was also instrumental in the development of FEMA's first comprehensive debris management training seminar, which was presented to local governments throughout the State of Florida.

**Florida Department of Transportation Public Assistance Consultant / Debris Specialist**
Mr. Schultz served on a team tasked with reviewing all Florida Department of Transportation disaster-related expenditures submitted to FEMA for the 2004 and 2005 seasons. As a result of this review, un-captured costs were identified and he participated in the preparation of new FEMA Project Worksheets and appeals which resulted in over $50 million in additional funding to the FDOT. He prepared over 25 Project worksheets for submission to FEMA on behalf of the Department. Mr. Schultz developed a

comprehensive debris management training seminar for the FDOT which was presented to over 1500 State and local government personnel throughout Florida. His expertise was also critical the development of the Department's debris management plan, which was approved by FEMA on first submission. He performed final inspection and project closeouts on many large and complex FDOT FEMA projects and formulated FHWA Detailed Disaster Damage Reports on behalf of several local governments in Broward, Miami-Dade and Monroe Counties.

**State Public Assistance Coordinator / Closeout Specialist**
Mr. Schultz served as the State PAC for Lee County, Florida, where he coordinated with FEMA Project Closeout and Debris Specialists to prepare Final Inspection Reports and closeout version Project Worksheets for over twenty local governments and non-profit organizations. He reviewed hundreds of FEMA Project Worksheets, performed over fifty final inspections of large projects, wrote final inspection reports and closeout PW's, performed small project nettings and prepared several appeals. He was also called upon by the State of Florida Division of Emergency Management to serve on a special State Agency Closeout Mission tasked with coordinating with several State agencies to prepare FEMA project files and perform final inspections and closeouts on hundreds of large PW's.

Mr. Schultz holds a Bachelors and Master's Degree in Political Science and Public Administration from the University of Florida and has completed all course work and qualifying exams for the Ph.D.

## Shannon Shiver – Operations Coordinator / Lead Supervisor

**Education, Certification, Training and Licenses:**

- BA, Florida State University
- FEMA Certifications: IS-100, IS-200, IS-253, IS-393, IS-547, IS-630, IS-631
- G202 Debris Management

**Relevant Employment:**

- O'Brien's Response Management: January 2010 – Present
- Solid Resources Incorporated: January 2007 – December 2009
- State of Florida Department of Community Affairs

**Skills/Services:**

- Debris Monitoring Project Coordination
- HUD Program Administration
- Debris Contract Monitoring
- Client Relations
- Project Management
- Financial Analysis
- Project Trainer

**Experience:** 5 years of government service, disaster recovery and debris monitoring

Ms. Shiver is currently the Special Debris Projects Consultant for O'Brien's. She was recently the Project Manager for the City of Fayetteville, AR debris management project. She has conducted the training for, and overseen the daily activities of, over 70 debris monitors who documented the removal of over 500,000 cubic yards of debris resulting from the January 2009 ice storm. Ms. Shiver recently served as Operations Manager for the Louisiana Department of Transportation and Development (LADOTD) debris monitoring

| | |
|---|---|
| experience<br><br>**Disasters**<br>1539 TS Bonnie<br>1539 Charley<br>1545 Frances<br>1551 Ivan<br>1561 Jeanne<br>1595 Dennis<br>1602 Katrina<br>1609 Wilma<br>1735 OK Ice St<br>1761 GA Torn<br>1785 TS Fay<br>1786 Gustav<br>1792 Ike<br>1818 KY Storm<br>1819 AR Storm | project for Hurricanes Gustav and Ike. She was directly responsible for the daily supervision of all activities of 15 Field Supervisors and 300 field monitors including but not limited to coordinating cleanup efforts between hauling contractors and the LADOTD.<br><br>Prior to her assignment in Louisiana, Ms. Shiver acted as the DMS Supervisor for the City of Tulsa, Oklahoma Ice Storm Debris Removal/Disposal Project DR1735. In this position, Shannon's responsibilities included the staffing and training of all DMS personnel. Each DMS acted as a temporary site in that all 2.6 million cubic yards of debris was ultimately ground into mulch and transported to several final disposal sites. Ms. Shiver also managed roving monitors responsible for documenting debris piles identified as hot spots. These hot spots were photographed and entered into the O'Brien's Debris Tracker Database from which daily reports were generated and provided to the hauling contractor and Mayor's Action Center.<br><br>During 2007, Ms. Shiver supported O'Brien's' Florida Department of Transportation consulting project with the review of Federal Highway Administration-Emergency Relief program debris related expenses totaling more than $600 million. This project included the development and execution of a review program that met the requirements of both FHWA and FDOT to ensure 2004 hurricane related FHWA Emergency Relief Program expenditures were in compliance with State and Federal requirements.<br><br>Prior to working with O'Brien's, Ms. Shiver was employed at the Florida Department of Community Affairs (DCA) as a community assistance consultant. At DCA, she was tasked with reviewing grant applications for economic development, neighborhood and commercial revitalization as well affordable housing. In addition, Ms. Shiver provided technical assistance in the areas of citizen complaints; conflicts of interest; federal labor standards; contract amendments; compliance with federal and state procurement regulations; compliance with the National Environmental Policy Act and compliance with all contractual reporting and closeout requirements.<br><br>While at DCA, Ms. Shiver also managed Community Development Block Grants for communities impacted by the 2004 and 2005 hurricanes. This entailed reviewing required local policy plans to ensure compliance with state and federal regulations, reviewing construction and engineering plans and specifications for construction projects and bid documents to ensure adherence to application project description and contractual conditions and budget. |

## Peter Lanneau – Operations / Truck Certifications / Quality Control

| | |
|---|---|
| **Education, Certification, Training and Licenses:** | • FEMA Certificates: IS-100, IS-200, IS-208, IS-393, IS-700, IS-701, is-703, IS-800<br>• PA Operations I, PA Operations II, Preliminary Damage Assessments<br>• ITT Tech |

- Homeland Security and Disaster Response

**Relevant Employment:**

- O'Brien's Response Management: January 2010 – Present
- Solid Resources Incorporated: January 2007 – December 2009
- United States Marine Corps

**Skills/Services:**

- FEMA PA Program Specialist
- Damage Assessments
- Cost Estimating
- Project Formulation
- Debris Management
- Truck Measurement and Certification
- Operations and Logistics
- QA/QC

**Experience:**
5 years of Emergency Management and Public Assistance Program experience

Mr. Lanneau is an experienced FEMA Public Assistance Program consultant and has assisted over 350 Public Assistance applicants to navigate the process. He has extensive experience in Project Worksheet formulation and project closeout. He has an excellent knowledge of FEMA eligibility criteria as well as proficiency in damage cost estimates for all categories of work and is fully bilingual in English and Creole.

Mr. Lanneau Represented the State of Florida in Miami-Dade County for all Public Assistance (PA) program activities for six disaster declarations and assisted 218 municipal and PNP Applicants with disaster funding needs totaling approximately $560,000,000.00. He managed and coordinated four Project Officers performing activities such as writing Closeouts/Project Worksheets (PWs), appeals and audit assistance, resolution of debris, insurance and SBA issues and State administrative functions. He also performed Final Inspections and close out for over thirty local governments.

As a State of Florida Public Assistance Coordinator (PAC) Mr. Lanneau also represented the State in Palm Beach County for four disaster Declarations and assisted 139 municipal and private non-profit Applicants with disaster funding needs totaling over $43 million. He personally drafted and/or reviewed 224 new PWs totaling approximately $34 million and assisted applicants with Public Assistance (PA) issues to complete their internal audits. He also trained applicants on the Florida Public Assistance online database and performed Final Inspections and close out for over 50 local governments and other applicants.

Prior to his career in the emergency management field, Mr. Lanneau served four years in the United States Marine Corp as an Assault Amphibious Crewman. During this time he supervised troops and taught leadership.

**Disasters**

1539 Charley
1545 Frances
1551 Ivan
1561 Jeanne
1595 Dennis
1595 Katrina
3259 TS Rita
1609 Wilma
1679 Tornado
1785 TS Fay

## Valarie Philipp – FEMA Compliance / Financial Recovery

**Education, Certification, Training and Licenses:**

- Master of Engineering, Structures
- Bachelor of Science, Civil Engineering
- Professional Engineer, State of Georgia
- FEMA EMI Certificates: IS 100, IS 200, IS 631, IS 700, IS 800
- PA Cost Estimating Format
- Member, American Society of Civil Engineers

**Employment:**

- O'Brien's Response Management Inc.: June 2006 – Present
- ATCS, PLC, FEMA Technical Assistance Contractor, October 2004-June 2006
- Wiss, Janney, Elstner Assoc., Inc. (WJE), Structural Engineer, Project Manager, Construction Administration, November 1997- October 2004

**Skills/Services:**

- FEMA Public Assistance Specialist
- FHWA Emergency Relief Specialist
- Emergency Management Training
- Project Management
- Structural Engineering
- Forensic Investigations
- Construction Administration
- Cost Estimating

**Experience:**
4 years of Emergency Management Experience

7 years of Engineering Experience

**Disasters**

1539 Charley
1545 Frances
1551 Ivan
1561 Jeanne
1595 Dennis
1595 Katrina
3259 TS Rita
1609 Wilma
1785 TS Fay

**Long-term Disaster Recovery and Emergency Management – O'Brien's Response Management – Miami, Florida**

Ms. Philipp currently serves as a Manager in the Government Services Division of O'Brien's Response Management. She recently served as a Public Assistance Coordinator for the Florida Department of Transportation assisting with final inspections, appeals, grant reimbursement and DDIR preparation. She also represented the State of Florida in Miami-Dade County for Public Assistance program activities for six disaster declarations which included 218 municipal and PNP Applicants with disaster funding needs totaling over $560,000,000.00. In addition, Ms. Philipp assisted with the development of FEMA Public Assistance and FHWA Emergency Relief training materials for FDOT and Local Applicants, resulting in training over 2,000 local government representatives.

**FEMA Public Assistance Consultant – ATCS, PLC – South Florida**

As a FEMA Technical Assistance Contractor, Ms. Philipp performed building damage assessments, prepared cost estimates, wrote Project Worksheets and managed Building Assessment Team members for disaster declarations 1545 and 1561 in Palm Beach County. She also assisted Applicants in Miami-Dade and Broward Counties for disaster declaration 1602 with debris removal project eligibility and funding obligation and managed debris specialists.

**Project Manager / Project Engineer – WJE – Atlanta, Georgia**

Ms. Philipp served as a structural engineer performing general condition surveys and forensic evaluations of various types of structures such as low-

rise and high-rise facilities, parking structures, bridges, retaining walls, storm sewer and residential facilities. She investigated and performed structural analysis on structural materials such as masonry, cast-in-place, post-tensioned and precast concrete, steel and stucco, EIFS and stone cladding. Prepared construction documents and project specifications. Performed construction observation and administration services. Assisted in litigation support by providing extensive organized documentation and preparation of visual presentations for mediation. Traveled extensively for work within the United States.

## Gautam Agrawala – Environmentalist

**Education, Certification, Training and Licenses:**

- Doctorate of Philosophy (Ph.D.) in Environmental Science and Engineering
- Master of Science in Environmental Engineering
- Bachelor of Science in Environmental Engineering.
- Registered Professional Engineer in TX (PE# 101909)

**Employment:**

- O'Brien's Response Management, Project Engineer

**Experience:**

Dr. Agrawala has more than 12 years of experience and is a Project Engineer with O'Brien's Response Management where he works on a variety of environmental projects for private and public entities, such as municipal water supply and industrial wastewater treatment systems; recycling and reclamation processes; hazardous waste management studies; and consults on various construction projects and environmental, design, health and safety planning and compliance projects. His educational background includes a Doctorate of Philosophy (Ph.D.) in Environmental Science and Engineering, Master of Science in Environmental Engineering and a Bachelor of Science in Environmental Engineering. Before joining O'Brien's he worked as a senior environmental permitting engineer with an Environmental Consulting Firm out of Houston, TX.

He has a multimedia permitting background ranging from air, water, wastewater, solid and hazardous waste, OPA 90 and has conducted several remediation projects, including design and compliance of landfills. Dr. Agrawala has several publications in hydrology and actively pursues his research interests in the groundwater and aquifer systems. His other research interests lie in air quality efforts using digital image processing, groundwater chemistry, multivariate statistics and numerical simulation.

## John LaCaze Jr. – GIS Analyst

**Education, Certification, Training and Licenses:**

- BS Geology, West Virginia University, 1976
- MS Geology, West Virginia University, 1978
- ESRI – SDE System Administration
- ESRI - ArcIMS
- MPD – Mastering VB 6.0
- Oracle – Oracle Spatial
- Sun – System Administration

**Employment:**

- O'Brien's Response Management, Project Engineer

**Skills and Services:**

- Spatial Database Design
- Spatial Application Design
- GIS Integration
- Environmental Planning
- Emergency Response
- Transportation
- Military Cartographic Production
- GIS Systems Design

**Experience:**

Twenty two years

Mr. LaCaze has 22 years of experience in the development and implementation of large-scale spatial applications utilizing commercial (ESRI, MapInfo), as well as proprietary (DoD), Geographic Information Systems. He has performed at the technical (e.g. staff programming, lead programmer), business development, as well as project management level in various application development efforts. His experience focuses primarily on transportation and transit planning, environmental planning, emergency response, military digital cartographic products, and both upstream and downstream sectors of the petroleum industry.

**St Bernard & Jefferson Parishes, La., Hurricane Response**

As GIS Manager/Project Manager for Barowka & Bonura Engineers & Consultants LLC, Mr. LaCaze was responsible for GIS Support to St Bernard and Jefferson Parishes, La. post Hurricane Katrina. The project initially focused on the development of GIS products to support emergency response personnel working in conjunction with local, state, federal, and international agencies. Following the initial response, the project focused on the development of databases of all impacted properties and their owners, all parish infrastructures, and environmentally impacted areas. These spatial databases were key in tracking cleanup and rebuilding.

# 3. Experience/Knowledge of FEMA Regulations and Procedures

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# Federal Disaster Recovery Program Experience

Our team of professional disaster management consultants has responded to many disasters to provide technical assistance with federal funding programs, Pre-Disaster Planning, Preliminary Damage Assessments, Project Worksheet formulation, FEMA grants management, Appeals Support, Final Inspection and Project Closeout and disaster management and financial recovery training to many state and local government agencies.

Our firm acted as the primary contractor providing full spectrum disaster recovery, federal grants management, and emergency procurement and training services to the State of Florida for several years. We have substantial experience working closely with State agencies and local governments and coordinating with FEMA, FHWA, NRCS, HUD and other Federal agencies on all aspects disaster management – from mitigation, training, planning and grants management to final inspection, closeouts and OIG audits. Below are summaries of some of our larger FEMA Public Assistance Program consulting projects.

***O'Brien's has responded to many disasters, including:***

- *DR955 - Hurricane Andrew, Florida, 1992*
- *DR966 - Flooding, Severe Storms, Tornadoes, Florida, 1992*
- *DR982 - Tornadoes, Flooding, Florida, 1993*
- *DR1035 - Tropical Storm Alberto, Florida, 1994*
- *DR1043 -Tropical Storm Gordon, Florida, 1994*
- *DR1061 - Flash Flooding, Oregon, 1995*
- *DR1062 - Hurricane Erin, Florida, 1995*
- *DR1069 - Hurricane Opal, Florida, 1995*
- *DR1074 - Severe Storm, Flooding, Florida, 1994*
- *DR1195 - Tornadoes, Florida, 1998*
- *DR1204 - Severe Thunderstorms, Tornadoes, Flooding, FL, 1998*
- *DR1223 - Florida Extreme Fire Hazard, Florida, 1998*
- *DR1241 - Hurricane Earl, Florida, 1998*
- *DR1249 - Hurricane Georges, Florida, 1998*
- *DR1259 - Tropical Storm Mitch, Florida, 1998*
- *DR1300 - Hurricane Floyd, Florida, 1999*
- *DR1306 - Hurricane Irene, Florida, 1999*
- *DR1381 - Tropical Storm Allison, Florida, 2001*
- *DR1393 - Tropical Storm Gabrielle, Florida, 2001*
- *DR1411 - Severe Storms and Tornado, Virginia, 2002*
- *DR1461 - Tornado, Florida, 2003*
- *DR1539 - Hurricane Charley, Tropical Storm Bonnie, Florida, 2004*
- *DR1545 - Hurricane Frances, Florida, 2004*
- *DR1551 - Hurricane Ivan, Florida, 2004*
- *DR1561 - Hurricane Jeanne, Florida, 2004*
- *DR1595 - Hurricane Dennis, Florida, 2005*
- *DR1602 - Hurricane Katrina, Florida, 2005*
- *DR1603 - Hurricane Katrina, Louisiana, 2005*
- *EM3249 - Hurricane Katrina Evacuation, Florida, 2005*
- *EM3259 - Tropical Storm Rita, Florida, 2005*
- *DR1680 - Severe Storms, Tornadoes, and Flooding, Florida, 2007*
- *DR1735 - Severe Winter Storms, Oklahoma, 2008*
- *DR1785 - Tropical Storm Fay, Florida, 2008*
- *DR1786 - Hurricane Gustav, Louisiana, 2008*
- *DR1791 - Hurricane Ike, Texas, 2008*
- *DR1792 - Hurricane Ike, Louisiana, 2008*
- *DR3301 - Severe Winter Storm, Arkansas 2009*
- *DR1819 - Severe Winter Storm, Arkansas, 2009*
- *DR1969 - Severe Storms, Tornadoes, Flooding, North Carolina, 2011*
- *DR1989 - Severe Storms, Tornadoes and Flooding, Oklahoma, 2011*
- *DR1994 – Severe Storms and Tornadoes. Massachusetts, 2011*

## Major Clients and Projects

### *State of Florida, Division of Emergency Management*

**Public Assistance Program Technical Assistance Contractor**

O'Brien's was contracted in September 2005 by the State of Florida, Division of Emergency Management (then led by Craig Fugate who now serves as Director of FEMA), through the Florida Department of Transportation, to provide Public Assistance Program support and to facilitate State-wide recovery efforts for Hurricanes Katrina, Rita, and Wilma. Over the past four years, O'Brien's has assisted the State of Florida with FEMA reimbursement claims resulting from these three disasters in addition to Hurricanes Charley, Frances, Ivan, Jeanne, and Dennis – storms that impacted up to 20 counties in two of the most populous Florida Division of Emergency Management Regions.

**Full Spectrum of Services:** The O'Brien's Public Assistance Team provided upwards of sixty (60) Public Assistance Coordinators and Project Officers at any given time to assist with the post-disaster recovery process in the State of Florida. We provided services for pre-event positioning, Preliminary Damage Assessments (PDA), Applicant Briefings, Kickoff Meetings, onsite inspections, grant management, formulation of Project Worksheets, environmental and flood plain regulations, documentation review, formulation of DDIRs, technical assistance, final inspections, validations, audit reviews by the Inspector General, 406 mitigation, and FHWA-ER reimbursement guidelines.

The O'Brien's Team contributed to the State's disaster recovery and grants management efforts through working with cities, counties, PNPs, airports, hospitals, Native American Tribes and many other eligible Applicants in Florida to expedite recovery operations and maximize reimbursements. O'Brien's has assisted more than 800 Florida sub-grantees with all of their eligible claims, for all categories of FEMA work.

O'Brien's is also one of the only firms with Emergency Management Assistance Compact (EMAC) experience gained through assisting the State of Florida by assembling $30 million in EMAC claims for their Mississippi/Katrina mission.
In addition, O'Brien's helped Florida State agencies with approximately $150 million in Public Assistance Funding.

**Contract Duration: Task-Based 2005 through June 2009**

**Summary of Tasks and Accomplishments:**

- **Emergency Operation Center (EOC) Technical Support** – In support of FEMA and at the request of FDEM, supported EOC efforts throughout South Florida in response to Hurricane Wilma to gather data used by the

> "As a manager and an emergency responder, it has been a pleasure to work with a company that displays a high level of commitment to providing quality customer service to the people that we serve and I would not hesitate to work with [O'Brien's] in the future."
>
> **Robin T. White**
> Deputy Public Assistance Officer
> Florida Division of Emergency Florida

Office of the Governor to request a Presidential Declaration.

- **Preliminary Damage Assessments (PDAs)** - Participated in the PDA implementation plan on behalf of FDEM, organized FEMA and State teams, assigned roles, conducted PDAs, data collection coordination, data management and transmittals to the State EOC in Tallahassee to quantify the amount of the damages and within the respective categories.
- **Applicant Briefings & Kickoff Meetings** - In support of FEMA and at the request of FDEM, conducted the Applicant Briefings and Kickoff Meetings for all local governments, State Agencies, and Private-Non-Profit (PNP) organizations in South Florida after the approval of their Request for Public Assistance (RPA).
- **Project Worksheet Formulation** - In support of FEMA and at the request of FDEM, assisted with the development, review and approval of PWs for all eligible applicants in South Florida that were impacted by Hurricane Wilma This effort included performing damage assessments, making eligibility determinations, defining PW scopes of work, and estimating project costs.
- **Exit Interview** - In support of FEMA and at the request of FDEM, conducted exit interviews for all eligible applicants in South Florida impacted by Hurricane Wilma. Represented local applicants to request that FEMA perform interim inspections to document additional damages that were identified after the exit interviews were conducted.
- **Project Worksheet Versions** - Represented applicants throughout South and Central Florida to communicate those versions of PWs were required to modify scopes of work for omitted damages, or to increase project funding in cases where repair costs were grossly underestimated. Additional grant funding was made available prior to project completion as a result of these efforts.
- **Applicant Pre-Closeout Meetings** - Supported the Joint Closeout process between FEMA and FDEM at the Florida Long Term Recovery Office by conducting Pre-Closeout Meetings to assist applicants prepare for the Final Inspection and Closeout process. Applicant funding was protected as a result of guidance provided by SRI regarding FEMA PA program documentation requirements during the Pre-Closeout Meetings.
- **FEMA PA Grants Management –** Assisted over 800 PA Applicants with the management of federal disaster recovery grants and ultimately responsible for the review, management, inspection and processing of almost $4 Billion in federal claims.
- **Final Inspections** - Represented FDEM to perform final reconciliation of large projects with FEMA for the 8 hurricanes that impacted Florida during 2004 and 2005 in compliance with 44CFR§206.205(b) regarding payment of claims for large projects. This work was conducted at the request of FDEM for over 400 PWs with total associated grant funding in excess of $300 million.
- **Project Closeouts** - Upon the completion of final reconciliation of large projects, represented FDEM to write closeout versions of over 400 PWs with total associated grant funding in excess of $300 million. This work was conducted at the request of FDEM and required the utilization of the Joint Closeout Toolkit in each case.

- **Office of Inspector General Audits** - Represented the State of Florida on behalf of local applicants during Department of Homeland Security OIG audits of local applicants who received Federal grant funding from the 2005 hurricanes. This required coordinating entrance interviews, audits, and exit interviews during which SRI provided applicants with technical program advice. Recommendations made by SRI were implemented in the OIG discussion papers that reported audit findings. SRI also provided technical assistance to appeal the results of the audits at the request of the applicants.
- **Compliance** - Coordinated and negotiated with Local, State, and Federal Agencies throughout the disaster planning, response and recovery process, including DEP, DEM, FEMA, FHWA, OIG, and others on behalf of FDOT.

## *State of Florida, Department of Transportation*

**Emergency Management Consultant**

O'Brien's has provided the Florida Department of Transportation (FDOT) with Emergency Management Services for both the FEMA Public Assistance and the FHWA Emergency Relief (ER) Programs and to facilitate State-wide recovery efforts to all Florida counties in which disasters have been declared since 2004. O'Brien's has served the Florida Department of Transportation Emergency Management Program Office since the fall of 2005. The FDOT Team provided 12 consultants including Project Manager, PAC Coordinator, Public Assistance Coordinators, Project Officers, and FEMA & FHWA Specialists to assist with disaster plan development, internal policy and process review, training, and the post-disaster recovery process providing services on an as-needed basis.

**Summary of Tasks and Accomplishments:**

- **Statewide Debris Management Plan**- Prepared the first and only Statewide Debris Management Plan approved by FEMA Region IV. The Plan addresses debris management operations for every District and County within the State of Florida under the Florida Department of Transportation.
- **Project Worksheet Development**- Developed and submitted 171 Project Worksheets to FEMA, valued at over $102M for the 2004/2005 hurricanes.
- **Disaster Recovery Training-** Developed and delivered training sessions on Disaster Response and Recovery Management to the FDOT and over 3000 Local Governments throughout the State of Florida including both lecture style and table top exercises.
- **Appeals-**Prepared 38 appeals to FEMA decisions with a value of $68M.
- **Federal Highway Program Funding -** Reconciled funding and eligibility from the FHWA-ER program with the FEMA-PA program for FDOT and local governments, which resulted in additional projects being funded by FHWA.
- **Detailed Damage Inspection Reports -** Assisted 60 local applicants with DDIRs valued at over $50M. Local governments collected additional funds and avoided FEMA de-obligations as a result.

- **Grants Management** - Established project files and prepared requests for reimbursements and summary of documentation (RFR/SOD) for 72 large projects valued at over $70M.
- **Project Closeouts** - Reviewed and reconciled 110 large projects for final inspection and closeout, maximizing reimbursements by increasing total project values by over $12M.
- **Process & Systems Review** - Conducted a comprehensive operational review of processes, procedures, and systems in place for capturing eligible expenses.
- **Catastrophic Planning Committee Representative –** Participated as technical consultant to the Florida Department of Transportation in the Statewide Catastrophic Planning process.
- **Governor's Hurricane Conference Training –** Lectured and provided applicant training and information to participants during the GHC in 2007 and 2008.
- **FHWA-ER Consulting –** Assisted Local Governments in developing DDIR Packages; provided Technical Assistance to FDOT and FHWA in developing policy and guidance documents for applicants in reconciling eligible expenses between the FEMA and ER Programs.

## *School Board of Broward County, Florida*

**Disaster Recovery Consultant**

The School Board of Broward County (SBBC) contracted with O'Brien's in 2008 to provide Emergency Management Services for both the FEMA Public Assistance and the FHWA Emergency Relief Programs. SBBC is the nation's largest fully-accredited public school district and is the sixth largest public school district in the nation. The District encompassed 283 schools, including 138 elementary schools, 42 middle schools, 38 high schools, and 55 charter schools. O'Brien's staff has assisted the SBBC in gathering, reviewing, and compiling the relevant documentation for final inspection and closeout of 2004 and 2005 Project Worksheets. These projects include Hurricane Jeanne, Hurricane Frances, Hurricane Katrina, Hurricane Wilma, and Tropical Storm Fay. The funds for these projects amount to the management of $50 million plus in Public Assistance Grants representing roughly 600 projects made up of FEMA Category A, B, E and G projects.

**Contract Duration: Task-Based, 2008 to Present**

**Summary of Tasks and Accomplishments:**

- **Applicant Briefings & Kickoff Meetings** - In support of SBBC we attended the Applicant Briefings and Kickoff Meetings for Tropical Storm Fay (DR1785-FL).
- **Project Worksheet Formulation** - In support of SBBC we assisted with the development and review of all Project Worksheets for Tropical Storm Fay.
- **Exit Interview** - In support of SBBC we attended the exit interview for Tropical Storm Fay.

- **Project Worksheet Versions** - Represented the SBBC to communicate those versions of Project Worksheets were required to modify scopes of work for omitted damages, or to increase project funding in cases where repair costs were grossly underestimated. Additional grant funding was made available prior to project completion as a result of these efforts (hurricane Jeanne, Frances, Dennis, Katrina, and Wilma).
- **Applicant Pre-Closeout Meetings** - Supported the SBBC in Pre-Closeout Meetings (FEMA, State, and SBBC) to prepare for the Final Inspection and Closeout process.
- **Final Inspections** - Represented SBBC in the final reconciliation of large projects with FEMA for the 5 hurricanes and 1 Tropical Storm that impacted SBBC during 2004, 2005, and 2009 in compliance with 44CFR§206.205(b) regarding payment of claims for large projects.
- **Project Closeouts** - Upon the completion of final reconciliation of large projects, we represented the SBBC in working closely with the State and FEMA closeout team where we collected, reconciled documentation, validation, preparing the summary of documentation, drafted the Joint Closeout Toolkit document for the State and FEMA's review and approval, and tracked through closeout version obligation.
- **Appeals** – Prepared for review and approval appeals on numerous portable classrooms.
- **Technical Support** – Provided technical support on over 600 Project Worksheets representing approximately $50M.
- **Debris Management Plan** – Prepared, submitted, and received FEMA Region IV approval on the School District's Debris Management Plan, which provided guidance and standard procedures to facilitate disaster debris removal all of the District's school and administrative facilities and properties.

"[O'Brien's] scope of services includes providing technical support for over 600 FEMA Project Worksheets . . . The staff at [O'Brien's] is professional and knowledgeable of the FEMA Public Assistance Program . . . I highly recommend them."

**Jerry Graziose**
Director, Safety Department
Broward County Schools, FL

## *City of Miami, Florida*

**Disaster Recovery and Debris Management Consultant**

O'Brien's Response Management serves as the City of Miami's FEMA program and disaster recovery consultant, as well as its disaster debris monitoring firm. We have worked extensively with the City to maximize its federal reimbursements for disaster response and recovery expenditures related to the 2004 and 2005 hurricanes. We are assisting the City of Miami with a full review of its Category A and B projects in order to finalize reimbursements, compose Requests for Reimbursement and Summaries of Documentation and prepare each grant file for final inspection and financial closeout. The total

value of the projects under review is $39,371,549. Our consultants have also assisted the City with the preparation of its FHWA Emergency Relief Program claims worth $1,574,993.

> "The knowledge and experience of the **[O'Brien's]** team members in the areas of FEMA Public Assistance and FHWA Emergency Relief programs has proven to be and continues to be invaluable to the City. "
>
> **Bashir Wayne**
> City of Miami
> Hazard Mitigation and Recovery Specialist
> FEMA Grants Coordinator

**Summary of Tasks and Accomplishments:**

**Disaster Debris Management –** Conduct annual debris coordination and planning meetings with all parties slated to be involved in the debris removal and management process after a disaster occurrence including the City as well as contracted monitoring and debris removal vendors.

**Applicant Pre-Closeout Meetings** - Support the City in Pre-Closeout Meetings (FEMA, State, and City representatives) ri prepare for the Final Inspection and Closeout process.

**Technical Support –** Provide comprehensive review, audit and organization of large project documentation in order for the City to support project reimbursements and to facilitate completion of the final inspections for all Category A debris removal projects for Solid Waste, Public Works, Parks, Capital Improvements and Facilities. Assist with procurement of missing and/or incomplete documentation from vendors.

**Final Inspections and Closeouts** - Represented the City of Miami in the final reconciliation of large projects with FEMA for the 2004 and 2005 disasters in compliance with 44CFR§206.205(b) regarding payment of claims for large projects.

**Debris Management Plan –** Coordinated with the City's Solid Waste Department and its Recovery Specialist to prepare a broad-ranging and comprehensive debris management plan for the City, which was approved by FEMA upon first review.

## Recent and Ongoing Projects

- **Cities of Springfield, West Springfield, Wilbraham and Monson - Massachusetts –** Through a state-wide contract with the Massachusetts Division of Emergency Management, O'Brien's is assisting these cities with their FEMA disaster recovery cost claims resulting from tornados and severe storms. In addition, we are assisting the Catholic Diocese in Springfield with all categories of FEMA claims.

- **City of Fayetteville, NC –** O'Brien's is currently assisting the City in its efforts to recover from the recent tornados, by performing comprehensive debris monitoring services as well as documenting and formulating all FEMA Project Worksheets, attending FEMA meetings and tracking response and recovery costs to ensure full reimbursements.

- **City of Miami, FL –** We are currently working under contract with the City to recover additional funding and have so far captured an additional $2,000,000 from FHWA, reduced a potential de-obligation of $3.6 million to $1.2 million, with the anticipated net result of our final reconciliation an estimated $7 million in additional funding for the city. We also

provide disaster planning and debris monitoring services for the City Miami.

- **Broward County School District –** We are currently assisting the fifth largest school district in the County will all of its FEMA claims – identifying unclaimed costs, preparing appeals, performing final inspections on large projects, working closely with FEMA to reconcile funding issues and working to maximize the District's federal reimbursements.
- **Catholic Archdiocese of Miami –** Our consultants are working closely with FEMA and the Archdiocese to ensure that its eligible disaster recovery expenditures related to the 2004 and 2005 storms are reimbursed by FEMA during the final inspection and closeout phase.
- **Kentucky Transportation Cabinet –** We are currently assisting the Transportation Cabinet with final cost determinations for FEMA claims related to a severe winter storm disaster.
- **Massachusetts DEM –** O'Brien's holds the state-wide disaster debris monitoring contract and we are currently preparing for a pre-event coordination and table-top exercise meetings with the State and many local communities.
- **New Jersey DEM –** O'Brien's was recently awarded a major contract by the NJ Division of Emergency Management to manage all of its federal disaster claims and projects, which will soon be amended to allow all local government agencies to access our services.
- **Oklahoma DEM –** O'Brien's holds a state-wide contract which allows any local government in Oklahoma to access our services. We are currently developing FEMA and FHWA program training for the Oklahoma DOT, focused on programmatic compliance and financial recovery, which will be presented to local governments throughout the State.
- **Virginia DEM –** O'Brien's holds a state-wide contract in Virginia, which allows local governments to access our debris monitoring and related disaster recovery services. We are currently developing pre-event coordination and planning meetings with local governments in Virginia.
- **City of Key Biscayne, FL –** Our FEMA program consultants are currently assisting the City with its FEMA claims – identifying missed funding opportunities and working to ensure that all eligible costs are reimbursed during project closeouts.
- **City of Southwest Ranches, FL –** We were recently instrumental in recovering over $700,000 of lost funding for the City for claims related to Hurricane Wilma, and we continue to support its appeals and audit efforts.
- **Florida Statewide Training -** In 2010, O'Brien's delivered a comprehensive set of training seminars and table-top exercises to disaster management personnel throughout the State, focused on ensuring that they are prepared to recover financially through full compliance with FEMA PA Program eligibility, cost, contracting and documentation guidelines and regulations.

- **South Florida EOC Training –** In 2010, O'Brien's conducted Response and Recovery Training at the Broward County, Miami-Dade County, and the City of Coral Gables EOCs.

References for our FEMA program consulting projects are available upon request.

*O'Brien's delivers resilience through the principal cornerstones of prepare, respond, communicate and recover.*

# 4. References/Past Experience

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## Recent Debris Monitoring Project References

Below is a list of references for clients O'Brien's Response Management has performed disaster debris monitoring services for which were similar in scope to those requested by the City. Other than our ongoing projects in Massachusetts and North Carolina, our most recent projects are those in Arkansas, Kentucky and Louisiana. Please recall when contacting any of these references that all of our debris monitoring work prior to 2010 was performed under the name of ***Solid Resources Incorporated***, which was acquired by, and then merged with, O'Brien's Response Management and now operates as part of our Government Services Division.

- **Kentucky Transportation Cabinet, District 1**
  **Address:** 5501 Kentucky Dam Rd., Paducah, KY 42003
  **Point of Contact**: Denny Alvey, Project Engineer
  **Phone Number:** (270) 898-2431
  **Email:** denny.alvey@ky.gov
  **Date of Service:** 4/2009 – 3/2010
  **Summary:** O'Brien's provided comprehensive disaster debris monitoring services to the District after a major ice storm, including collection and disposal site monitoring, data management and reporting, validation of leaners and hangers, and FEMA technical assistance with eligibility determinations and cost reimbursements. In this district, O'Brien's monitored the removal of over 4.3 million cubic yards of storm related debris.

- **Kentucky Transportation Cabinet, District 2**
  **Address:** 1801 N. Main Street, Madisonville, KY 42431
  **Point of Contact:** Kevin McClearn, P.E., Chief District Engineer
  **Phone Number:** (270) 824-7080
  **Date of Service:** 4/2009 – 3/2010
  **Summary:** O'Brien's provided comprehensive disaster debris monitoring services to the District after a major ice storm, including collection and disposal site monitoring, data management and reporting, validation of leaners and hangers, and FEMA technical assistance with eligibility determinations and cost reimbursements. Over 8 million cubic yards were removed from this District alone.

- **Kentucky Transportation Cabinet, District 4**
  **Address:** 634 East Dixie Highway, Elizabethtown, KY 42702
  **Point of Contact:** Paul Sanders, Project Engineer
  **Phone Number:** (270) 766-5066
  **Date of Service:** 4/2009 – 3/2010
  **Summary:** O'Brien's provided comprehensive disaster debris monitoring services to the District after a major ice storm, including collection and disposal site monitoring, data management and reporting, validation of leaners and hangers, and FEMA technical assistance with eligibility determinations and cost reimbursements. We monitored the removal of over 1.7 million cubic yards of debris in this district.

- **City of Tulsa, Oklahoma**
  **Address:** 707 South Houston Avenue, Tulsa, Oklahoma 74127
  **Point of Contact:** Paul Strizek, Planning and Contracts Coordinator
  **Phone Number**: (918) 596-9716
  **Email**: PSTRIZEK@ci.tulsa.ok.us
  **Date of Service:** 1/2008 – 9/2008
  **Summary:** O'Brien's responded to the City's need for professional debris monitoring and disaster management services after a severe ice storm deposited large amounts of hazardous debris throughout the City, monitoring over 2.6 million cubic yards of debris. We provided a full set of monitoring, FEMA and FHWA technical assistance, financial recovery, data management and invoice reconciliation services, as we have done for many clients.

> They [O'Brien's] performed ***exceptionally well*** for us, even getting us back $1 million more than we would have otherwise due to an FHWA program we were unaware.
>
> **Paul Strizek**
> Planning & Contracts Manager
> City of Tulsa Streets & Stormwater Department

- **City of Fayetteville, Arkansas**
  **Address:** 1525 South Happy Hollow Road, Fayetteville, Arkansas 72701
  **Point of Contact:** Mr. Terry Gulley, Transportation Director
  **Phone Number:** (479) 575-8228
  **Email:** tgulley@ci.fayetteville.ar.us
  **Date of Service:** 2/2009 – 5/2009
  **Summary:** O'Brien's provided a full scope of professional disaster debris monitoring services to the City after it was struck by severe ice storms in 2009. We monitored the removal and disposal of almost 520,000 cubic yards of storm debris and provided FEMA program technical assistance reimbursement claims support.

- **Lafourche Parish, Louisiana**
  **Address:** 402 Greene Street, Thibodeaux, Louisiana 70302
  **Point of Contact**: Jerome Danos, Solid Waste Manager
  **Phone Number:** (985) 637-5199
  **Email:** danosjp@lafourchegov.org
  **Date of Service:** 9/2008 – 2/2009
  **Summary:** O'Brien's provided comprehensive disaster debris monitoring services to the Parish after Hurricane Gustav struck the area. Our staff of 130 monitors documented the removal of approximately 272,000 cubic yards of debris. We also provided data management, FEMA compliance and reporting services.

- **Louisiana Department of Transportation and Development**
  **Address:** 12 Calvert Drive, Alexandria, Louisiana 71303-3519
  **Point of Contact Name:** Troy Rousselle, PE, District 8
  **Email:** troyroussell@dotd.la.gov
  **Phone Number:** (318) 487-5717
  **Date of Service:** 9/2008 – 5/2009
  **Summary:** Comprehensive debris monitoring services were provided to the Louisiana DOT in its recovery effort after Hurricanes Gustav and Ike. O'Brien's mobilized over 1,700 monitors throughout the State to monitor debris collection and disposal activities, monitoring the removal of over 3 million cubic yards of debris.. We also provided data management, cost tracking, daily reporting and FEMA and FHWA reimbursement consulting.

## Most Recent Project References

We are either still performing or are just completing debris monitoring projects for these clients in response to summer tornado and fall snow storm disasters:

**City of Fayetteville, NC**
Battalion Commander, Brian P. Mims
433 Hay Street
Fayetteville, N.C. 28301
910-433-1729

**City of Springfield, MA**
City Engineer, Christopher M. Cignoli, P.E.
ccignoli@springfieldcityhall.com
Office # 413-750-2808

**City of Wilbraham, MA**
Public Works Director, Ed Miga P.E.
emiga@wilbraham-ma.gov /
Office# 413-519-5958

**City of Monson, MA**
Transportation Director, John Morrell
highway@monson-ma.gov
Office# 413-265-5468

## Additional Debris Monitoring Project References

***City of Rector, Arkansas***
Todd Watson, City Superintendent
409 South Stewart
Rector, Arkansas 72461
(870) 595-3035
water@rectorarkansas.com

***Mississippi County, Arkansas***
David Lendennie
Emergency Manager
201 2nd Street
Blytheville, Arkansas
(870) 763-5110

***City of Conroe, Texas***
Dean Towery,
Public Works Director
401 Sgt. Ed Holcomb Boulevard
Conroe, Texas 77305
(936) 522-3831
dtowers@cityofconroe.org

***Bibb County, Georgia***
Ken Sheets
County Engineer
780 Third Street
Macon, Georgia 31201
(478) 621-6660
ksheets@co.bibb.ga.us

***City of Rogers, Arkansas***
Steve Womack, Mayor
301 West Chestnut Street
Rogers, Arkansas 72756
(479) 621-1117
Mayor@Rogersarkansas.com

***Lee County, Florida***
Solid Waste Department
Jason Fournier, Operations Manager
10500 Buckingham Road
Fort Myers, Florida 33905
(239) 533-8920
fournija@leegov.com

***Hillsborough County, Florida***
Solid Waste Management
Christopher Snow
Principal Planner
601 E. Kennedy Blvd., 24th Floor
Tampa, Florida 33601
(813) 276-8408
snowc@hillsboroughcounty.org

***Collier County, Florida***
Mr. Dan Rodriguez
Director of Solid Waste
3301 Tamiami Trail East, Bldg. H
Naples, Florida 34112
(239) 732-2508
DanRodriguez@colliergov.ne

## Debris Monitoring Projects Completed

O'Brien's Response Management is a highly experienced and knowledgeable firm with a proud history of assisting many local governments and state agencies with disaster recovery challenges and a demonstrable record of successfully completing many large and complex debris monitoring projects. We consistently receive accolades from our clients attesting to the professional manner in which O'Brien's facilitated the efficient, safe and FEMA-compliant completion of their disaster debris removal projects by providing expert monitoring services. Below are brief descriptions of some of our recent and major projects for services performed which are similar in scope to those requested by The City of Stuart.

## Debris Monitoring Projects Completed

### Massachusetts – 2011 – Tornados (FEMA DR-1994)

On June 1st, 2011 multiple tornados struck several counties in Central Massachusetts threatening lives, damaging homes, destroying property and creating all types of storm debris. O'Brien's Response Management's State-wide debris monitoring contract was activated by the Massachusetts Emergency Management Agency, allowing local governments to access our services. Our project management team coordinated with several agencies at the State EOC to initiate response and recovery operations, including MEMA, MDEP and MDOT, to ensure that proper procedures were followed and that cost documentation was maintained correctly as emergency response work got underway. Though Federal Disaster Declarations had not yet been issued, O'Brien's began immediately providing debris monitoring and management guidance to the worst struck areas, including the Town of Wilbraham, the Town of Monson, the City of Springfield and the Town of West Springfield. Summaries of these projects, which will be completed by October of 2011, follow:

- **Town of Wilbraham:** O'Brien's provided 15 local field monitors and 5 O'Brien's network employees. We monitored the removal of over 99,750 CY of debris totaling over 3.2 Million dollars in removal costs. **(This contract is again active for the recent snow storm.)**
  - Collection: 2,117 Tickets Issued Totaling 99,750 Cubic Yards
  - Hazardous Limbs: 72 Trees With Eligible Hazardous Hangers
  - Hazardous Trees: 216 Total Eligible Hazardous Tree
  - Mulch Haul Out: 319 Tickets Issued Totaling 34,206 Cubic Yards
  - Stumps: 125 Tickets Issued Totaling 4,182 Cubic Yards
  - C & D: 31 Tickets Issued Totaling 1,284 Cubic Yards
  - Stump Debris: 278 Tickets Issued Totaling 1895 Cubic Yards
  - Stump Extraction/Removal: 51 Tickets Issued
  - Debris removal trucks: 25
  - Debris Management Sites: 2

- **Town of Monson:** We deployed 20 local field monitors and 4 O'Brien's network employees documenting the removal of over 112,289 CY of debris totaling over 4.1 million dollars in removal costs. **(This contract is again active for the recent snow storm.)**
  - Collection: 2,418 Tickets Issued Totaling 112,289 Cubic Yards
  - Hazardous Limbs: 191 Trees With Eligible Hazardous Hangers
  - Hazardous Trees: 1,146 Total Eligible Hazardous Tree
  - Mulch Haul Out: 322 Tickets Issued Totaling 34,171 Cubic Yards
  - C & D: 41 Tickets Issued Totaling 2,307 Cubic Yards
  - Stump Debris: 45 Tickets Issued Totaling 234 Cubic Yards
  - Stump Extraction/Removal: 52 Tickets Issued
  - Debris removal trucks: 18
  - Debris Management Sites: 2

- **City of Springfield:** At the peak of operations, there were 62 local field monitors and 8 O'Brien's network employees documenting the removal of over 161,614 CY of debris totaling over 6.6 million dollars in removal costs. O'Brien's also assisted the City with the formulation, submittal and management of all of its FEMA PA program cost claims, for all categories of work. **(This contract is again active for the recent snow storm.)**
  - Collection: 3,741 Tickets Issued Totaling 161,614 Cubic Yards
  - Hazardous Trees: 2,217 Total Eligible Hazardous Tree
  - Mulch Haul Out: 744 Tickets Issued Totaling 71,674 Cubic Yards
  - C &D: 345 Tickets Issued Totaling 14,110.6 Cubic Yards
  - Household Hazardous Waste: 61 Barrels
  - Stump Extractions: 188
  - Stump CY: 613.4 CY
  - Debris removal trucks: 70
  - Debris Management Sites: 3

- **Town of West Springfield:** At full operational strength, there were 6 local field monitors and 1 O'Brien's network employees documenting the removal of over 314 tons of eligible construction and demolition debris totaling over 150 thousand dollars in removal costs. **(This contract is again active for the recent snow storm.)**
  - C&D collection only: 314 Tons
  - Debris removal trucks: 6
  - Debris Management Sites: 1

- **Catholic Diocese of Springfield:** Although a relatively small debris project, the Catholic Diocese in Springfield suffered a great deal of damage to its many properties and facilities and enlisted O'Brien's assistance to provide debris management and FEMA program guidance, to ensure maximum reimbursement of its disaster response and recovery expenditures. We monitored the removal of approximately 5,000 cubic yards of debris for the Diocese and ensured that all documentation complied with FEMA requirements.

## City of Fayetteville, North Carolina – 2011 – Tornados and Severe Storms

Project Dates: April 2011 – October 2011
Vegetative: 120,584 / C&D: 24,496 CYs
Hazardous Household Waste: 1,580 Lbs.
O'Brien's Peak Staff: 20 / DMS: 2
Removal contractors: 1 / Trucks: 12

On April 16th, 2011 an EF1 tornado struck Fayetteville, North Carolina, threatening lives, damaging homes and destroying property throughout Cumberland County including Fort Bragg. Our project management team mobilized to the scene within 48 hours, to assist the City with the initiating of debris clearance and removal operations and to coordinate with FEMA for the efficient and safe removal of hazardous storm debris. The City also enlisted our O'Brien's to assist with the preparation of all of its FEMA and FHWA claims resulting from the tornados. O'Brien's inspected damaged facilities, formulated repair cost estimates, coordinated with FEMA on eligibility determinations, documented all damages and remediation costs and prepared FEMA project Worksheets, including those for the debris removal project.

## Kentucky Transportation Cabinet – 2009 – Severe Ice Storms

Project Dates: April 2009 – March 2010
Approximate No. of Cubic Yards: 14,394,854
Contractors: 40 / O'Brien's Staff: 258
Load Tickets: 256,739
No. of Trucks: 512 / No. of DMS: 49

O'Brien's recently completed a major disaster debris monitoring project for three districts of the Kentucky Transportation Cabinet, which involved the removal of over 14 million cubic yards of debris following a severe ice storm. Under contract separately with each district, O'Brien's mobilized crews of Supervisors and Monitors to each and hired and trained over 250 local personnel to oversee and document the removal of an enormous amount of storm debris, including hundreds of leaning trees and hanging tree limbs, from throughout a large portion of the State. Our monitors supervised and monitored operations at 49 temporary debris sites, monitored the activities of over 400 debris removal crews on state and federal roads throughout the State and completed over 250,000 load tickets, each of which was then entered into our data base in order to provide the Transportation Cabinet with accurate and timely project summary reports and validate its contractors' invoices.

### Kentucky Transportation Cabinet Project Summaries by District

| KYTC District 4 | KYTC District 2 | KYTC District 1 |
|---|---|---|
| 1,709,845 Cubic Yards | 8,144,762 Cubic Yards | 4,320,351 Cubic Yards |
| 40 O'Brien's Staff | 225 O'Brien's Staff | 50 O'Brien's Staff |
| 125 Hauling Trucks | 300 Hauling Trucks | 200 Trucks |
| 8 Hauling Contractors | 13 Hauling Contractors | 12 Hauling Contractors |
| 16 Debris Sites | 32 Debris Sites | 25 Debris Sites |

## Arkansas Wildlife Management Areas – 2009 – Ice Storms

Project Dates: April 2009 – February 2010
Leaning Trees: 14,049 / Hanging Limbs: 15,225
Cubic Yards: 2,892 (most cut and toss or grind)
O'Brien's Project Staff: 59

Severe ice storms in 2009 damaged thousands of trees in Arkansas' Wildlife Management Areas. The resultant debris, including thousands of dangerous hanging limbs and leaning trees, represented a threat to the health and safety of the public who use these vast areas for hunting, fishing, camping or general recreation. O'Brien's was contracted by the Arkansas Game and Fish Division to manage, monitor and oversee debris removal operations in five Wildlife Management Areas, and we have just recently successfully wrapped up the last of the projects. Most of the dangerous leaning trees and hanging branches were either ground on site or tossed off of the trails, as the expense of hauling the debris out of these wilderness areas was prohibitive. Our monitors were required to travel to remote areas with debris removal crews, sometimes monitoring from boats or horseback. They validated the eligibility of debris, quantified volumes, documented each limb or leaning tree that was removed and provided the Game and Fish Commission with all of the information and data necessary to file FEMA cost reimbursement claims for the work.

## City of Fayetteville, Arkansas – 2009 - Ice Storms

Project Dates: February - May 2009
Approximate Number of Cubic Yards: 519,818
Leaner/Hanger Trees: 23,651 / Contractors: 1
O'Brien's Project Staff: 75 / Load Tickets: 10,860
Trucks: 65 / DMS: 2 / Residential Drop Offs: 2

In response to severe winter ice storms in Arkansas in 2009, our debris monitoring teams completed successful projects for the Cities of Rector, Rogers, and Fayetteville as well as Mississippi County in the State of Arkansas. Our teams were on site and operational within hours of the Notice to Proceed to coordinate initial debris clearance efforts and initiate the proper inspection and documentation of all debris removal work. Our team successfully managed these projects simultaneously despite encountering all manner of challenging conditions and circumstances. We provided staff to monitor each collection crew, staff each debris management site and manage project cost documentation.

## City of Rogers, Arkansas – 2009 – Ice Storms

Project Dates: February - April 2009
Approximate Number of Cubic Yards: 158,894
No. of Leaner/Hanger Trees: 10,534
Contractors: 1 / Trucks: 18 / No. of DMS: 2
O'Brien's Project Staff: 23 / Load Tickets: 3,890

O'Brien's assisted the City of Rogers, Arkansas, with its disaster debris monitoring needs as a result of the devastating 2009 ice storms. We provided the City with comprehensive monitoring services, including documenting the removal of over 10,000 leaning trees and hanging limbs. Our trained monitors also provided oversight monitoring at two debris management sites and performed data management and reporting services.

## City of Rector, Arkansas – 2009 – Ice Storms

We also provided the City of Rector with expert debris monitoring services similar to those provided in Rogers, Fayetteville and Mississippi County, Arkansas – comprehensive, FEMA-compliant debris monitoring and project cost documentation. Again, our team was pivotal in the success of the City of Rector's debris removal project.

Project Dates: March - April 2009
Approximate Number of Cubic Yards: 20,911
No. of Leaner/Hanger Trees: 572
Contractors: 1 / O'Brien's Project Staff: 9
Load Tickets: 395 / Trucks: 8 / DMS: 1

## Louisiana Department of Transportation - 2008 - Hurricanes Gustav and Ike

O'Brien's performed a major and complex debris monitoring project for five Districts of the Louisiana Department of Transportation and Development, which incorporated the southern portion of the State, where over 3 million cubic yards of debris were removed and hauled to 60 separate Debris Management Sites following the passage of Hurricanes Gustav and Ike. O'Brien's hired, trained and deployed over 1700 debris monitors for this large project to inspect and document each load of debris collected and to oversee operations at 60 Debris Management Sites, where our trained tower monitors inspected and quantified each load of debris. Our staff also carefully recorded, with photographs and GPS coordinates, the removal of over 200,000 damaged trees and provided each Department of Transportation District with expert data management and documentation services to support their FEMA cost reimbursement claims, which came to over $75 Million dollars. O'Brien's professional debris monitoring services were critical to the emergency debris removal project's overall success.

Project Dates: September 2008 - May 2009
Approximate Cubic Yards: 3,020,392
Leaners/Hangers: 223,267 / Contractors: 1
O'Brien's Staff: 1,715 / Load Tickets: 61,751
No. of Trucks: 1,003 / No. of DMS: 60

## City of Conroe, Texas – 2008 - Hurricane Gustav

O'Brien's Response Management responded to the City of Conroe's need for professional oversight of its debris removal operations following Hurricane Gustav and was instrumental in assuring that the City performed its debris removal operations in compliance with FEMA guidelines. The City had decided to use its own debris removal equipment and staff to compliment contracted forces and asked O'Brien's to coordinate and manage its operations and to ensure that debris removal work followed general FEMA eligibility guidelines and that supporting project cost documentation would meet federal standards for reimbursement.

Dates: September 2008 - November 2008
Approximate Number of Cubic Yards: 54,162
Contractors: 3 / O'Brien's Project Staff: 20
No. of Trucks: 15 / No. of DMS: 1

## Lafourche Parish, Louisiana – 2008 - Hurricane Gustav and Flooding Events

Dates: September 2008 - February 2009
Approximate Cubic Yards: 272,550
No. of Leaner/Hanger Trees: 6,670
No. of Debris Removal Contractors: 1
O'Brien's Project Staff: 135
Load Tickets: 7,871 / Trucks: 71 / DMS: 5

O'Brien's was contracted by Lafourche Parish after Hurricane Gustav ravaged the area and left large amounts of hazardous storm debris strewn throughout it. Our monitoring team responded rapidly to assist and was instrumental in expediting the removal of over 250,000 cubic yards of debris, including over 6,000 leaning trees, stumps and hanging branches. We hired and trained 130 local residents and deployed them to monitor collection crews and debris management site operations. Our firm again came to the assistance of Lafourche Parish and provided debris monitoring services following a severe flooding event that occurred in March 2009.

## Bibb County, Georgia – 2008 - Tornados

Project Dates: June 2008 - October 2008
Approximate Number of Cubic Yards: 179,102
Removal/Reduction Contractors: 1
O'Brien's Project Staff: 35 / Load Tickets: 2,124
No. of Trucks: 15 / No. of DMS: 1

O'Brien's was awarded a contract in Bibb County, Georgia to monitor and oversee the debris removal efforts stemming from the Mother's Day 2008 Tornados. Within two days of receiving the notice to proceed, our monitors were in the field monitoring debris collection crews and assessing loads at the County's Debris Management Site. In order to ensure that the County's recovery from the tornadoes was not delayed, O'Brien's measured and certified trucks, trained staff and opened an Operations Center prior to receiving a written contract or letter of intent. O'Brien's hired and trained local Bibb County residents in debris monitoring techniques and deployed them to oversee all debris removal operations.

## City of Tulsa, Oklahoma – 2007 - Ice Storms

Project Dates: January 2008 - September 2008
Approximate Cubic Yards: 2,670,030
No. of Debris Removal Contractors: 2
No. of Project Staff: 181 / Load Tickets: 64,642
No. of Trucks: 328 / No. of DMS: 3

We successfully completed a major debris monitoring project for the City of Tulsa, Oklahoma, where over 2.6 million cubic yards of debris were removed following a severe ice storm in December 2007. O'Brien's mobilized a Disaster Debris Management Team and deployed within 3 hours after notification, arriving on site within 24 hours fully prepared to assist the City of Tulsa. At the height of operations, 181 debris monitors, field supervisors and management staff were deployed. As the debris hauling phase and the debris reduction phase were undertaken by separate contractors, two load ticket databases (removal and final disposal) were reconciled daily. With 328 pieces of hauling equipment clearing the public right-of-way at full ramp-up, over 70,000 cubic yards of debris were being removed from the City public right-of-ways daily.

## Collier County, Florida - 2005 - Hurricane Wilma

Project Dates: October 2005 - March 2006
Approximate Cubic Yards: 1,100,000
No. of Contractors: 1 / DMS: 4
O'Brien's Staff: 202 / Load Tickets: 42,000

In response to the devastation caused by Hurricane Wilma in 2005, our firm monitored the contracted debris removal of over one million cubic yards of disaster debris in Collier County, the largest county by area in the State of Florida. At the height of operations, approximately 600 debris clearance personnel and 271 pieces of equipment were involved in the project. Over 1 million cubic yards of debris were removed and our company trained, managed and supervised over 170 monitors to oversee and document the project. We also monitored and assisted in the FEMA authorization of debris removal from private gates communities and private roads.

The FEMA Office of the Inspector General (OIG) conducted an audit of the over $37 million dollar debris removal and monitoring project undertaken by Collier County. In a report to the Director of the Florida Long Term Recovery Office in April 2006 (attached to this proposal), the Acting Audit Director for FEMA Region IV stated that "the county had an effective system for accounting for disaster-related costs.....and had adequate monitoring procedures for reviewing and approving debris removal activities and billings of the contractor." This project has been deemed a 'model' debris management project by FEMA and FDEM.

## Lee County, Florida – 2004 and 2005 – Hurricanes Charley and Wilma

Wilma Dates: October 2005 - February 2006
Approximate Number of Cubic Yards: 500,000
No. of Debris Removal Contractors: 1
No. of O'Brien's Project Staff: 60
Load Tickets: 15,000 / No. of Trucks: 150
No. of DMS: 5 / Residential Drop Offs: 1

O'Brien's (then operating as Solid Resources Inc.) provided comprehensive debris monitoring services to Lee County immediately following Hurricane Charley, which left enormous quantities of debris in its wake. Our management team was on the ground within hours to assist the County's Solid Waste Department with the coordination of debris clearance and removal operations and to measure and certify hundreds of debris removal trucks. We provided expert oversight of all debris removal operations, documented project costs, entered and managed all project data, reported on contractor damages to private property and advised the County on FEMA technical issues. O'Brien's was called upon to provide these services to Lee County again in 2005 when Hurricane Wilma struck the area. In 2007, we developed the County's comprehensive debris management plan and consulted with FEMA to win its approval for the Public Assistance Pilot Program.

## Hillsborough County, Florida – 2004 – Hurricanes Frances and Jeanne

Project Dates: August 2004 - June 2005
Approximate Cubic Yards: 1,000,000
Debris Removal Contractors: 3
O'Brien's Project Staff: 120 / Load Tickets: 45,000
Trucks: 1,100 / DMS: 5 / Residential Sites: 22

In early 2004, O'Brien's (then SRI) in partnership with Malcolm Pirnie, Inc. was awarded a pre-event contract by Hillsborough County to provide comprehensive debris management services. Shortly thereafter, the contract was activated when Hurricane Frances struck the Tampa Bay area. Our project manager mobilized to the County EOC hours before the storm made landfall and remained, prepared to stay through the storm with County staff and provide real-time assistance. Other key staff and a core team of debris monitors were prepared to join them immediately following the storm.

O'Brien's provided all field and tower monitors, residential drop off site monitors, field supervisors, operations manager and data entry personnel to assist the County in the recovery process. We also assisted with compiling the load ticket data, managing site restoration, reconciling contractor invoices and assembling the necessary information for FEMA Project Worksheet formulation. Over one million cubic yards of storm debris were ultimately removed from the County, all of which was monitored by our firm. We also provided Hillsborough County with technical assistance for final closeout, cost reimbursement, grants management as well as the County's appeals strategy.

## Charlotte County, Florida – 2004 – Hurricane Charley

Project Dates: August 2004 - June 2005
Approximate Cubic Yards: 1,900,000
No. of Debris Removal Contractors: 1
No. of O'Brien's Project Staff: 38
Load Tickets: 51,000 / Trucks: 700
No. of DMS: 3 / Residential Drop Offs: 3

O'Brien's was responsible for monitoring the debris removal of approximately two million cubic yards of storm debris from Lee County after Hurricane Charley devastated Charlotte County. Our core management team arrived on the scene within three hours of the passing of the storm's eye to oversee the clearance and removal of the debris left behind. This included vegetative debris, C&D, hazardous trees, tree stumps, white goods, household hazardous waste, mobile home wreckage, demolition debris, asbestos and marine debris. Our Field Supervisors met daily with County managers, FEMA personnel and contractors to provide them with progress reports and to coordinate debris removal activities. Our debris monitoring team was on this major project for over nine months and was instrumental in the success of the difficult recovery effort.

## Palm Beach County, Florida – 2004 – Hurricanes Frances and Jeanne

O'Brien's (then Solid Resources) and Malcolm Pirnie, Inc. worked together to provide Post-Disaster Debris Management and Monitoring services to Palm Beach County's Solid Waste Authority (SWA) after the County was severely impacted by two catastrophic hurricanes (Frances and Jeanne) in 2004. O'Brien's staff worked with the SWA and the contractors to

expeditiously facilitate the collection, removal and reduction of the first 1 million cubic yards of debris within the four weeks following the passage of the first storm (Frances). An additional 2,500,000 cubic yards of debris were removed in the aftermath of Hurricane Jeanne. Our management personnel effectively managed the daily staffing, scheduling and zone assignments for more than 140 field and disposal monitors.

Project Dates: August 2004 - June 2005
Approximate Cubic Yards: 3,500,000
Debris Removal Contractors: 5
O'Brien's Project Staff: 140
Load Tickets: 115,000 / Trucks: 1,500
No. of DMS: 10 / Residential Drop Offs: 3

We also provided the County SWA managers with technical training on FEMA programs and eligible recovery costs to maximize their reimbursement funding, and assisted them with reviewing eligibility criteria for debris removal and emergency protective measures (Categories A and B), writing more than 45 FEMA Project Worksheets for large and small projects in both categories for both storms.

## Debris Management Planning Experience

Our deep understanding of disaster debris management challenges and approaches stems from years of sound experience in participating in major disaster recovery efforts and successfully completing complex debris monitoring projects and serving as State Public Assistance Coordinators and debris specialists; this experience makes our team particularly well qualified to assist government entities with the development of their debris management plans. O'Brien's has prepared comprehensive, FEMA-approved, all-hazards debris management plans for many clients, including the following:

- **Florida Department of Transportation**
  O'Brien's debris specialists developed the first state-wide debris management plan approved by FEMA in Florida for the Department of Transportation and subsequently coordinated with all seven FDOT District-level emergency management offices to develop customized operational debris management plans for each. Our debris plans are currently in use by the FDOT throughout the State.
- **Broward County Public Schools, Florida**
  O'Brien's worked closely with Broward County Schools (the sixth largest school district in the nation) to prepare a comprehensive debris management plan which was immediately approved by FEMA and allowed the District to benefit from the Public Assistance Pilot Program's increased federal cost share for its Tropical Storm Fay recovery effort.
- **City of Miami, Florida**
  O'Brien's staff coordinated with the City of Miami's Solid Waste Division and its Recovery Specialist to prepare a broad-ranging and comprehensive debris management plan for the City which was approved by FEMA upon first review. O'Brien's also provides the City with debris monitoring services and meets regularly with the City's debris management staff and debris removal contractors to plan response and recovery strategies in the event of a major disaster.

- **Lee County, Florida**
  O'Brien's has had a long relationship with Lee County, having provided the County with debris monitoring and management services for their disaster recovery efforts for Hurricanes Charley and Wilma. We incorporated many the "lessons learned" during the debris operation into a solid, functional debris management plan for the County.

- **Village of Virginia Gardens, Florida**
  Although the Village is relatively small, it learned many hard lessons during the Wilma and Jeanne recovery efforts and asked O'Brien's to assist by developing a debris management plan to better prepare them to tackle their future debris challenges and maximize federal reimbursement opportunities.

- **City of Sunny Isles Beach, Florida**
  The City asked O'Brien's to prepare a detailed debris management plan for them which would comply with FEMA PA Pilot Program criteria. O'Brien's developed and delivered a sound, FEMA-compliant plan to the City which is now the basis for their debris operations procedures.

- **Collier County, Florida**
  O'Brien's provided Collier County (the largest county by area in Florida) with debris monitoring services for its Hurricane Wilma recovery effort and subsequently was instrumental in the development of the County's debris management plan.

- **Town of Davie, Florida**
  As the Town of Davie's debris monitoring and disaster recovery consultant, O'Brien's was recently tasked with preparing an all-hazards debris management plan for the Town, which will serve as an annex to their Comprehensive Emergency Management Plan.

- **Sumter County, Florida**
  O'Brien's developed an operational debris management plan for Sumter County which complied fully with FEMA guidelines and qualified the County for the PA Pilot Program.

- **Broward Health District, Florida**
  The Broward Health District is one of the ten largest public healthcare systems in the nation, encompassing more than 30 healthcare facilities throughout Broward County. O'Brien's is currently finalizing a comprehensive debris management plan for the District.

- **City of Alexandria, Louisiana**
  O'Brien's recently completed a debris management plan for the City which will serve as an annex to its Comprehensive Emergency Management plan and guide response and recovery personnel through all phases of debris management and removal operations.

- **Cooper City, Florida**
  O'Brien's assists Cooper City with many disaster related tasks, including debris monitoring, FEMA Public Assistance program guidance and emergency management training. We recently completed their comprehensive debris management plan.

# 5. Compensation / Fee / Cost Schedule

## Positions and Rates

O'Brien's Response Management will provide the personnel specified on an as needed or requested basis, at the direction of The City of Stuart. O'Brien's can also provide flood plain managers, hazardous materials specialists, environmental engineers, building inspectors, building demolition supervisors and monitors, insurance specialists, waterborne debris removal specialists, debris site security guards and other disaster recovery specialists upon request.

To the best of our considerable and extensive knowledge and experience, our rates are reasonable and customary and fall well within the range of prices common to this class of services and our industry in general.

**Schedule A**
**Disaster Debris Monitoring**
**Proposed Rates**

| Requested Positions | Hourly Rate |
|---|---|
| Project Manager | $ 76.00 |
| Debris Monitor Supervisor | $ 47.00 |
| Debris Monitor | $ 36.00 |
| Debris Management Consultant | $ 73.00 |
| **Optional Positions Suggested** | --- |
| Operations Coordinator | $ 64.00 |
| GIS Analyst | $ 65.00 |
| Environmental Specialist | $ 65.00 |
| Load Ticket Data Entry Clerks (QA/QC) | $ 27.00 |
| Data Manager / Billing and Invoice Analyst | $ 58.00 |
| FEMA / FHWA Program Specialist | $ 90.00 |

- Suggested positions to be used only upon request of the City.
- Lodging, M&I per diems and rental cars for our project management team may billed with the approval of the City, at established State of Florida travel rates. All receipts, invoices and expenses will be documented in accordance with FEMA reimbursement guidelines and provided to the City with regular invoices.

## Pre-Event Services at No Cost

O'Brien's Response Management Inc. will provide a set of no-cost pre-event services designed to orientate ourselves with the client's current level of readiness for a debris generating event and to enhance our combined capabilities through coordination and planning. O'Brien's will (after contract award, negotiations and execution) provide, at no cost to the City, the following services:

- Review existing Debris Management and Emergency Management Plans,
- Annual coordination and planning "table top" exercise with removal contractors,
- Review of current debris-related public information content,
- Review of local ordinances and codes for emergency or disaster debris removal,
- Review, analysis and development of debris removal contracts and RFP's,
- Assist in review of debris removal and other emergency services proposals,
- Temporary debris management site review and selection consultation,
- Assist with pre-event environmental authorizations for debris management sites,
- Regular updates on current FEMA policy and industry trends.

## FEMA / FHWA Program Consultant

Our suggested FEMA / FHWA Program Consultant and Grants Manager will serve as a cost recovery specialist who will work to maximize federal funding opportunities through compliance with FEMA and FHWA guidelines and the identification of all eligible response and recovery expenses. Our Consultant will be most valuable at the beginning of the project (to estimate project costs, assist with Immediate Needs Funding requests, validate debris eligibility, ensure proper documentation of clearance and removal costs, consult with FEMA and FHWA to facilitate eligibility determinations, prepare estimated Project Worksheets and Detailed Damage Inspection Reports, etc.), and at the tail end (to finalize debris removal and disposal costs, prepare Project Worksheets and FHWA DDIR's, work with FEMA to resolve any extant issues, prepare any necessary appeals, etc.). Our priority is always to protect the client's federal funding and we are prepared to offer expert financial recovery and programmatic guidance towards that end, for the debris project or any disaster response, mitigation or repair and recovery projects.

## Revenue Sharing Statement

Regarding the possible sale of collected materials: For this project, O'Brien's does not foresee having access to or taking possession of any materials, debris, waste or items that might have any resale value within the local recycling, land-use, waste-to-energy or other markets, as our firm will only be monitoring and documenting debris removal operations and will not be physically collecting, storing, transporting or otherwise controlling any storm debris materials. We will, however, certainly work with the City and its debris removal contractor to identify debris recycling and other potential revenue generating opportunities.

## PART V

## PRICE PROPOSAL FORM

## SCHEDULE A

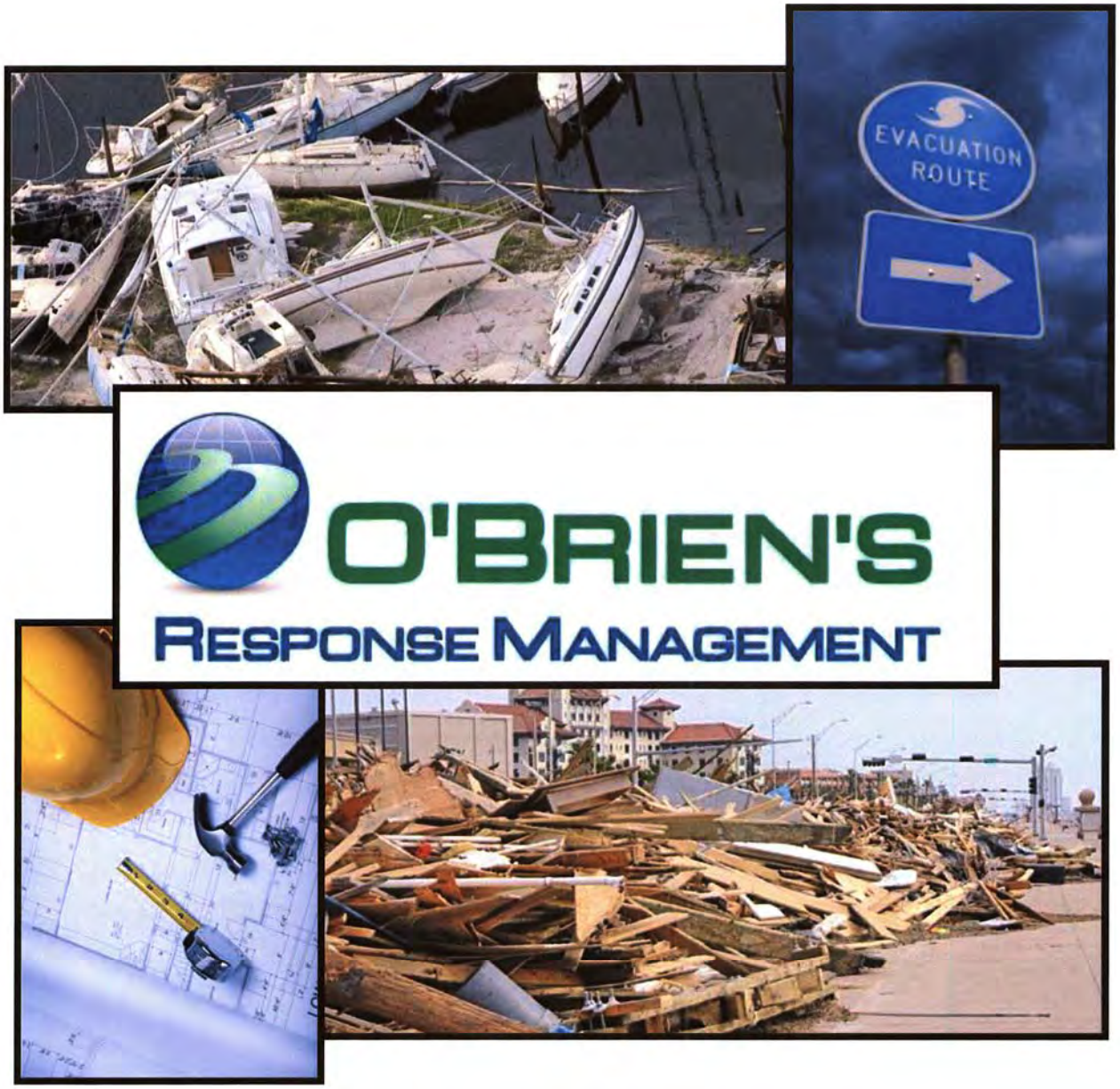
## DISASTER DEBRIS MONITORING

| Personnel Description | Unit of Measure | Hourly Labor Rate |
|---|---|---|
| Project Manager | Each | $ 76.00 |
| Debris Monitor Supervisor | Each | $ 47.00 |
| Debris Monitor | Each | $ 36.00 |
| Debris Management Consultant | Each | $ 73.00 |
| | | |
| | | |
| | | |

## PART VI ATTACHMENTS

Attachment A: Insurance Requirements
Attachment B: Proposed Standard Contract
Attachment C: Sample Work Authorization
Attachment D: Maps
Attachment E: Debris Management Plan

# 6. Insurance



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## Insurance Statement and Certificate

O'Brien's hereby agrees to maintain all insurance coverage as detailed in Attachment A of the RFP agreement. A copy of our current certificate of insurance is included here, and we will ensure that the City of Stuart is named as additionally insured against all general liabilities prior to contract execution.

# CERTIFICATE OF LIABILITY INSURANCE

AON

10/28/2011

**PRODUCER:**

Aon Risk Services of the Northeast
199 Water Street, 30th Floor
New York, NY 10038

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

**INSURED:**

O'Brien's Response Management
2929 E. Imperial Highway, Suite 290
Brea, CA 92821

| COMPANIES AFFORDING COVERAGE | |
|---|---|
| COMPANY A | STARR INDEMNITY & LIABILITY COMPANY |
| COMPANY B | ZURICH AMERICAN INSURANCE COMPANY |
| COMPANY C | NAVIGATORS INSURANCE COMPANY |
| COMPANY D | SIGNAL MUTUAL INDEMNITY |
| COMPANY E | ARCH INSURANCE CONPANY |
| COMPANY F | CHARTIS SPECIALTY INSURANCE COMPANY |
| COMPANY G | |

**COVERAGES**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCES LISTED HEREIN HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, CONDITIONS AND EXCLUSIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| CO LTR | TYPE OF INSURANCE | POLICY NUMBER | POLICY EFFECTIVE DATE (MM/DD/YY) | POLICY EXPIRATION DATE (MM/DD/YY) | LIMITS | |
|---|---|---|---|---|---|---|
| A | **GENERAL LIABILITY** | | | | GENERAL AGGREGATE | $ 2,000,000 |
| | X COMMERCIAL GENERAL LIAB. | | | | PRODUCTS-COMP/OP AGG | $ 1,000,000 |
| | CLAIMS MADE X OCCUR. | MASILNY00012311 | 4/8/2011 | 4/8/2012 | PERSONAL & ADV INJURY | $ 1,000,000 |
| | OWNER'S & CONTRACTOR'S PROT. | | | | EACH OCCURRENCE | $ 1,000,000 |
| | | | | | FIRE DAMAGE (ANY ONE FIRE) | $ 50,000 |
| | | | | | MED. EXP. (ANY ONE PERSON) | $ 5,000 |
| B | **AUTOMOBILE LIABILITY** | | | | | |
| | X ANY AUTO | BAP 9323983 | 6/3/2011 | 6/3/2012 | COMBINED SINGLE LIMIT (each) | $ 1,000,000 |
| | X ALL OWNED AUTOS | | | | BODILY INJURY (per person) | |
| | SCHEDULED AUTOS | | | | BODILY INJURY (per accident) | |
| | X HIRED AUTOS | | | | PROPERTY DAMAGE (per accident) | |
| | X NON-OWNED AUTOS | | | | | |
| | | | | | | |
| | **EXCESS/UMBRELLA LIABILITY** | | | | | |
| C | CLAIMS MADE X OCCUR. | | 2/20/2011 | 2/20/2012 | EACH OCCURRENCE | $ 5,000,000 |
| | | | | | EXCESS OF | |
| D | **U.S. LONGSHORE & HARBOR WORKERS** | | 10/1/2011 | 10/1/2012 | | |
| | **(Compensation Risks)** | 21400 | | | X STATUTORY OTHER | |
| E | **WORKERS' COMPENSATION AND** | | | | X STATUTORY OTHER | |
| | **EMPLOYERS LIABILITY** | | | | | |
| | THE PROPRIETOR / PARTNERS / | | | | EL EACH ACCIDENT | $ 100,000 |
| | EXECUTIVE OFFICERS ARE: | ZAWC19831700 | 10/1/2011 | 10/1/2012 | EL DISEASE - EACH EMPLOYEE | $ 100,000 |
| | INCLUDED | | | | | |
| | EXCLUDED | | | | EL DISEASE - POLICY LIMIT | $ 500,000 |
| F | **CONTRACTORS POLLUTION / PROFESSIONAL** | COPS 19131361 | 6/3/2011 | 6/3/2012 | LIMIT (ANY ONE OCCURRENCE) | $ 1,000,000 |

**DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS:**

City of Stuart is an additional insured on General, Automobile and Pollution Liability as respects the operations of O'Brien's Response Management as required by written contract.

**CERTIFICATE HOLDER**

City of Stuart
Purchasing Division
300 SW Saint Lucie Avenue
Stuart, FL 34994

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

**AUTHORIZED REPRESENTATIVE**

Sherrie Bath

**BY:**

# 7. Non-Collusion/Conflict of Interest Disclosure Statement

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## Statement of Non-Collusion and Conflict of Interest

O'Brien's certifies that in connection with this solicitation the information provided has been arrived at independently, without consultation, communication, or agreement with any other respondent or with any competitor for the purpose of restricting competition, or in any other way influencing the competitive arena.

O'Brien's hereby advises the City of Stuart that there is no potential conflict of interest, real or implied, that the respondent, employee, officer, or agent of the firm has due to ownership, other clients, contracts or interests associated with this project.

# 8. Other Information

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# Additional Disaster Management Services and Capabilities

## FEMA and FHWA Program Technical Assistance Services

As a full-service disaster management and recovery firm with extensive experience in providing government clients with comprehensive consulting services, O'Brien's is fully prepared to offer expert technical assistance with FEMA and other federal grant program claims, beyond those associated with the debris project. We can provide the experienced FEMA and FHWA Program consultants to assist with the management and administration of the all disaster mitigation, planning, response and recovery needs. Our professional FEMA Program consultants work with clients from the beginning of the response and recovery processes to properly capture and scope all eligible costs and work, through final inspection, closeout and financial audit. We have prepared thousands of FEMA Project Worksheets and worked with hundreds of PA applicants to maximize their federal reimbursements and are well prepared to assist with all Public Assistance Program challenges.

**Our comprehensive scope of services includes:**

- **Professional Consultation** – We see our primary role as serving as the City's professional advisor on disaster management and recovery issues - to resolve problems, communicate with FEMA and the State, prepare written requests and appeals and render general counsel on all matters pertaining to federal and state disaster recovery programs.
- **Maximizing Federal Disaster Recovery Funding** – We understand that the City's priority is to recover from disaster events as rapidly and efficiently as possible – both physically and financially. O'Brien's Response Management's priority with all of the clients we serve is to devise and implement methods and processes to streamline the grants management process and ensure that all opportunities to fund disaster response and recovery expenditures are explored. Our professional staff of disaster management consultants is highly adept at identifying eligible work and costs and maximizing reimbursements through FEMA, FHWA, HUD, NRCS and other funding sources.
- **EOC Support** – O'Brien's Disaster Management consultants will support the City's emergency management staff in the Emergency Operations Center during an impending or active storm or other potential disaster event, to assist with coordination between local municipalities and federal and State agencies. We will assist the City with requests for assistance or mission assignments from the State and help prepare and coordinate Damage Assessment Teams for deployment after the all clear is issued. O'Brien's can also provide a Public Information specialist to assist the City with the preparation and dissemination of public service announcements regarding the emergency.
- **Preliminary Damage Assessment (PDA)** – Critical to the process of receiving a federal disaster declaration is the Preliminary Damage Assessment. Our staff will mobilize immediately following a disaster event to assist with Damage Assessments and the

formulation of initial response and recovery cost estimates. Our team will coordinate with the City's Damage Assessment team as well as FEMA and the State to perform initial assessments, and we can provide technical specialist (such as structural engineers, building inspectors or debris specialists) to assist in the effort.

- **Initial Debris Operations –** Our extensive experience with major debris clearance and removal projects has shown that debris removal often presents the most difficult challenge in terms of adherence to federal guidelines and documenting costs properly. More federal funding is lost during the initial stages of debris operations than perhaps any other response and recovery task. Our personnel have extensive knowledge of the reimbursement requirements for both the FEMA Public Assistance and FHWA Emergency Relief programs and are prepared to ensure that all eligible debris clearance and removal costs are reimbursed to the fullest extent. We will advise the City on best practices for adherence to FEMA and FHWA guidelines and assist in the proper documentation of expenditures.
- **Initial FEMA PA Program Procedures –** O'Brien's disaster management specialists will attend State Applicant Briefings and FEMA Kickoff Meetings with the City's staff to assist with Public Assistance Program applications and the presentation of initial damage assessments and repair cost estimates. We will attend follow-up meetings as well, and guide each City department with damage claims in the proper methods of accounting for repair costs, contracting requirements and documenting claims properly.
- **Coordination with State and Federal Agencies –** O'Brien's will assist the City to coordinate with FEMA, the State Division of Emergency Management and the North Carolina Department of Transportation (for its FHWA claims), as well as other disaster recovery grant programs, such as HUD and NRCS. Our team will attend all meetings with FEMA and other funding agencies to ensure that the City's claims are properly presented and documented and that current policy guidance is understood and followed. O'Brien's will also assist the City with the preparation of documentation to support recovery cost claims in each FEMA category of work.
- **FEMA Grants Management –** O'Brien's will coordinate with each City department involved in the administration and management of disaster recovery claims, to ensure that proper grants management practices are followed, FEMA requirements for documentation are met and all eligible costs are identified and submitted. We will assist each department from the beginning of the recovery process through final inspections and project closeouts with every project for all FEMA categories of work. Our focus is always on maintaining adherence to FEMA and FHWA guidelines and policy for work and cost eligibility and documentation requirements and our staff will work closely with the City's towards that end.
- **FHWA ER Program Support –** Our disaster management expertise is not limited only to the FEMA Public Assistance Program; we are also highly familiar with the FHWA Emergency Relief program (having served as the Florida DOT's disaster management consultant) and all of the nuances of its requirements and opportunities for funding. In our experience, many opportunities for funding response and recovery costs are missed due

to a misunderstanding of FHWA funding guidelines. We will ensure that all cost eligible for FHWA funding are identified and submitted. Our staff is well versed and experienced in the requirements for the preparation of Detailed Damage Inspection Reports (DDIR – the FHWA equivalent of the FEMA Project Worksheet), and will assist the City in formulating them in accordance with the latest procedures.

- **Large and Small Project Formulation and Review –** Our consultants have prepared hundreds of large and small FEMA Project Worksheets for all categories of work and are highly familiar with the methods of formulating FEMA claims which conform to FEMA standards. We ensure an accurate reporting of damages, the scope of work, cost estimates, contract procurement processes, special considerations, insurance proceeds anticipated or received and show clear reference to the relevant FEMA policy which confirms the eligibility of the claim. Our team of professionals will assist the City and its various departments by preparing all small and large Project Worksheets required to fully account for all of the City's disaster response and recovery costs, including force account and contract work. We will also review any Project Worksheets which are prepared by FEMA or the State to ensure that all of the City's eligible costs are included.
- **PW Versions –** Large and small projects are usually based on estimated costs to repair damages identified during a field inspection. It is not uncommon for damages to be inadvertently omitted or unforeseen, or for actual repair costs to be significantly in excess of the estimated amounts. The most desirable option for correcting scopes of work or project costs is for FEMA to issue a version of the original project worksheet. We will provide technical assistance in providing revised estimates, scope modifications for unforeseen issues, revised project costs and schedules, and other supporting documentation required by FEMA to facilitate and justify PW Versions. Our priority it to maximize the City's reimbursements and we will request FEMA to allow PW Versions wherever necessary.
- **Insurance Benefits Tracking –** An important yet often overlooked disaster management issue relates to insurance benefits. The FEMA-PA program explicitly denies funding for repair costs which were, or should have been, covered by insurance benefits. To ensure that the City does not engage in the "duplication of benefits" yet that it also receives full funding of uninsured losses, O'Brien's will work closely with the City's Risk Management office and participating departments to track, document and accurately report insurance proceeds for each permanent repair project. This process requires a thorough review of insurance policies to clearly identify coverage amounts for each damaged facility, and to estimate anticipated insurance proceeds in coordination with the provider. Final settlement with an insurance provider may take several years, during which time deductions imposed by FEMA for anticipated insurance proceeds may well be overestimated, resulting in a funding shortfall which must be addressed at project close-out. O'Brien's will assist with determining and tracking accurate insurance proceeds to be applied to each project.
- **Alternate or Improved Projects –** The funding provided by the PA program to repair a facility damaged by a disaster is typically intended to restore the facility to its pre-disaster design and function. There are times, however, when the public welfare would be best

served by restoring the facility with improvements, or by utilizing the funds for an alternate purpose. O'Brien's professional and knowledgeable personnel will work with the City to prepare the proper requests and notifications for Alternate or Improved Projects to be submitted to the State and FEMA. We will provide follow up by means of tracking requests to assure all necessary approvals have been obtained prior to work commencing. We will then monitor each project for compliance with all Federal and State guidelines and funding agreements to ensure that reimbursements are not jeopardized.

- **Hazard Mitigation** – O'Brien's personnel have expert knowledge and extensive experience in all types of hazard mitigation funding programs. We will provide technical assistance to the City in identifying possible mitigation projects, preparing proposals and applications and in coordinating with FEMA and State mitigation specialists. In addition, we will review any existing disasters currently open for 404 Hazard Mitigation grant funding opportunities, and incorporate mitigation planning into all disaster planning and training activities when possible.
- **Appeals** – If it becomes necessary to appeal detrimental FEMA decisions, O'Brien's is well prepared to assist. Our staff has prepared dozens of appeals to FEMA funding denials for many Florida local governments and State agencies which have resulted in increased project funding. Though our general preference is to approach FEMA with a sound argument and solid documentation in an effort to avoid the formal appeal, our team (including lawyers well-versed in FEMA policy) is familiar with the appeals process and what it takes to formulate a winning argument, and will assist the City when needed.
- **Final Inspection and Close Out Support** – The O'Brien' team has over 100 plus years combined experience in final inspection and closeout of federally declared disasters and served as the State of Florida FEMA project closeout team for eight major disasters, from 2004 to 2007. Our disaster management consultants will assist the City in preparing projects for final inspection by documenting insurance proceeds, inspecting facilities, assembling required documentation, composing and submitting requests for final inspection, and working with the State and FEMA throughout the validation and inspection process.
- **Emergency Contract Development and Procurement Support** – Our team's strong familiarity with contracting requirements for FEMA, FHWA or other federal programs will serve to ensure that guidelines and followed during the procurement process and that funding will not be jeopardized due faulty contract procurement. Our staff will review current contracts for compliance with federal guidelines, help draft Request for Bids and Qualifications, develop pre-event emergency contracts and assist the City with proposal and bid evaluation.
- **Audit Support** – FEMA projects may be subjected to audits by the Office of Management and Budget (OMB) or the Department of Homeland Security (DHS) Office of Inspector General (OIG) depending on the amount of grant funding received. Our services also include project support throughout the response and recovery effort in anticipation of audits to ensure full compliance with PA Program eligibility requirements. If an audit of a particular project or set of projects does occur, our team will lend full support to the City

during the process to ensure that any claims we or others prepared and submitted are fully supported by all of the documentation required and adhere to eligibility guidelines.

- **Reporting and Project Tracking –** Our Project Manager will provide regular reports to the City, detailing the status of federal grants claims, projects, reimbursements, issues and any other details the City requires. Reports will also be provided on our team's accomplishments and production levels.
- **Planning –** O'Brien's Response Management will assist the City's in its efforts to plan for emergency and disaster events. We can assist in the development, refinement or revision of Comprehensive Emergency Plans, Debris Management Plans, Continuity of Operations Plans and others. Our team can also facilitate table-top exercises for debris management, emergency response, terrorist incidents, fires or other scenarios. We also understand that the City desires to devise strategies to maximize federal reimbursements of future disaster response and recovery expenditures and we look forward to working with its departments towards bringing our many insights into the process.
- **Site Inspections and Documentation of Damages / Repairs –** Our staff will coordinate with FEMA and State Public Assistance Coordinators to perform site inspections throughout the course of the recovery project, to document with digital photographs and field reports the actual damages to public facilities, properties, roadways, bridges, traffic lights and signs, public utilities and other items, and then to confirm that repairs were made. It is vital from the outset of the disaster recovery effort to thoroughly and accurately identify and document damages, as we have seen many eligible costs go unclaimed or denied for lack of such documentation. Our team will work closely with each of the City's departments which is responsible for the repair and restoration of damaged facilities of properties to ensure that FEMA and the State are made aware of the scope of damages and that each is documented carefully and properly. After repair work is completed, our staff will then accompany FEMA and the State on each site inspection to confirm and document that the work was accomplished within the scope of work reported on FEMA claims.
- **Direct Administrative Costs –** Many of the costs for O'Brien's disaster and federal programs grant management services to the City may themselves be eligible for reimbursement by FEMA or other federal agencies. For instance, FEMA Disaster Assistance Policy (DAP) 9525.9 allows for the reimbursement of expenses incurred by a PA applicant that are associated with the efforts required to recover from a federally declared disaster. These costs include Direct Administrative Costs which are efforts made by an applicant's managerial staff to perform inspections, document costs, prepare claims, manage files and generate FEMA Project Worksheets. OMB No. A-87 further defines Professional (i.e. contracted) Services as an allowable expense for reimbursement for direct administrative expenses. Our team is very familiar with the requirements and guidelines for reimbursement of direct administrative costs for each project and will assist the City in submitting reimbursement claims for the costs of our services whenever possible.

| Summary of Disaster Management Services | |
|---|---|
| **Task** | **Services** |
| **Pre-event Coordination** | ♦ Review and Revise Emergency Management Plans<br>♦ Coordinate Table Top Exercises<br>♦ Training in FEMA PA and FHWA ER Programs<br>♦ Training in Debris Management<br>♦ Explore Hazard Mitigation opportunities<br>♦ Review past issues and concerns with FEMA funding |
| **Disaster Response** | ♦ Mobilize O'Brien's PA staff as directed by the City<br>♦ Coordinate with State and FEMA Public Assistance Coordinators<br>♦ Provide staff to support the EOC<br>♦ Assist with the prioritization of response activities |
| **Preliminary Damage Assessments** | ♦ PDA field inspection and documentation support<br>♦ Disaster Declaration assistance<br>♦ Debris Estimation support |
| **Applicant Briefings** | ♦ Attend State Briefing on behalf of the City<br>♦ Assist with Requests for Public Assistance |
| **Kick-off Meetings** | ♦ Attend FEMA Kick-off meetings on behalf of the City<br>♦ Assist the Client with formulating and reporting initial damage claims |
| **Project Formulation and Grants Management** | ♦ Perform Site Inspections to identify and document damages<br>♦ Scope repair work and estimate costs<br>♦ Apply Cost Estimating Format<br>♦ Prepare Project Worksheets with Applicants<br>♦ Provide technical assistance and ensure regulatory compliance<br>♦ Review Project Worksheets (PWs) prepared by the client or FEMA<br>♦ Maintain status and summary reports for the City<br>♦ Prepare FHWA DDIRs<br>♦ Act as the City's advocate in FEMA meetings<br>♦ Track work deadlines and process extension requests<br>♦ Ensure proper documentation of Force Account and contract costs<br>♦ Identify Improved and Alternate Projects and assist Applicants<br>♦ Review Special Considerations with Applicants<br>♦ Perform insurance reviews on permanent repair projects<br>♦ Prepare and maintain all documents needed to support federal claims |
| **Immediate Needs Funding** | ♦ Identify eligible projects<br>♦ Assist the City with INF request process |
| **Reimbursements** | ♦ Formulate and submit Requests for Reimbursement<br>♦ Compile Summary of Documentation for RFR<br>♦ Submit Quarterly Reports<br>♦ Review projects with the City and maintain files<br>♦ Prepare Version Project Worksheets for additional funding identified |
| **Mitigation** | ♦ Identify 406 and 404 opportunities<br>♦ Apply Cost Benefit Analyses<br>♦ Review Mitigation applications for regulatory compliance<br>♦ Assist the City with mitigation project management and accounting<br>♦ Assist with vulnerability assessments and risk profiling |
| **Debris Management** | ♦ Coordinate active debris management with State and FEMA |

| Summary of Disaster Management Services | |
|---|---|
| **Task** | **Services** |
| | • Assist with initial debris quantity and removal cost estimations<br>• Ensure proper monitoring of all debris removal projects<br>• Assist the City with debris removal and monitoring contracting<br>• Assist with environmental permits and authorizations<br>• Assist with the identification of suitable debris sites<br>• Assist with identification and tracking of FHWA eligible costs<br>• Confer with FEMA on the City's behalf to resolve debris issues<br>• Prepare Category A Project Worksheets for submittal to FEMA<br>• Prepare Category A PWs and documentation for final inspection |
| **Financial Recovery** | • Review open FEMA PWs for additional funding opportunities<br>• Assist with FEMA negotiations<br>• Prepare Version PWs to account for additional cost claims<br>• Identify un-funded or under-funded projects |
| **Arbitration and Appeals** | • Identify FEMA decisions susceptible to appeals<br>• Negotiate with FEMA to resolve issues<br>• Assist in formulation and writing of appeals |
| **Small Project Review** | • Review small FEMA projects for additional funding opportunities<br>• Assist with Small Project nettings<br>• Assist with preparation of P4 documentation<br>• Perform Small Project validations with FEMA |
| **Final Inspections / Project Closeouts** | • Track FEMA projects for closeout status<br>• Provide technical assistance on all FEMA categories of work<br>• Perform Site Inspections to document and confirm repairs<br>• Assist in documentation assembly for final inspection<br>• Assist with Request for Large Project Close-out<br>• Manage documentation through Final Inspection Process<br>• Identify additional eligible costs<br>• Final reconciliation of FEMA, FHWA, Insurance, HUD funding<br>• Work with FEMA to validate project costs<br>• Prepare Final Closeout Version Project Worksheets<br>• Assist Applicants with DHS OIG or State audits<br>• Ensure proper document retention and storage |
| **Audit Support** | • Support during OIG and OMB audits |

## Debris Management Plans

O'Brien's has extensive experience in the development and drafting of comprehensive all hazards Debris Management Plans which conform to FEMA standards and serve to better prepare local governments to efficiently and effectively undertake a major debris removal operation while maximizing federal reimbursements. We can prepare or revise a debris management plan which will address capabilities to respond to a disaster event based on current readiness status and which will be consistent with the Comprehensive Emergency Management Plan. The DMP will elaborate on the management and operational processes and procedures required to prepare for, respond to and recover from either a natural or man-made

debris-generating disaster event for a 'cradle-to-grave' disaster debris removal and disposal operation.

## Comprehensive Planning

In addition to the Debris Management plan, O'Brien's can assist in the development or revision of all other types of emergency response and recovery plans. We will perform a comprehensive review of existing internal policies, guidelines, regulations and recovery plans in order to discern our client's level of preparedness for an emergency or disaster, identify gaps in capabilities and assess compliance with federal and state guidelines. O'Brien's Response Management has extensive experience in the development of all types of emergency and disaster plans and will provide professional planning services upon request. Types of plans we are well qualified to prepare include:

- Comprehensive Emergency Management Plan
- Continuity of Government Plan
- Hazard Mitigation Plan
- Emergency Operations Plan
- Integrated Contingency Plans
- Facility Response Plans
- Emergency Response Plans
- Spill Prevention, Control and Countermeasure Plans
- Storm-water Pollution Prevention Plans
- Hazardous Waste Contingency Plans
- Facility Security Plans
- Crisis Management Plans

### ePlanPro™

O'Brien's also provides an Electronic Planning Solution called ePlanPro™. This is a securely hosted, web-based planning management system that uses best-of-breed technology to provide customers a central database driven application that helps manage an unlimited number of plans and associated documents enterprise-wide throughout numerous facilities and terminals.

Built by planning professionals and responders, not programmers, this software combines decades of response and contingency planning experience using the latest technology and strategy to meet industry processes and documentation requirements. ePlanPro™ can be customized and implemented for each client to manage a multitude of facility plans and locations world-wide. **(Extra fees are associated with the use of our ePlanPro system.)**

## Training in Disaster Management

As the only firm which has developed and delivered comprehensive debris management, disaster recovery, FEMA, FHWA and emergency management training seminars and materials to all Florida local governments as well as the Florida Department of Transportation, and which was instrumental in assisting FEMA in the development of its first debris management training in

Florida, O'Brien's is well prepared to provide training to our clients. Training sessions may consist of table-top exercises, drills, classroom instruction or web-based seminars given through our own *Learning Management System*, whereby students access training materials and take knowledge tests via the internet.

Our training seminars can be customized to suite a client's particular requirements, and we offer these core sessions:

- FEMA Public Assistance Grant Program Overview
- Cost Documentation and Reimbursement for FEMA Projects
- Debris Operations and Management
- Debris Management Plan Development
- Debris Contract Monitoring Training Workshop
- FHWA Emergency Relief Program
- Hazard Mitigation Grant Programs and Planning
- Debris Operations Table Top Exercise
- Emergency Protective Measures – FEMA Category B
- Emergency Debris Removal – FEMA Category A
- Permanent Work – FEMA Categories C – G
- Emergency Response Table Top Exercise
- National Incident Management System (NIMS) and Incident Command System (ICS)

## Public Information and Web-based Solutions

O'Brien's can provide a Public Information Officer to represent state or local government agencies during the debris project, to provide immediate and integrated Public Relations coverage from the beginning of an incident through to the entire response and recovery process. We can develop, through our PIER (Public Information Emergency Response) System, a website and internet-based communications system which will allow the agency to instantly and efficiently disperse information on the emergency situation to any target audience – the media, elected officials, police and fire personnel, field staff, contractors, federal authorities, etc. Our automated public information system is compliant with the National Incident Management System and offers unparalleled options and abilities to broadcast and receive information in most efficient manner possible. With our PIER System, you can communicate instantly, using current or pre-scripted information, via e-mail, text message, Twitter, Blackberry, and any other social networking system. **(Extra fees are associated with the use of our PIER system.)**

The PIER System is an all-in-one, web-based solution for communications management, emergency response, public relations, business continuity and more. PIER's robust features provide the technology needed to communicate during routine events, minor incidents and major catastrophes affecting employees, the public, investors, the media, and other key stakeholders. Capabilities include:

- Manage all areas of crisis communications within a single, integrated system
- Crisis Centers are set-up and ready to go with pre-made document templates, forms, surveys and folders
- Two way SMS text based inquiry system allows people to submit inquires via text message; SMS responses can then be sent from within the system back to inquirers
- Mass notification methods include email, SMS text, fax, text-to-voice, RSS feeds and social media integration
- Real-time reporting of document distributions and notification campaigns to monitor statuses

# 9. Addenda

# City of Stuart

121 SW Flagler Avenue • Stuart • Florida 34994
Department of Financial Services
Purchasing Division

Rebecca S. Begley, CPPB, A.P.P., FCCM
Contracts Administrator
rbegley@ci.stuart.fl.us

Telephone (772) 288-5308
Fax: (772) 288-5381
www.cityofstuart.us

Date: October 25, 2011

To: All Prospective Proposers

Subject: Addendum #1 to RFP #2011-103: Debris Monitoring Services

The purpose of this addendum is to provide the following clarifications, changes, modifications and/or additions to the bid documents.

**Revisions, Clarifications, Corrections**

1. **Deletion:** On page 11, Tab 5: Compensation/Fee/Cost Schedule - "Schedule B, provide pricing for all proposed services." is hereby **DELETED**.

This Addendum shall be considered an integral part of the Bid and Contract Documents and this Addendum must be acknowledged, signed and returned with your bid. Failure to comply may result in disqualification of your bid.

**All other terms and conditions remain unchanged.**

**END OF ADDENDUM NO. 1**

Sincerely,

RSBegley

Rebecca S. Begley, CPPB, A.P.P., FCCM

Acknowledgement is hereby made of Addendum #1 to RFP #2011-103: Debris Monitoring Services

Signature

O'Brien's Response Management Inc.
Firm

11/01/11
Date

# Attachments

## Testimonials from Past Clients

### *Florida Department of Transportation*

CHARLIE CRIST
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

STEPHANIE C. KOPELOUSOS
SECRETARY

August 19, 2007

To Whom It May Concern:

The Florida Department of Transportation Emergency Management Program Office entered into a contractual relationship with Solid Resources Inc. (SRI) in the fall of 2005. Since that time, the SRI Team has provided FEMA Public Assistance and FHWA Emergency Relief program technical assistance consulting services to the State of Florida, including all local governments impacted by disasters since 2004. These services have included:

- Preparation of Appeals for funding under FEMA's Public Assistance Program
- Development and presentation of emergency recovery training to Florida State Agencies and local governments throughout the State
- Development and execution of an audit of FHWA Emergency Relief Program expenditures totaling more than $500 million
- Detailed Damage Inspection Report/Project Worksheet Comparison for Closeouts with a value of more than $2 billion
- Assisted 38 local governments with preparation of Detailed Damage Inspection Reports valued at more than $50 million
- Development of Project Worksheets totaling more than $152 million

In addition, FDOT has utilized our contract with SRI to provide disaster recovery and emergency services to Florida Division of Emergency Management (FDEM). Under this contract SRI has assisted the State in the recovery of more than $4 billion.

The SRI Team has fulfilled each request to provide skilled and program specific expertise to ensure the State of Florida recovered all eligible funding. Team members are competent, subject matter experts able to guide sub-grantees through the reimbursement process. Solid Resources Inc. staff members communicate clearly and effectively with all involved in the recovery process.

The services provided by Solid Resources Inc. continue to enhance the State of Florida's capacity to recover from devastating events. It is with confidence that I recommend the professional emergency management services provided by Solid Resources Inc.

Sincerely,

Jason E. Wheeler

Jason E. Wheeler
Emergency Coordinating Officer
Florida Department of Transportation

STATE OF LOUISIANA
DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT
District 08 / Gang 208
12 Calvert Drive
Alexandria, La. 71303
Phone (318) 487-5717 Fax (318) 561-5214
www.dotd.la.gov

BOBBY JINDAL
GOVERNOR

WILLIAM D. ANKNER, Ph.D.
SECRETARY

December 15, 2008

FEMA PROJECT NO. 737-98-0032 AND
FHWA PROJECT NO. 737-98-0033
DISTRICT 08 EMERGENCY CONTRACT
DEBRIS, REDUCTION AND
DISPOSAL FROM HURICANE GUSTAV

Mr. Gary Stankovich
President
Solid Resources, Inc.
2201 Cantu Court, Suite 119
Sarasota, FL 34232

Subject: LADOTD District 08 Hurricane Gustav Debris Removal

Dear Mr. Stankovich:

I would like to take this opportunity to express my appreciation for the services your company provided during the recent hurricane debris removal in Avoyelles and Rapides Parishes. I could not have asked for a more professional or knowledgeable group to assist us in monitoring our contractor's removal and reduction operations.

My office primarily handles oversight of highway construction projects. We have never been directly involved in a project of this nature. From Day One SRI provided the assistance we needed to ensure our contract was administered within the proper guidelines, optimizing our chances for 100% reimbursement from FEMA and FHWA. From the outstanding communication and work ethic demonstrated by your on-site project manager, to the technology that allowed us to rapidly address concerns from local municipalities, SRI never failed to provide service that was above and beyond what was expected. No request was too large or too small, and all were addressed in a timely and professional manner.

Again, thanks for a job well done!

Sincerely,

Troy Roussell

Troy Roussell, P.E.
Project Engineer
LA DOTD District 08 Alexandria

AN EQUAL OPPORTUNITY EMPLOYER
A DRUG-FREE WORKPLACE
02 53 2010

# Bibb County
# Engineering Department

KENNETH H. SHEETS, P.E., R.L.S.
COUNTY ENGINEER

DAVID P. FORTSON, P.E.
ASSISTANT COUNTY ENGINEER

SHERRIE A. SAWYER
EXECUTIVE ASSISTANT

780 THIRD STREET
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F. CHARLES BROOKS, P.E., R.L.S.
ENGINEER IV

WM. KEITH BRASWELL, R.L.S.
ENGINEER III

JEFFERY D. SMITH, E.I.T., C.P.E.S.C
ENGINEER III

December 3, 2008

Mr. Gary Stankovich, President
Solid Resources, Incorporated
2201 Cantu Court, #119
Sarasota, FL 34232

**Re: FEMA 1761 – DR – Mothers Day Tornado**

Dear Mr. Stankovich:

We would like to express our gratitude for the outstanding job done by Solid Resources, Inc. providing debris monitoring services this past year in the aftermath of the Mothers Day Tornado. Your company was a vital part of the team that helped restore county operations in a timely and cost effective manner.

We quickly learned that we could rely on SRI to navigate the maze of rules and regulations associated with post-storm debris collection. Your knowledge and experience from prior events helped Bibb County avoid costly mistakes that could have prolonged the recovery process.

I would certainly recommend your company to any local government in need of debris monitoring services.

Yours very truly,

Kenneth H. Sheets, P.E., R.L.S.
County Engineer

# COLLIER COUNTY
# SOLID WASTE MANAGEMENT DEPARTMENT

3301 East Tamiami Trail • Building H • Naples, Florida 34112 • (239) 732-2508 • Fax (239) 774-9222

August 29, 2006

Mr. Richard Harvey
Vice President
Solid Resources, Incorporated
4456 Friar Tuck Lane
Sarasota, FL 34232

Dear Mr. Harvey:

We would like to express our gratitude for the excellent service that your company provided during Hurricane Wilma last year. We are very pleased with the quality of service and sincerely appreciate your responsiveness and the way you conduct business.

The professionalism and efforts that you provided in removing the hurricane-related debris was exemplary. The resources used including reliable contractors, highly trained personnel, equipment and technologies were exceptional. We received a positive feedback from the community including the State of Florida and FEMA, and OIG. Due in part to your organization's professionalism and accounting of debris collected and "correct" invoicing; Collier County has received all reimbursement, allowed from FEMA and the State of Florida.

Again, thank you for the opportunity to be associated with such an excellent company and we look forward to working with you on future projects.

Sincerely,

Daniel R. Rodriguez, M.B.A., CFM
Solid Waste Management Department Director

# FEMA Review of an O'Brien's Monitored Debris Removal Project

*Office of Inspector General*

**U.S. Department of Homeland Security**
Washington, DC 20528

Homeland Security

April 28, 2006

MEMORANDUM FOR: Scott Morris
Director
FEMA's Florida Long Term Recovery Office
Orlando, Florida

FROM: C. David Kimble
Acting Audit Director
Atlanta Field Office

SUBJECT: *Review of Hurricane Wilma Activities*
*Collier County, Florida*
*FEMA Disaster No. 1609-DR-FL*
*Report Number GC-FL-06-39*

We performed an interim review of costs associated with Hurricane Wilma debris removal activities for Collier County, Florida. The objectives of the review were to determine whether the county (1) was properly accounting for disaster-related costs and whether such costs were eligible for funding under FEMA's public assistance program, and (2) let contracts according to federal procurement standards and FEMA guidelines, and had adequate procedures for monitoring the activities of the contractors.

The county received an award of $37.6 million from the Florida Department of Community Affairs, a FEMA grantee, for debris removal activities. The award provided funding for five projects under which the county let four contracts, as follows:

| Project Number | Approved Scope of Work | Amount Awarded | Number of Contracts |
|---|---|---|---|
| 7 | Debris Collection, Hauling, and Disposal | $29,621,050 | 1 |
| 52 | Contractor Monitoring – Collection, Hauling and Disposal | 7,187,335 | 1 |
| 761 | Emergency Road Clean up | 548,302 | 1 |
| 765 | Emergency Road Clean up | 44,080 | |
| 1496 | Contractor Monitoring- Road Clean up | 162,511 | 1 |
| **Total** | | **$37,563,278** | **4** |

As of March 16, 2006, the cut-off date of our review, the county had recorded expenditures of $13.3 million under the projects and had received $9,512,751 of FEMA funds.

We analyzed the county's accounting system and reviewed the county's contracting practices, contract documents, and monitoring procedures. We also interviewed FEMA, county, and contractor officials.

We concluded that the county had an effective system for accounting for disaster-related costs. A separate cost account had been established to record project expenditures and accounting entries could be systematically traced to supporting source documents. Moreover, the county procured debris removal contracts competitively, maintained detailed contract files, and had adequate monitoring procedures for reviewing and approving debris removal activities and billings of the contractors. Because this report contains no recommendations, no actions are required.

The review was conducted in conjunction with the President's Council on Integrity and Efficiency (PCIE) as part of its examination of relief efforts provided by the Federal government in the aftermath of Hurricanes Katrina and Rita. As such, a copy of the report has been forwarded to the PCIE Homeland Security Working Group, which is coordinating the Inspectors General review of this important subject.

The nature and brevity of this assignment precluded the use of our normal audit protocols; therefore, this review was not conducted according to generally accepted government auditing standards. Had we followed such standards, other matters might have come to our attention.

Auditors Oscar Andino and Vilmarie Serrano performed this review. Should you have any questions concerning this report, please contact me at (770) 220-5240.

cc: Under Secretary for Management
Acting Under Secretary for Emergency Preparedness and Response
Acting Chief Financial Officer, DHS
Chief Procurement Officer, DHS
Audit Liaison, DHS
Audit Liaisons, FEMA
Chief Financial Officer, FEMA
Senior Procurement Officer, FEMA
Deputy Director, Gulf Coast Recovery
Florida State Coordinating Officer
FEMA Regional Director, Region IV

STATE OF FLORIDA

# DEPARTMENT OF COMMUNITY AFFAIRS

*"Dedicated to making Florida a better place to call home"*

**JEB BUSH**
Governor

**THADDEUS L. COHEN, AIA**
Secretary

April 3, 2006

To Whom It May Concern:

The Florida Department of Transportation (FDOT) has historically provided force account personnel to support the Florida Division of Emergency Management (FDEM), working in conjunction with the Federal Emergency Management Agency (FEMA), to assist with Florida's hurricane recovery efforts. During the 2005 hurricane season, the FDOT implemented an alternative approach with regard to providing emergency response personnel by the use of contract personnel.

The awarded contractor, Solid Resources, Inc. (SRI), has been instrumental in the successful launch of this effort. The personnel provided by SRI have been professional and knowledgeable in FEMA's Public Assistance program.

I was assigned to my current Area of Responsibility (AOR) just days before Hurricane Wilma made landfall. The AOR that I am responsible for covers 17 Counties in South Florida; 16 counties were affected in my AOR. During this time, there were a handful of SRI employees already assigned to assist with the recovery efforts from Hurricane Katrina in Southeast Florida; however, there was not enough personnel to support an effective response to Hurricane Wilma.

Key personnel of SRI were immediately available to assist with the identification and placement of the required personnel. As a Florida-based company, the institutional knowledge that SRI possessed regarding the affected areas was invaluable and greatly assisted with providing an expeditious and efficient response to the impacted counties.

Throughout the past five months, SRI has continued to provide proficient and specialized support to meet South Florida's growing recovery needs. I have found the SRI staff to be dependable and capable of sustaining the delicate balance of maintaining interagency relations while simultaneously protecting the interests of the People of Florida.

As a manager and an emergency responder, it has been a pleasure to work with a company that displays a high level of commitment by providing quality customer service to the people that we serve and I would not hesitate to work with Solid Resources, Inc. in the future.

Sincerely,
Robin T. White
Deputy Public Assistance Officer – Operations South
Florida Division of Emergency Management

**2555 SHUMARD OAK BOULEVARD, TALLAHASSEE, FLORIDA 32399-2100**
Phone: 850.488.8466/Suncom 278.8466 FAX: 850.921.0781/Suncom 291.0781
Internet address: http://www.dca.state.fl.us

**CRITICAL STATE CONCERN FIELD OFFICE**
2796 Overseas Highway, Suite 212
Marathon, FL 330502227
(305) 289-2402

**COMMUNITY PLANNING**
2555 Shumard Oak Boulevard
Tallahassee, FL 323992100
(850) 488-2356

**EMERGENCY MANAGEMENT**
2555 Shumard Oak Boulevard
Tallahassee, FL 323992100
(850) 413-9969

**FLORIDA LONG TERM RECOVERY OFFICE**
100 Sunport Lane
Orlando, FL 32809
(407) 858-4946

# CITY OF RECTOR

May 21, 2009

Mr. Stankovich
President
Solid Resources
555 Winderley Place
Suite 220
Maitland FL 32751

Dear Mr. Stankovich,

We would like to express our gratitude for the excellent service that your company provided the City of Rector during the ice storm that devastates our community earlier this year. We are very pleased with the quality of service and sincerely appreciate your responsiveness and the way you conduct business.

The professionalism and efforts that you provided in removing the storm-related debris was outstanding. We appreciated the way that the city officials were provide with daily progress reports so that the community's residence could be kept informed. We would like to especially commend Project Manager Amed Itayem for his professionalism in overseeing this project. His hands on approach was much appreciated.

Again, thank you for the opportunity to be associated with such an excellent company.

Sincerely,

Todd Watson, City Superintendent
City of Rector, Arkansas

403 South Stewart • Rector, Arkansas 72461

O'BRIEN'S
Community & Organization Resilience

LAFOURCHE PARISH GOVERNMENT
Feeding & Fueling America

P.O. Drawer 5548 • Thibodaux, LA 70302 • Telephone 985.446.8427
Thibodaux 800.834.8832 Fax 985.446.8459 • Raceland 800.794.3160 Fax 985.537.7707

January 6th, 2009

Mr. Gary Stankovich
President
Solid Resources, Inc.
2201 Cantu Court, Suite 119
Sarasota, FL 34232

**Subject: Hurricane Gustav FEMA DR-1786**
**Hurricane Ike FEMA DR-1792**

On behalf of Lafourche Parish Government, we hereby recognize the outstanding efforts of the Solid Resources, Inc. response team for its performance following the subject events which affected Lafourche Parish, Louisiana during the 2008 Hurricane season. Through a review of proposals, your firm was selected as the first position monitoring contractor based on your qualifications and experience to provide management and monitoring services associated with disaster generated debris removal, in this case, totaling approximately half a million cubic yards of debris.

In a timely and efficient manner following these disasters, Solid Resources, Inc. had a team of professionals on site to help us establish temporary debris sites, certify trucks, and train the monitoring personnel and begin the efforts to provide services to our residents and restore our community. Critical services also included contract management, collection and disposal monitoring, invoice validation and reconciliation, and FEMA compliance and reimbursement support.

We specifically recognize your willingness, cooperation, and diligence in ensuring that the needs of our local governments and citizens were met in every way possible.

The projects are currently being closed out and we fully expect that Lafourche Parish will receive complete reimbursement for our eligible costs within the next couple of months. We would not hesitate to recommend Solid Resources, Inc. on any disaster recovery effort.

Sincerely,

Lafourche Parish Council

Jerome Danos
Solid Waste Manager

Charlotte A. Randolph Parish President Matt Matherne District 5

# COUNTY OF CHARLOTTE

PUBLIC WORKS DIVISION

7000 Florida Street
Punta Gorda, Florida 33950
Phone: (941) 575-3600
Fax: (941) 637-9265
www.charlottecountyfl.com

November 7, 2005

Richard Harvey
Solid Resources, Inc.
4456 Friar Tuck Lane
Sarasota, FL 34232

Subject: Hurricane Charley

Dear Mr. Harvey:

As we wrap up debris issues from the hurricanes of 2004, I want to express my thanks for the outstanding job done by Solid Resources Inc. (SRI) in the provision of debris monitoring services following Hurricane Charley. SRI was a vital part of the team that helped restore county operations in a timely and cost effective manner.

We quickly learned that we could rely on SRI to navigate the minefield of rules and regulations associated with post-storm debris collection. Your knowledge and experience from prior events helped Charlotte County avoid costly mistakes that could have prolonged the recovery process.

As the County's debris manager for Charley, I can unequivocally recommend your services to local governments in need of debris monitoring expertise.

Sincerely,

R. Alan Holbach, FPEM
Maintenance & Operations Manager

RAH/cs

copy: File 27050000 – 051101ah

*OUR MISSION: To Exceed Expectations in the Delivery of Public Services*

**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA**
4200A N.W. 10th AVENUE • OAKLAND PARK, FLORIDA 33309 • TEL 754-321-4200 • FAX 754-321-4287

SAFETY DEPARTMENT
JERRY GRAZIOSE, DIRECTOR
www.browardschools.com

SCHOOL BOARD
*Chair* MAUREEN S. DINNEN
*Vice Chair* JENNIFER LEONARD GOTTLIEB
ROBIN BARTLEMAN
BEVERLY A. GALLAGHER
STEPHANIE ARMA KRAFT, ESQ
PHYLLIS C. HOPE
ANN MURRAY
ROBERT D. PARKS
BENJAMIN J. WILLIAMS

JAMES F. NOTTER
*Superintendent of Schools*

August 13, 2009

To Whom It May Concern,

Solid Resources, Inc. (SRI) has provided professional services to the School Board of Broward County, Florida since 2008. The scope of services includes providing technical support for over 600 FEMA Public Assistance (PA) Project Worksheets for several Federally-declared disasters in Broward County. These services include reviewing and reconciling documentation, preparing JCTs, and representing SBBC in final inspection and close-outs. Solid Resources, Inc. (SRI) also developed a Debris Management Plan for the School Board which was reviewed and approved by FEMA.

The staff at Solid Resources, Inc. (SRI) is professional and knowledgeable of the FEMA Public Assistance Program. The Solid Resource Inc. Team (SRI) working with the School Board of Broward County, Florida has demonstrated a solid understanding of the FEMA Public Assistance Program, and we are pleased with their services.

Solid Resources Inc. (SRI )is an excellent firm to assist with providing FEMA Public Assistance Program services, and I highly recommend them. Should any further information be needed, or if I may be of any assistance, please call my office at (754) 321-4200.

Sincerely,

Jerry Graziose, Director
Safety Department

JG/cac

CITY OF ROGERS
ESTABLISHED 1881

OFFICE OF THE MAYOR

Steve Womack, Mayor  Wendy Shumate, Assistant to the Mayor

April 2, 2009

Mr. Gary Stankovich
President
Solid Resources, Inc.
2201 Cantu Court, Suite 119
Sarasota, FL 34232

Dear Mr. Stankovich:

On behalf of the citizens of Rogers, Arkansas, I am pleased to offer my deepest thanks and appreciation for the terrific work performed by Solid Resources, Inc. in the aftermath of the devastating ice storm that hit our area in late January.

Specifically, I commend Mr. Richard Bussey of your staff, who served as the project manager during the recovery operation. I truly enjoyed working with Richard and his team, whom I found to be both competent and committed to a professional job. SRI did not disappoint us.

This was my first experience with a disaster of this magnitude. While I had a steep learning curve, I certainly benefitted from having the very best help along the way. For that, I am eternally grateful.

Please accept the enclosed medallion as a token of the appreciation of the City of Rogers. If I can ever be of assistance, do not hesitate to give me a call.

Sincerely,

Steve Womack
Mayor

CC: Richard Bussey

301 West Chestnut Street Rogers, Arkansas 72756 Phone 479.621.1117 Fax 479.631.2767 www.rogersarkansas.com

# City of Miami

September 30, 2009

PEDRO G. HERNANDEZ, P.E.
City Manager

Mr. Gilberto Gonzalez
Vice President
Solid Resources, Inc.
6505 Blue Lagoon Drive, Ste 435
Miami, Florida 33021

Dear Mr. Gonzalez,

As a representative of the City of Miami, I would like to express the City's gratitude to Solid Resources, Inc. for their support with disaster planning and recovery efforts for the City. The knowledge and experience of the team members in the areas of the FEMA Public Assistance and FHWA Emergency Relief programs has proven to be and continues to be invaluable to the City.

As the City's emergency management and debris monitoring consultant, Solid Resources has proven to be a valuable partner in the pre-disaster planning and preparation process through coordination activities with all of the City's debris removal vendors to ensure that the City is prepared to respond in the event of a disaster. This effort includes the professional and expedient manner in which the Solid Resources team developed a comprehensive and thorough Debris Management Plan (DMP) for the City. The plan was successfully approved by FEMA Region IV on the first submittal so that the City might take advantage of both the benefits of the FEMA Pilot Program that was previously in place and to have a working document so that the City can put forth a coordinated effort in disaster response.

The City of Miami would recommend the services of Solid Resources to any potential client with emergency management needs and we look forward to working on current and future projects together.

Sincerely,

Bashir Wayne
City of Miami
Hazard Mitigation and Recovery Specialist
FEMA /FHWA Grants Coordinator

DEPARTMENT OF FIRE-RESCUE / Support Services Division
1151 N.W. 7th Street / Miami, FL 33136 / (305) 575-5216 / Mailing Address: P.O. Box 330708 Miami, FL 33233-0708

ARCHDIOCESE OF MIAMI
PASTORAL CENTER
9401 BISCAYNE BOULEVARD
MIAMI Shores, Florida 33138-2970
(305) 757-6241
(305) 758-5261 (Fax)

BUILDING COMMISSION OFFICE

January 21, 2009

Mr. Gilberto Gonzalez
Solid Resources Inc.
2201 Cantu Court, Suite 119
Sarasota, Florida 34232

Mr. Gonzalez:

On behalf of the Archdiocese of Miami I would like to thank Solid Resources Inc., you, and your staff for you professional as well as the personal interest you have taken as we worked thru our FEMA disaster project for both Katrina and Wilma. Without your guidance and expertise this would have been a daunting task.

While we hope never to face this problem again we are comforted in the knowledge that we can relay on people like you to see is thru this difficulty.

Sincerely yours,

Bob Brown
Building Commission Director

# SEACOR Financial Summary

## FINANCIAL HIGHLIGHTS (U.S. dollars, in thousands, except per share amounts and ratios)

For the years ended December 31,

| | 2010 | 2009 | 2008 | 2007 | 2006 |
|---|---|---|---|---|---|
| Operating Revenues | $ 2,649,368 | $ 1,711,338 | $ 1,655,956 | $ 1,359,230 | $ 1,323,445 |
| Gains on Asset Dispositions and Impairments, Net | 45,238 | 27,675 | 89,153 | 122,572 | 77,977 |
| Operating Income | 408,371 | 231,827 | 342,689 | 347,775 | 360,748 |
| Net Income Attributable to SEACOR Holdings Inc. | 244,724 | 143,810 | 218,543 | 236,819 | 229,862 |
| Diluted Earnings Per Common Share of SEACOR Holdings Inc. | 11.25 | 6.57 | 9.25 | 9.04 | 8.44 |
| Return on Equity[1] | 12.5% | 8.8% | 13.3% | 15.0% | 16.5% |

December 31,

| | 2010 | 2009 | 2008 | 2007 | 2006 |
|---|---|---|---|---|---|
| Total Assets | $ 3,760,389 | $ 3,723,619 | $ 3,459,654 | $ 3,566,445 | $ 3,251,117 |
| Net Property and Equipment | 1,968,722 | 2,078,748 | 2,139,516 | 1,943,152 | 1,770,210 |
| Cash and Near Cash Assets[2] | 853,973 | 857,807 | 655,803 | 1,001,721 | 925,725 |
| Total Debt[3] | 718,568 | 792,730 | 937,952 | 915,094 | 932,462 |
| SEACOR Holdings Inc. Stockholders' Equity | 1,787,237 | 1,957,262 | 1,630,150 | 1,641,940 | 1,582,028 |
| Total Book Value Per Common Share of SEACOR Holdings Inc.[4] | 83.52 | 86.56 | 81.44 | 72.73 | 64.52 |
| Total Debt to Total Capital[5] | 28.6% | 28.7% | 36.4% | 35.7% | 37.0% |

## RECONCILIATIONS OF CERTAIN NON-U.S. GAAP FINANCIAL MEASURES (U.S. dollars, in thousands)

For the years ended December 31,

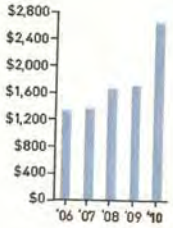
| | 2010 | 2009 | 2008 | 2007 | 2006 |
|---|---|---|---|---|---|
| Operating Income | $ 408,371 | $ 231,827 | $ 342,689 | $ 347,775 | $ 360,748 |
| Depreciation and Amortization | 163,490 | 160,092 | 156,426 | 154,307 | 166,714 |
| OIBDA[6] | $ 571,861 | $ 391,919 | $ 499,115 | $ 502,082 | $ 527,462 |
| Other Income (Expense) | (34,892) | (16,813) | (24,763) | (3,953) | (22,014) |
| Current Income Tax Expense | (151,045) | (19,487) | (74,521) | (13,599) | (24,531) |
| Equity in Earnings of 50% or Less Owned Companies, Net of Tax | 13,179 | 12,581 | 12,069 | 22,065 | 14,812 |
| Net Income Attributable to Noncontrolling Interests in Subsidiaries | (1,260) | (1,293) | (880) | (1,227) | (1,005) |
| Cash Earned[7] | $ 397,843 | $ 366,907 | $ 411,020 | $ 505,368 | $ 494,724 |

For the years ended December 31,

| | 2010 | 2009 | 2008 | 2007 | 2006 |
|---|---|---|---|---|---|
| Net Income Attributable to SEACOR Holdings Inc. | $ 244,724 | $ 143,810 | $ 218,543 | $ 236,819 | $ 229,862 |
| Income Tax Expense | 140,674 | 82,492 | 110,572 | 127,841 | 122,679 |
| Pre-Tax Income[8] | $ 385,398 | $ 226,302 | $ 329,115 | $ 364,660 | $ 352,541 |

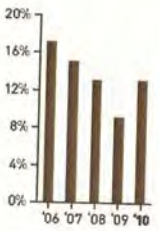
[1] Return on equity is calculated as net income attributable to SEACOR Holdings Inc. divided by SEACOR Holdings Inc. stockholders' equity at the beginning of the year.
[2] Cash and near cash assets include cash, cash equivalents, restricted cash, marketable securities, construction reserve funds, and Title XI reserve funds.
[3] Total debt includes current and long-term portions of debt and capital lease obligations.
[4] Total book value per common share is calculated as SEACOR Holdings Inc. stockholders' equity divided by common shares outstanding at the end of the period.
[5] Total debt to total capital is calculated as total debt divided by the sum of total debt and total equity. Total equity is defined as SEACOR Holdings Inc. stockholders' equity plus noncontrolling interests in subsidiaries.
[6] Operating income before depreciation and amortization ("OIBDA") is a non-U.S. GAAP financial measure and calculated as operating income plus depreciation and amortization.
[7] Cash earned is a non-U.S. GAAP financial measure and calculated as operating income plus depreciation and amortization plus other income (expense) less current income tax expense plus equity earnings less earnings of noncontrolling interests in subsidiaries. Last year's metric has been reformulated to account for current income tax expense in replacement of actual cash taxes paid.
[8] Pre-tax income is a non-U.S. GAAP financial measure and calculated as net income attributable to SEACOR Holdings Inc. plus income tax expense.

OPERATING REVENUE (Millions)




NET INCOME (Millions)

RETURN ON EQUITY




BOOK VALUE PER SHARE

Certain statements discussed in this Annual Report constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements concerning management's expectations, strategic objectives, business prospects, anticipated economic performance and financial condition and other similar matters involve significant known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of results to differ materially from any future results, performance or achievements discussed or implied by such forward-looking statements. Readers should refer to the Company's Form 10-K and particularly the "Risk Factors" section, which is included in this Annual Report, for a discussion of risk factors that could cause actual results to differ materially.

## Florida Certificate of Authority

# State of Florida
## Department of State

I certify from the records of this office that O'BRIEN'S RESPONSE MANAGEMENT INC. is a corporation organized under the laws of Louisiana, authorized to transact business in the State of Florida, qualified on September 8, 2009.

The document number of this corporation is F09000003639.

I further certify that said corporation has paid all fees due this office through December 31, 2010, that its most recent annual report was filed on April 28, 2010, and its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

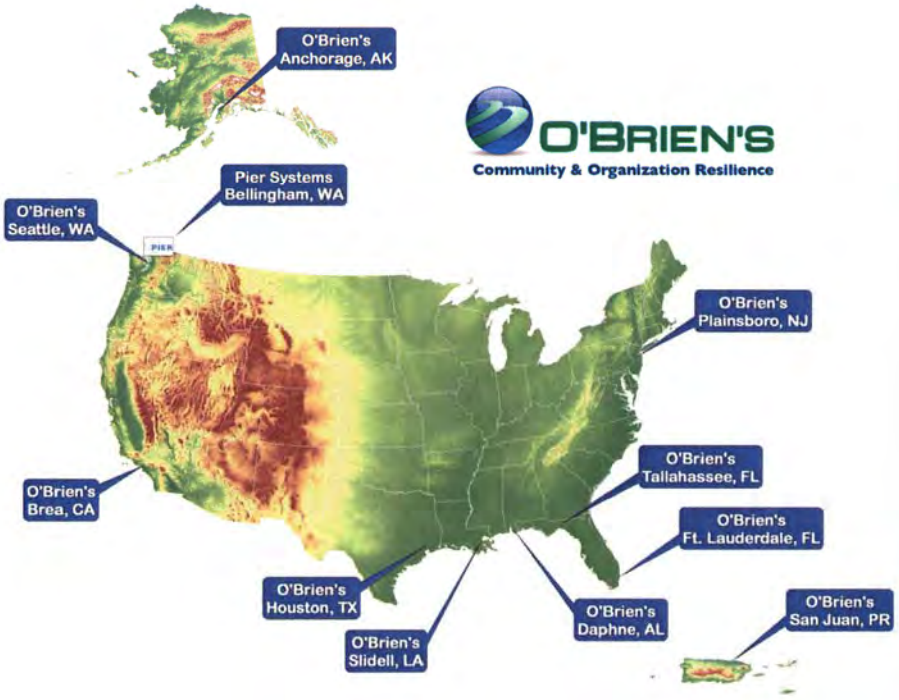
*Given under my hand and the Great Seal of Florida, at Tallahassee, the Capital, this the Eleventh day of January, 2011*

Jennifer Kennedy
**Secretary of State**

Authentication ID: **400190985124-011111-F09000003639**

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.
**https://efile.sunbiz.org/certauthver.html**

## Office Locations




**ALABAMA**
28740 US Hwy 98, Suite #8
Daphne, Alabama 36526
Phone: (281) 670-0548

**ALASKA**
PMB 546
205 E Dimond Blvd.
Anchorage, AK 99515-1909
Phone: (907) 677-1885

**CALIFORNIA**
Corporate Offices
2929 E. Imperial Hwy., Suite 290
Brea, CA 92821-6729
Phone: (714) 577-2100
Fax: 714-577-2118

**FLORIDA**
2200 Eller Drive
Fort Lauderdale, FL 33316
Phone: (954)523-2200
Fax: (954) 527-1772

**24 HOUR EMERGENCY LINE**
**985.781.0804**

**FLORIDA**
1882 Capital Circle, N.E., Suite 205
Tallahassee, Florida 32308
Phone: (850) 877-6700
Fax: (281) 677-9887

**LOUISIANA**
2000 Old Spanish Trail, Suite 210
Slidell, LA 70458-8680
Phone: (985) 781-0804
Fax: (985) 781-0580

**NEW JERSEY**
103 Morgan Lane, Suite 103
Plainsboro, NJ 08536-3339
Phone: (609) 275-9600
Fax: (609) 275-9444

**TEXAS**
818 Town & Country Boulevard
Suite 200
Houston, Texas 77024
Phone: (281) 320-9796
Fax: (281) 320-9700

## O'Brien's' Mission Statement

*O'Brien's Response Management provides the highest quality compliance, prevention, preparedness, response and recovery services. We stand ready at all times to respond to our clients' needs in the most cost-effective and efficient manner. The ethical and responsible protection of people, the environment and the clients' assets and reputation are measures of our success.*

# City of Stuart

121 SW Flagler Avenue • Stuart • Florida 34994
Telephone (772) 288-5306
Fax (772) 288-5305

City Clerk's Office

Cherie White, City Clerk
cwhite@ci.stuart.fl.us

February 13, 2012

O'Brien's Response Management Inc,
2200 Eller Drive
Fort Lauderdale Fl. 33316

RE: Return Original Bid Bond RFP 2011-103 City of Stuart

Please find enclosed your original bid bond named above.

Should you have any questions or need further information, please do not hesitate to call the City Clerk at 772-288-5306.

Respectfully,

COPY

Cherie White, MMC City Clerk

Enc

Cc :

O'BRIEN'S
a SEACOR company
**Community & Organization Resilience**

**November 8, 2011**

**City of Stuart**
Purchasing Division
121 SW Flagler Ave.
Stuart, FL 34994

**Re: RFP # 2011-103 – Debris Monitoring Services**

Dear Evaluation Committee:

The bid bond required for this project has been sent under separate cover.

O'Brien's Response Management Inc.
2200 Eller Drive I Fort Lauderdale, FL 33316
Phone +1 (954) 523-2200 I Facsimile +1 (954) 524-9185 I Email info@obriensrm.com
www.obriensrm.com

# CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY) 04/27/2012

**THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.**

**IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).**

**PRODUCER**
Aon Risk Services Northeast, Inc.
New York NY Office
199 Water Street
New York NY 10038-3551 USA

**CONTACT NAME:**
**PHONE (A/C. No. Ext):** (866) 283-7122 **FAX (A/C. No.):** (847) 953-5390
**E-MAIL ADDRESS:**

**INSURED**
O'Briens Response Management
2929 E. Imperial Highway, Suite 290
Brea CA 92821 USA

| | INSURER(S) AFFORDING COVERAGE | NAIC # |
|---|---|---|
| INSURER A: | Zurich American Ins Co | 16535 |
| INSURER B: | Chartis Specialty Insurance Company | 26883 |
| INSURER C: | Arch Insurance Company | 11150 |
| INSURER D: | Signal Mutual Indemnity Assoc. Ltd. | 0120FI |
| INSURER E: | Navigators Insurance Co | 42307 |
| INSURER F: | Starr Indemnity & Liability Company | 38318 |

**COVERAGES** **CERTIFICATE NUMBER:** 570046031344 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. **Limits shown are as requested**

| INSR LTR | TYPE OF INSURANCE | ADDL INSR | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|---|---|---|---|---|---|---|---|---|
| F | **GENERAL LIABILITY** | | | MASILNY00012312 | 04/08/2012 | 04/08/2013 | EACH OCCURRENCE | $1,000,000 |
| | X COMMERCIAL GENERAL LIABILITY | | | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) | $50,000 |
| | CLAIMS-MADE X OCCUR | | | | | | MED EXP (Any one person) | $5,000 |
| | | | | | | | PERSONAL & ADV INJURY | $1,000,000 |
| | | | | | | | GENERAL AGGREGATE | $2,000,000 |
| | GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY PRO-JECT LOC | | | | | | PRODUCTS - COMP/OP AGG | $1,000,000 |
| A | **AUTOMOBILE LIABILITY** | | | BAP 9323983-02 | 06/03/2011 | 06/03/2012 | COMBINED SINGLE LIMIT (Ea accident) | $2,000,000 |
| | X ANY AUTO | | | | | | BODILY INJURY ( Per person) | |
| | ALL OWNED AUTOS / SCHEDULED AUTOS | | | | | | BODILY INJURY (Per accident) | |
| | X HIRED AUTOS / X NON-OWNED AUTOS | | | | | | PROPERTY DAMAGE (Per accident) | |
| E | X **UMBRELLA LIAB** OCCUR | | | 12L131901 | 02/20/2012 | 02/20/2013 | EACH OCCURRENCE | |
| | **EXCESS LIAB** CLAIMS-MADE | | | | | | AGGREGATE | |
| | DED RETENTION | | | | | | Each Occurrence | $5,000,000 |
| C | **WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y/N | | | ZAWCI9831700 | 10/01/2011 | 10/01/2012 | X WC STATU-TORY LIMITS OTH-ER | |
| | ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? N **(Mandatory in NH)** | N / A | | | | | E.L. EACH ACCIDENT | $100,000 |
| | If yes, describe under DESCRIPTION OF OPERATIONS below | | | | | | E.L. DISEASE-EA EMPLOYEE | $100,000 |
| | | | | | | | E.L. DISEASE-POLICY LIMIT | $500,000 |
| B | Contractor Prof | | | COPS19131361 | 06/03/2011 | 06/03/2012 | Each Occurrence<br>Aggregate | $1,000,000<br>$1,000,000 |

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)**
City of Stuart is an additional insured on General, Automobile and Pollution Liability as respects the operations od O'Brien's Response Management as required by written contract.

**CERTIFICATE HOLDER**

City of Stuart
Purchasing Dvision
300 SW Saint Lucie Avenue
Stuart FL 34994 USA

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

**AUTHORIZED REPRESENTATIVE**

Aon Risk Services Northeast, Inc.

Holder Identifier :

Certificate No : 570046031344

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## Attachment to ACORD Certificate for O'Briens Response Management

The terms, conditions and provisions noted below are hereby attached to the captioned certificate as additional description of the coverage afforded by the insurer(s). This attachment does not contain all terms, conditions, coverages or exclusions contained in the policy.

**INSURED**

O'Briens Response Management
2929 E. Imperial Highway, Suite 290
Brea CA 92821 USA

| |
|---|
| INSURER |
| INSURER |
| INSURER |
| INSURER |
| INSURER |

**ADDITIONAL POLICIES**

If a policy below does not include limit information, refer to the corresponding policy on the ACORD certificate form for policy limits.

| INSR LTR | TYPE OF INSURANCE | ADDL INSR | SUBR WVD | POLICY NUMBER/ POLICY DESCRIPTION | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|---|---|---|---|---|---|---|---|---|
| | WORKERS COMPENSATION | | | | | | | |
| D | | N/A | | 21406 | 10/01/2011 | 10/01/2012 | Statutory | Included |
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**Certificate No :** 570046031344