

**COOPERATIVE PURCHASING AGREEMENT**

This Cooperative Purchasing Agreement ("Purchasing Agreement") is entered into by and between Nassau County, Florida ("County") and O'Brien's Response Management, L.L.C. (the "Contractor"), each of which may be referred to individually as "Party" or collectively as the "Parties."

**Recitals**

**WHEREAS**, the City of Fernandina Beach, Florida (the "City") issued a Request for Proposal #11-102 for Disaster Debris Monitoring Services, a copy of which is attached and incorporated herein as Attachment A (the "RFP");

**WHEREAS**, O'Brien's Response Management, Inc. submitted a proposal response to RFP, a copy of which is attached and incorporated herein as Attachment B (the "Proposal");

**WHEREAS**, the City selected O'Brien's Response Management, Inc. to provide services pursuant to its procurement policies and procedures, and entered into a Disaster Debris Monitoring Services Contract effective August 22, 2011, a copy of which is attached and incorporated herein as Attachment C (the "Contract");

**WHEREAS**, O'Brien's Response Management Inc., converted into O'Brien's Response Management, L.L.C., effective December 26, 2012;

**WHEREAS**, the City and O'Brien's Response Management, L.L.C. entered into a Contract Modification Agreement due to the name change, a copy of which is attached and incorporated herein as Attachment D (the "Contract Modification Agreement");

**WHEREAS**, by letter dated May 21, 2013, City of Fernandina Beach recognized and allowed the piggybacking of the City of Fernandina Beach Contract by other public entities wishing to procure services under the Contract, a copy of which is attached and incorporated herein as Attachment E (the "Letter of Authorization");

**WHEREAS**, the County desires to purchase services as set forth in the Agreement from the Contractor in accordance with the terms and conditions provided herein.

**NOW THEREFORE**, the Parties agree to the following:

- 1) The above-referenced recitals are true and correct, are incorporated herein, and made a part of this Purchasing Agreement.
- 2) Upon request by County, Contractor shall provide County with services described in RFP and the Proposal (the "Services"), and the County shall pay Contractor for Services in accordance with the rates, and the terms and conditions referenced in the Contract.
- 3) The Parties agree that this Purchasing Agreement shall remain in effect through August 21, 2015 and may be extended by the written consent of both Parties on the same renewal terms as contained in the Contract.
- 4) Except as otherwise provided herein, or as agreed upon by the Parties in writing, the terms and conditions of the Contract are incorporated into this Purchasing Agreement. In the event of an ambiguity or a conflict between the Agreement and the Purchasing Agreement, the Purchasing Agreement shall be controlling.

-Signature Page to Follow-

IN WITNESS WHEREOF, the Parties hereto, by their duly authorized representatives,  
execute this  
Purchasing Agreement to be effective as of the date set forth below.

Nassau County Board of County Commissioners  
L.L.C.  
Nassau County, Florida

By: 

Printed Name: Daniel B. Leeper

Title: Chairman

O'Brien's Response Management,

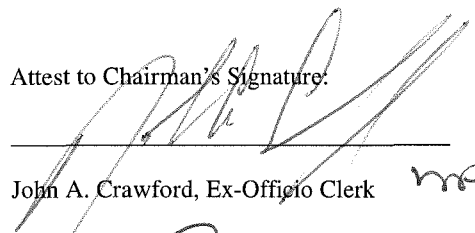
By: 

Printed Name: K. Tim Perkins

Title: President

Effective Date: 8-21-13

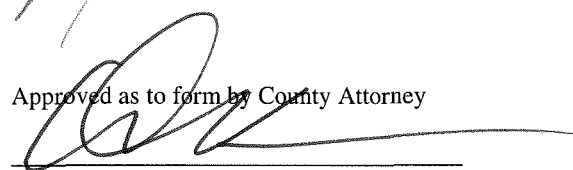
Attest to Chairman's Signature:



John A. Crawford, Ex-Officio Clerk

mp9/13/13

Approved as to form by County Attorney



David A. Hallman, County Attorney

Contract No. CM1997

# ATTACHMENT A

(RFP)

**CITY OF FERNANDINA BEACH, FLORIDA  
REQUEST FOR PROPOSAL  
RFP #11-102**

**INTRODUCTION**

The City of Fernandina Beach, Florida is accepting competitive sealed proposals for **Disaster Debris Monitoring Services.**

The City will receive sealed proposals at the location stated below not later than 2:00 pm, July 8, 2011.

Any submittal received after the above stated time and date will not be considered. It shall be the sole responsibility of the Contractor to have its proposal delivered to the City of Fernandina Beach, by U.S. Mail, hand delivery or any other method available to him/her; however, facsimile or electronic submittals will not be accepted. Delay in delivery shall be the sole responsibility of the Contractor. Submittals received after the deadline will not be considered.

The original bid submittal (**1 original, 4 copies**) must be delivered to City Hall in a sealed package, clearly marked on the outside, **RFP #11-102 and** addressed to:

City of Fernandina Beach  
Attn: City Clerk's Office – **RFP# 11-102**  
204 Ash Street  
Fernandina Beach, FL 32034

Hand delivered Submittal is to be taken to the Clerk's Office at the above address.

The proposal shall be submitted on the specified Cost of Services Form (**1 original, 4 copies**), hereto attached as "Exhibit A". The person signing the proposal forms shall have the authority to bind the proposer to the proposal. All information on the proposal forms shall be provided, or the proposal may not be accepted.

The competitive sealed proposal shall be accompanied by a "Public Entity Crimes Statement" herein provided as "Exhibit B", a "Drug Free Workplace Certification", herein provided as "Exhibit C", and an "E-Verify Statement," herein provided as "Exhibit D".

**CONTACT**

Specification questions during the proposal period shall be submitted in writing to Deni Murray, Purchasing Agent, at [dmurray@fbfl.org](mailto:dmurray@fbfl.org). All other questions call (904) 277-7311 x2035.

Contractors are hereby put on notice that no contact shall be made with any of the City Commission members, other City staff, or others that may be involved in the selection process to discuss this request or to influence the outcome of the selection.

**ADDENDA**

A written response to Contractor questions will be issued via Addendum and posted on the City's website at [www.fbl.us](http://www.fbl.us), Bids and Purchasing web page. It is the Contractor's responsibility to check the City's website for Addenda prior to submitting their proposal. The deadline for questions is 5 days before proposal opening.

CONTRACTOR SHALL SIGNIFY RECEIPT OF ADDENDA (IF ANY). Failure to Acknowledge Receipt of any Addendum may result in rejection of the proposal.

Addendum #	By (Name)	Date	Addendum #	By (Name)	Date

**CONTRACT TERM**

The term of contract will be for five (5) years with two (2) one (1) year extensions if mutually agreed upon by both parties.

**SCOPE**

**DISASTER DEBRIS MONITORING SERVICES:**

Monitoring Services are necessary to insure Federal emergency plans and debris removal contract requirements are met by monitoring the debris removal from public access roads, rights-of-way and public property, and the debris management sites, and to insure the debris management plan and contracts are effectively and efficiently implemented. The City of Fernandina Beach (hereinafter referred to as City) will assign a Debris Operations Supervisor and will establish and staff a Debris Operations Base, which will provide overall coordination with the Debris Removal Contractor and the Debris Monitoring Contractor.

The selected firm will be expected to provide disaster debris monitoring services to include debris generated from the public rights-of-way, eligible private property, drainage areas/canals, waterways and other public, eligible or designated areas within 48 hours of notification, and shall provide an adequate number of professional, qualified personnel to monitor debris zones and management sites within the City jurisdictional boundaries.

The City will provide Zone maps and priority areas to the Debris Monitor Contractor.

The Debris Monitoring Contractor must be prepared to provide debris monitors seven (7) days a week for a minimum of twelve (12) hour shifts, during visible hours only (dawn to dusk) OR the same schedule maintained by the Debris Removal Contractor.

The Debris Monitoring Contractor must indicate and explain how they plan to supply adequate personnel to support this scope of work and must describe how they would hire additional personnel to meet the needs of the City.

Monitors will be required to maintain daily logs of the Debris Removal Contractor's activities to ensure work meets FEMA eligibility criteria. Monitors must have adequate writing and computer skills.

The Debris Monitoring Contractor warrants all services shall be performed by skilled and competent personnel to the highest professional standards in the field. The Debris Monitoring Contractor shall remove from the contract any person the City deems incompetent, careless or otherwise objectionable. Any changes or substitutions in personnel must be made known to the **Debris Operations Supervisor**.

Specific services include but are not limited to:

1. Certify contractor vehicles for debris removal using methodology and documentation practices appropriate for contract monitoring and FEMA guidelines acceptable.
2. Coordinate daily briefings, work progress, staffing, and other key items with the City of Fernandina Beach.
3. Monitor all work sites daily and during all Debris Removal Contractor's work hours.
4. Monitor specific activities at loading sites, debris management site, inspection sites or landfills.
5. Ensure the scope of work meets FEMA's eligibility criteria.
6. Ensure the quantities are adequately verified.
7. Complete and physically control load tickets (in monitoring towers and the field).
8. Prepare a quantitative report of activities completed.
9. Identify and resolve debris issues.
10. Assist the City with responding to public concerns and comments. (City to provide direction on responding to public)
11. Review Debris Contractor paperwork.
12. Entering load tickets into a database application, digitizing source documentation.
13. Developing daily operational reports to keep The City informed of work progress.
14. Coordination of GIS applications with City GIS staff members.
15. Comprehensive review, reconciliation and validation of Debris Removal Contractor(s) invoices prior to submission to the City for processing.

16. Complete Project Worksheet(s) and other pertinent report preparation required for reimbursement by FEMA, Florida Department of Transportation (hereinafter referred to as FDOT) and all other applicable agency for disaster recovery efforts by the City staff and designated debris removal contractors.
17. Complete final report and assist in appeal preparation if needed.
18. Validate hazardous trees, including hangers, leaners and stumps (use appropriate documentation forms, collect GPS coordinates for same and coordinate FEMA approval where needed prior to removal).
19. Monitor safety issues. Report any unsafe conditions/practices to City and/or Debris Removal Contractor.
20. Measure and certify truck capacities, as well as performing spot checks to ensure numbers have not been changed; sideboards (if used) have not been removed, etc. (recertify on a regular basis).

#### **DEBRIS LOADING AREA:**

The **Loading Site Monitor** will be assigned a debris removal crew to accompany and will be given a load capacity form to complete. The completed form validates where the event-gathered debris originated and substantiates the capacity of the crew's truck/trailer, the debris type and eligibility.

Load capacity tickets will be issued in accordance with established procedures, and as a minimum, must contain the crew's truck number, street name, zone number, date and type of debris, time of loading, the load capacity-and the Loading Site Monitor's signature. The Loading Site Monitor's signature certifies the accuracy of the information documented and the work performed by the Debris Removal Contractor's crew. The Loading Site Monitor must retain the necessary copies of the load capacity ticket to be returned to the Debris Operations Base at the end of each shift by the Operations Manager. If the Loading Site Monitor cannot attest to the veracity of the information documented, the work performed and the eligibility of the debris, the monitor will not affix his/her signature to the form and will note the ticket for nonpayment, and will report the situation to the Debris Operations Supervisor. Issue load capacity tickets for eligible debris cleared and removed at locations designated by the Debris Operations Base.

1. Issue load capacity tickets for eligible debris cleared and removed at locations designated by the Debris Operations Base.
2. Ensure eligible debris is being picked up from contract area — direct result of the disaster.
3. Ensure debris types are separated at the curbside; check that the contractor keeps it separated.
4. Measuring and inspecting trucks to ensure they are all fully loaded.
5. Ensure tailgates are in place.
6. Ensure previously noted sideboards are in place.

7. On-site inspection of pick-up areas, debris traffic routes, temporary storage sites and disposal areas.
8. Verify that the contractor is working in its assigned contract areas.
9. Monitor time of pickup.
10. Ensure load is reasonably compact — large obstructions are not restricting placement of material — note that if the loads are not properly loaded or compacted, debris monitors should reduce the rated volume of the truck accordingly.
11. Failure to follow the proper monitoring procedures will result in dismissal of said monitor.

**DEBRIS UNLOADING AREA:**

1. Verify that all debris reduction and disposal sites have access control and security.
2. Ensure truck size is as reported on the load ticket.
3. Determine proper debris quantities.
4. Check time of collection for reasonable turnaround.
5. Insure appropriate materials are properly segregated, such as household hazardous waste (hereinafter referred to as HHW).

**DEBRIS MANAGEMENT SITE:**

The primary function of the Temporary Disposal Storage & Reduction Site Monitor (hereinafter referred to as **TDSRS Monitor**) is to complete the load capacity ticket received from the debris removal crew, and to estimate the volume of debris transported to the temporary debris management site for processing and storage. The **TDSRS Monitor** will also document and quantify the processed outgoing debris.

1. Record inactive time of contract equipment.
2. If air curtain incinerators are used, ensure proper procedures are followed,
3. Ensure household hazardous waste (HHW) is properly segregated.
4. Ensure safety of personnel around equipment.
5. At a minimum, an elevated inspection station should be used to enable the monitor to look down into the truck to verify both the contents and the loaded amount.
6. Approve loading tickets on both incoming and outgoing debris.
7. Monitoring should also be performed at the exit point of the Debris Management Site to ensure the load has been sufficiently dumped.



8. Monitor at scales (if scales are used).
9. Measure debris piles at temporary disposal sites to verify quantities.
10. Report any illegal dumping.
11. Meet with contractor **and** City to reach an agreement as to when the temporary sites will be closed.
12. Take aerial and ground photos of the temporary site before using and after it has been cleaned.

#### **ROVING DEBRIS MONITOR SERVICES:**

The function of the **Roving Debris Monitors** is to verify only eligible debris is being removed from designated public right-of-ways, and public property within assigned debris pickup zones in the City of Fernandina Beach. The **Roving Debris Monitors**, at the discretion of the City, may supply any other monitoring needs deemed necessary by the City such as truck volume certification, emergency road clearing and various debris removal operations.

The requirements for monitors apply to **Roving Debris Monitors**.

The **Roving Debris Monitor** will complete the following information on each debris removal form, the street name/zone number and/or Global Positioning Coordinates (GPS) for each debris removal item the crew number, diameter size of the debris removal item and any future information the reimbursing federal agency may require. The **Roving Monitor** will also take photos of street line prior to removal. The **Roving Monitor** signature on the form verifies the work has been performed by the Debris Removal Contractor and the debris is eligible. The **Roving Monitor** must retain the necessary copies of the debris removal form to be returned by the **Operations Manager** to the debris operations base at the end of their shift. If the **Roving Monitor** cannot attest to the accuracy of the information documented, the work performed and the eligibility of the debris, the monitor will not affix his/her signature to the form and will tag the ticket for non-payment and report the situation to the **Debris Operations Supervisor**.

The City is responsible for resolving issues with the Debris Removal Contractor's crews and other Debris Removal Contractor's personnel.

#### **OPERATIONAL REQUIREMENTS - (If FEMA policies change contractor is required to be aware and follow said changes.)**

##### **General Operating Procedures:**

The City will retain a debris removal contractor to remove, transport, process and dispose of disaster generated debris from the public access, roadways, right-of-ways, and public property with the City of Fernandina Beach. Each load of eligible debris shall be tracked using a multi-page load capacity ticket. The debris operations base shall provide the load capacity tickets. The following guidance provides the basic procedure for completing the load capacity tickets. Revised procedures, if necessary, may be established by the debris operations base and shall be followed by the Debris Monitoring Contractor, in lieu of the following procedure.

**Priority of Work Areas:**

The City shall establish the priority of and shall approve the work area in advance, which the Contractor will be allowed to work. Daily and/or weekly scheduled meetings shall be held to determine approved work areas. Eligible debris will be removed and the site will be left in a clean and neat condition with the understanding that there will be certain debris that is not picked up by equipment, machinery and general laborers. Determination of when a site is in a clean and neat condition shall be at the reasonable judgment of the City.

**Load Capacity Tickets:**

The **Loading Site Monitor** is responsible for providing the following information: location, time and date of loading, prime and sub-contractor names, truck number, truck driver's name, capacity in cubic yards, and the debris classification. The **Loading Site Monitor** will sign his/her name in the inspector block for loading and will retain the necessary copies of the load capacity ticket and provide the remaining copies to the truck driver. All load capacity tickets used/unused and voided must be turned in at the end of each shift. The **Loading Site Monitor** will maintain a log that contains the aforementioned information.

If the debris is processed before final deposition the **TDSRS monitor** is accountable for completing the remaining sections of the load capacity ticket. The **TDSRS Monitor** will not affix his/her signature if the initial loading section of the ticket is complete and will note the ticket number for non-payment. After verifying the required information is present, the **TDSRS Monitor** located in the inspection tower will estimate the volume by percentage of debris contained in the truck or trailer. Each truck or trailer must have the measured size and cubic yards recorded on the side of the truck or trailer. The TDSRS Monitor will verify the recorded truck or trailer size with the capacity stated on the load capacity ticket and the type of debris indicated. If any discrepancies occur, the monitor will not affix his/her signature in the log and report the ticket for non-payment.

For outgoing reduced debris from the debris management site, the TDSRS Monitor will indicate on the ticket the type of debris, the name of the debris management site, the departure time of the truck, date, the truck driver's name, truck number, the prime and sub-contractor name the capacity of the truck and will estimate the volume of debris. The TDSRS Monitor will sign his/her name in the inspector block for loading and will retain the necessary copies for the truck driver. All load capacity tickets used, unused and voided must be turned in at the end of each shift. The TDSRS Monitor will maintain a log that contains the information required in this section.

For debris hauled directly to the disposal site, the Disposal Site Monitor will first validate the truck number, recorded capacity and type of debris noted on the debris ticket provided by the driver with the incoming debris vehicle. The monitor will complete the name of the disposal facility, the arrival time of the truck and estimate the volume of material contained in the bed of the truck or trailer. The estimated volume will be recorded on the load capacity ticket in the DEBRIS QUANTITY ESTIMATE (%) field, and disposal site monitor will sign his/her name in the inspector block for dumping. The Disposal Site Tower Monitors copies will be turned in to the City's **Debris Operations Supervisor** at the end of each shift. The load capacity tickets are controlled forms and must not be duplicated. All load capacity tickets used, unused and voided must be turned in at the end of each shift. The original load capacity is the basis for contract billing. The **Disposal Site Tower Monitor** will maintain a log that contains the information required in this section.

**Operations Requirements of Roving Debris Monitors:**

Under the direction of the City, the Debris Removal Contractor will also provide various debris removal services such as hazardous stump, hanging limb and tree removal, and emergency road clearing. The **Roving Debris Monitor** will ensure only eligible debris from the public access roads, public right-of-ways and public property is removed by the debris removal contractor. The **Roving Debris Monitor** is responsible for completing the following information on each debris removal form: the street address and/or Global Position Coordinates (GPS) for each debris removal item, the crew number, diameter/size of the debris removal item, and the roving monitor signature, which verifies the work has been performed by the debris removal contractor. The **Roving Debris Monitor** will also take photographs explicitly showing the description and location of each removal. All FEMA review requirements must be adhered to.

The **Roving Debris Monitor** will retain the necessary copies of the debris removal form and the remaining copies will be given to the crew foreman. At the end of each shift, the **Roving Debris Monitor** will submit their copies to the **Operations Manager** who will in turn submit to the **Debris Operations Supervisor**. All debris removal tickets used, unused and voided must be turned in at the end of each shift. All contractor debris removal forms are controlled forms and must not be duplicated. The original debris removal form is the basis for contract billing by the Debris Removal Contractor.

**REPORTING**

The **Loading Site Monitor** will turn in the copies of the load capacity ticket and their daily log to the **Operations Manager** who will in turn submit to the **Debris Operations Supervisor** at the end of each shift. All load capacity tickets used, unused and voided must be turned in at the end of each shift.

The **Loading Site Monitor** will also maintain a daily log that contains the following information:

1. Site Zone/Street Name
2. Loading Site Monitor's Name Number of load capacity tickets issued during the shift
4. Starting and ending load capacity ticket number
5. Property damage and Contractor induced damages
6. Crew number
7. Any issues encountered
8. Any other related FEMA and/or other documentation.

The **TDSRS Monitor** will turn in their copies of the load capacity tickets and their daily log to the **Debris Operators Supervisor** at the end of each shift. All load capacity tickets, used, unused and voided must be turned in at the end of each shift.

The **TSDRS Monitor** will maintain a daily log that contains the following information:

1. TDSRS Site
2. **TDSRS Tower Monitor's Name**
3. Truck/Trailer number and volume of debris hauled into site
4. Truck/Trailer number and volume of debris hauled out of the site
5. Any issues encountered

The **Disposal Site Tower Monitor** will turn in their copies of the load capacity ticket and their daily log to the **Debris Operators Supervisor** at the end of each shift. All load capacity tickets, used, unused and voided must be turned in at the end of each shift.

The **Disposal Site Tower Monitor** will maintain a daily log that contains the following information: 1

Disposal site

2. **Disposal Site Tower Monitor's name**
3. Truck/Trailer number and volume of debris hauled into site
4. Any issues encountered

The **Roving Debris Monitor** will turn in their copies of the debris removal form, photos, and their daily log to the **Debris Operations Supervisor** at the end of each shift. All debris removal tickets, used, unused and voided must be turned in at the end of each shift.

The **Roving Debris Monitor** will maintain a daily log that contains the following information:

1. Site Zone/Street Name
2. **Roving Debris Monitor's Name**
3. Debris Crew Number
4. Property Damage and Contractor induced damages
5. Any issues encountered (operational, safety, etc.)
6. Photos/GPS Information

The Debris Monitoring Contractor shall provide all daily timesheets to the City upon request.

#### **SAFETY**

All Debris Monitoring Contract personnel must wear all OSHA required safety equipment whenever on a debris management site. Contract personnel must adhere to all debris management site safety requirements.

## **DRUG FREE WORKPLACE**

The successful Applicant shall agree to maintain a drug free workplace throughout the entire term of the contract or the contract will be subject to cancellation.

A "drug free workplace" means a site for the performance of work done in connection with a specific contract of an entity at which employees of the entity are prohibited from engaging in the unlawful manufacture, distribution, dispensation, possession or use of a controlled substance.

## **OTHER**

The Debris Monitoring Contractor shall be responsible for paying any and all costs associated with violations of law or regulation relative to their activities.

The Debris Monitoring Contractor will secure at its own expense, all necessary personnel required to perform the services under this Contract. Such personnel shall not be employees of or have any contractual relationship with the City.

The Debris Monitoring Contractor shall abide and operate under the following federal acts, regulations and requirements. Contractor shall also be responsible being educated of FEMA regulations, policies and requirements for the services being requested.

- Davis-Bacon Wages Act — waived for Debris Removal services only; applies to all other work types <http://www.fhwa.dot.gov/construction/cqit/bacon.cfm>
- Buy America
- Disadvantaged Business Enterprises (DBE)
- Americans with Disability Act (ADA)
- Convict Labor Prohibition

Debris removal work and the associated monitoring service on Florida Department of Transportation (FDOT) County roads must be documented separately from City FDOT roads. The Debris Monitoring Contractor will provide separate invoices for services on such indicated roads. Current listing of FDOT roads will be provided prior to engagement of work.

## **INSURANCE**

Insurance Requirements of the City can be found in the attached General Conditions.

## **PAYMENT**

The hourly rates shall include all costs, all applicable overhead, taxes, benefits, handling charges, and profits. No travel expenses, mileage, per diem, meals, rental cars and/or lodging will be paid by the City.

All requests for payment under this contract shall identify the positions, hourly rates and the specific individual for which the billing applies. Labor summaries with daily costs per monitor will be supplied with the FDOT portion indicated. The Contractor may invoice the City no more than once every fifteen (15) days.

Invoices received from the Contractor pursuant to this Contract will be reviewed and approved by the City, indicating services have been rendered in conformity with the Contract.

## **PROPOSAL FORMAT**

Proposers must respond in the format stated below. All responses and copies are to be submitted bound on 8-1/2" x 11" paper.

Each category listed will require an additional index tab in your response package with tab designating type of information in that section. Any other information pertinent to the headings as listed herein may be added to the end of each section. However, required information must be listed first in each section. If further materials are necessary to complete your response and are not noted under any of the headings listed below, add a TAB X tab to the end of your response with proper index as to the subject matter contained therein. Any Addenda are to be acknowledged on the Signature Sheet.

Failure to submit this information will render your proposal non-responsive.

### **Tab 1: Experience and Qualifications of the Firm**

List up to five (5) SIMILAR PROJECTS — (one project per page) for which services have been SUCCESSFULLY COMPLETED WITHIN THE PAST TEN YEARS, which most closely match the scope of services in this RFP, as identified in similar project descriptions, for the Qualifications of the Firm.

The Proposers shall ensure that the entire scope of services documented for similar services is adequately explained in the text, particularly showing the services relationship of the projects to the scope of services within the RFP.

- A. Provide a description and history of the firm focusing on previous governmental experience.
  - 1. Experience demonstrating knowledge of debris monitoring requirements of FEMA.
  - 2. Documentation of location and resources available at operating office.
    - a. Complete address of office location.
    - b. Specific information resources regarding the location to include:
      - (1) Number and disciplines of professional and technical personnel.
      - (2) Equipment — include any specialized equipment considered necessary for this service and other routine office equipment.
- B. At least five references for which the firm has performed services within the past ten (10) years similar to the requirements in the Scope of Services. Provide the reference contact name, address, e-mail address, telephone numbers and date of the contract.
- C. Forms for Similar Projects, Experience and Qualifications of the Firm should be included here.

### **Tab 2: Project Scope, Approach and Understanding**

Using a maximum of five pages, 8-1/2" x 11", document your firm's understanding of the scope of services and approach to successful completion, billing/invoices reporting procedures to the City, specialized skills available, organization chart including positions and reporting structure, special considerations and possible difficulties in completing the project as specified. Describe alternate approaches to the project, if applicable. Title the first page "Project Scope, Approach and Understanding" and label all additional pages the same way.

**Tab 3: Fee Proposal**

The hourly fees shall include all costs (unless otherwise specified) associated with performance of the contract, including overhead and profit. The Fee Proposal will be evaluated on the hourly rates submitted on the attached form.

**Tab 4: Required Forms**

Include fully executed Cost of Services Form, Public Entity Crimes Form, Drug Free Workplace Certification and E-Verify Form.

**Tab X: Miscellaneous**

Attachments necessary to clarify the description and approaches covered shall be furnished with the proposal. Additional information, which the Proposer feels will assist in the evaluation, should be included.

**CRITERIA**

Firms submitting the required criteria will have their proposals evaluated and scored for technical qualifications. The following represent the principal selection criteria, which will be considered during the evaluation process.

Each proposal will be evaluated for full compliance with the RFP instructions to the Proposer and the terms and conditions set forth within the RFP document. The objective of the evaluation will be to recommend the firm who is the most fully qualified based upon the herein described needs of the City. Responses will be scored and ranked in accordance with the following table:

**Evaluation Criteria**

Firm qualifications on similar projects	30%
Key Staff Project Understanding and Approach	20%
Management System/Reporting Systems	25%
Cost Proposal	<u>25%</u>
	<b>100%</b>

**GENERAL CONDITIONS OF REQUEST FOR PROPOSAL  
GENERAL**

**1. PREPARATION OF PROPOSAL**

- a. REQUEST FOR PROPOSAL shall be prepared in accordance with the following:
- b. The enclosed Cost of Services, attached hereto as "Exhibit A", shall be used when submitting your REQUEST FOR PROPOSAL.
- c. All information required by the Cost of Services Form shall be furnished. The Firm shall print or type his/her name and manually sign the Form and any continuation sheet on which an entry is made.
- d. Unit prices shall be shown and where there is an error in extension of price, the unit price shall govern.
- e. Alternate Proposals will not be considered unless authorized by the REQUEST FOR PROPOSAL.
- f. Firms will **not** include federal taxes nor State of Florida sales, excise, and use taxes in prices, as the City is exempt from payment of such taxes. An exemption certificate will be signed where applicable upon request.
- g. Firms shall make all investigations necessary to thoroughly inform themselves about any and all conditions related to the performance of the contract. Plea of ignorance by the Firm of conditions that exists or may hereafter exist as a result of failure or omission on the part of the Firm to make the necessary examinations and investigations, or failure to fulfill in every detail the requirements provided for in the Purchasing Policy, Purchasing Ordinance and/or State and Federal Statutes. The City's Purchasing Ordinance is set forth in Chapter 2-420, *et seq.*
- h. Prices quoted must be FOB City of Fernandina Beach, Florida with all transportation charges prepaid unless otherwise specified in the REQUEST FOR PROPOSAL.
- i. Deliveries are to be FOB Destination unless otherwise specified in the REQUEST FOR PROPOSAL.
- j. Deliveries are to be made during regular business hours.
- k. Proposals shall be valid for a minimum of ninety (90) days, unless otherwise stated on the REQUEST FOR PROPOSAL.

**2. SUBMISSION OF PROPOSALS**

- a. Proposals and changes thereto shall be enclosed in sealed envelopes & addressed as instructed on the Proposal Form. The name and address of the Firm, the date and hour of the REQUEST FOR PROPOSAL opening and the material or service shall be placed on the outside of the envelope.
- b. REQUEST FOR PROPOSAL must be submitted on the forms furnished. Electronic Proposals will not be considered.

**3. REJECTION OF PROPOSALS**

- a. The City reserves the right to accept or reject any or all Proposals, to waive irregularities and technicalities, and to request resubmission or to re-advertise for the services. The City shall be the sole judge of the submittals. The City's decision shall be final.

**4. WITHDRAWAL OF PROPOSALS**

- a. Proposals may not be withdrawn after the time set for the opening for a period of time as specified.
- b. Proposals may be withdrawn prior to the time set for the opening. Such request must be in



writing.

5. LATE PROPOSALS

- a. REQUEST FOR PROPOSAL and modifications received after the time set for the opening will not be considered.
- b. Modifications in writing received prior to the time set for the opening will be accepted.

6. LOCAL, STATE, AND FEDERAL COMPLIANCE

- a. Firms shall comply with all local, state, and federal directives, orders and laws as applicable to the REQUEST FOR PROPOSAL and subsequent contract(s) including but not limited to Equal Employment Opportunity (EEO), Minority Business Enterprise (MBE), and OSHA as applicable to this contract.
- b. A "Public Entity Crimes Statement", in accordance with Florida Statutes, Section 287.133 (3) (a), on Public Entity Crimes, attached hereto as Exhibit "B", must be received at the time of the proposal.
- c. A "Drug Free Workplace Certification" attached hereto as Exhibit "C", must be received at the time of the proposal.
- d. The City of Fernandina Beach requires that the Firm selected will not discriminate under the contract against any person, in accordance with federal, state and local government regulations.
- e. An "E-Verify Statement" attached hereto as Exhibit "D" must be received at the time of the bid.

7. COLLUSION

- a. The Firm, by affixing his signature to the Proposal Form, agrees to the following:

"Firm certifies that his REQUEST FOR PROPOSAL is made without previous understanding, agreement, or connection with any person, firm or corporation making a Proposal for the same item(s) and is in all respects fair, without outside control, collusion, fraud, or otherwise illegal action".

8. AWARD OF REQUEST FOR PROPOSAL

- a. The REQUEST FOR PROPOSAL will be awarded to the qualified firm with the best value Proposal whose Proposal, conforming to the REQUEST FOR PROPOSAL, is most advantageous to the City of Fernandina Beach, price and other factors considered.
- b. The City reserves the right to accept and award item by item, and/or by group, or in the aggregate.
- c. A written award of acceptance (Purchase Order), mailed or otherwise furnished to the successful Firm shall result in a binding contract without further action by either party.
- d. Unless otherwise noted in the specifications, the length of the agreement shall be one year, with 2 one year renewals possible based on the mutual consent of the parties.
- e. Upon award, for construction projects, the Contractor will be required to complete/execute the City's Contract and General Conditions for Construction Services. An example of the contract can be found on the City's website at [www.fbf1.us](http://www.fbf1.us), Bids and Purchasing web page.

9. NOT RESPONSIBLE FOR COSTS

- a. The City shall not be responsible for any cost incurred by a prospective Firm in responding to this REQUEST FOR PROPOSAL.

10. BONDS – NO BONDS ARE REQUIRED FOR THIS RFP

- If Bid is less than \$50,000 no Bid Bond or Payment and Performance Bond required.
- If Bid is greater than \$50,000 and is for material only, a Bid Bond is required but no Payment and Performance Bond is required.
- If Bid is \$50,000 - \$100,000, and is for services, a Bid Bond is required but no Payment and Performance Bond is required.
- If Bid is greater than \$100,000, and is for services, Bid Bond and Payment and Performance Bond is required.

**BID BOND:**

- a. If the Base Bid or the Base Bid plus the sum of any alternates fall into the criteria above requiring a Bid Bond, the bidder shall enclose a Certified Check or Bid Bond with each bid. A Certified Check or Bid Bond shall be for an amount not less than five percent (5%) of the Bid price and shall be made payable to the CITY OF FERNANDINA BEACH as a guarantee that the Bidder will not withdraw its bid for a period of ninety (90) calendar days after Bid closing time. Bid Bonds or Certified Checks will be returned to unsuccessful bidders within 10 days of bid award. Successful bidders will receive their Certified Check or Bid Bond after the contract/agreement has been signed and a Performance and Payment Bond is received.

**PERFORMANCE AND PAYMENT BONDS:**

- a. In the event the Contract is awarded to the Bidder, Bidder will thereafter enter into a written contract with the CITY OF FERNANDINA BEACH and furnish a Payment and Performance Bond in an amount equal to the contract price. The form of the bonds shall be in accordance with Section 255.05 of Florida Statutes. Failing to do so, Bidder shall forfeit its bid security.

Payment and Performance Bond shall be secured from or countersigned by an agency or surety company recognized in good standing and authorized to do business in the State of Florida.

The following exceptions to bidder providing Performance and Payment Bonds are as follows: In lieu of the Performance and Payment Bonds, a contractor may file with the City an alternative form of security in the form of cash, a money order, a certified check, a cashier's check, an irrevocable letter of credit, or a security of a type listed in part II of chapter 625, Florida Statutes. Any such alternative form of security shall be for the same purpose and be subject to the same conditions as those applicable to the bonds. The value of an alternative form of security shall be in the amount of the bid.

**11. PUBLIC INFORMATION**

- a. All information contained in this Proposal is public information, and as such will be handled in accordance with the Florida Statutes.

**12. ADDITIONAL INFORMATION**

- a. The City reserves the right to require Firms to provide references and information on previous similar experience prior to award of the contract.

### 13. QUESTIONS

- a. Any questions about the REQUEST FOR PROPOSAL should be communicated per instructions in the REQUEST FOR PROPOSAL.

### 14. INDEMNIFICATION AND INSURANCE AND PAYMENT

#### INDEMNIFICATION

The parties recognize that FIRM is an independent Contractor. FIRM agrees to assume liability for and indemnify, hold harmless, and defend the CITY, its commissioners, mayor, officers, employees, agents, and attorneys of, from, and against all liability and expense, including reasonable attorney's fees, in connection with any and all claims, demands, damages, actions, causes of action, and suits in equity of whatever kind or nature, including claims for personal injury, property damage, equitable relief, or loss of use, arising directly or indirectly out of or in connection with any negligent and/or deliberate act or omission of FIRM, its officers, employees, agents, and representatives. FIRM's liability hereunder shall include all attorney's fees and costs incurred by the CITY in the enforcement of this indemnification provision. This includes claims made by the employees of FIRM against the CITY and FIRM hereby waives its entitlement, if any, to immunity under Section 440.11, Florida Statutes. The obligations contained in this provision shall survive termination of this Agreement and shall not be limited by the amount of any insurance required to be obtained or maintained under this Agreement. Nothing contained in the foregoing indemnification shall be construed to be a waiver of any immunity or limitation of liability the CITY may have under the doctrine of sovereign immunity or Section 768.28, Florida Statutes.

Nothing contained in the foregoing indemnification shall be construed to be a waiver of any immunity or limitation of liability the CITY may have under the doctrine of sovereign immunity or Section 768.28, Florida Statutes.

#### INSURANCE

Prior to Award, the CITY of Fernandina Beach shall be furnished proof of insurance coverage as follows:

##### A. Certificate of Insurance

- The name of the insured, the name of the insurer, the number of the policy, its effective date, and its termination date;
- Statement that the insurer will mail notice to the CITY of Fernandina Beach and a copy to FIRM at least thirty (30) days prior to any material changes in provisions, cancellation, renewal, or non-renewal of the policy;
- Certificate of Insurance shall be in the form as approved by the CITY of Fernandina Beach, naming the CITY as additional insured, and such Certificate shall clearly state all the coverage required in this Section;
- If requested by the CITY of Fernandina Beach, FIRM shall furnish complete copies of all insurance policies, forms and endorsements; and
- Receipt of certificates or other documentation of insurance or policies or copies of policies by the CITY of Fernandina Beach or by any of its representatives which indicate less coverage than required by this agreement does not constitute a waiver of FIRM's obligations to fulfill the requirements of this Section.

B. Workers' Compensation Insurance

FIRM shall have in full force, during the life of this agreement, Workers' Compensation and Employer's Liability Insurance for all its employees connected with work under this agreement, and in the event any work is subcontracted, FIRM shall require the subcontract similarly to provide Workers' Compensation Insurance for all of the latter's employees, unless such employees are covered by the protection afforded by FIRM. FIRM may provide a workers' compensation waiver in lieu of workers' compensation insurance where such waiver is properly approved by the Florida Department of Labor and Employment Security and accepted by the CITY of Fernandina Beach in writing. Such insurance or waiver shall comply with the Florida Workers' Compensation Law. In case any class of work conducted under this agreement is not protected under the Workers' Compensation statute, FIRM shall provide adequate insurance, satisfactory to the CITY of Fernandina Beach, for the protection of employees not otherwise protected.

C. Liability Insurance

FIRM shall have in full force, during the life of this agreement, Commercial General Liability and Commercial Automobile Liability Insurance that shall protect the CITY of Fernandina Beach from claims for damage for bodily injury and personal injury, including accidental death, as well as claims for property damages which may arise from tasks associated with or carried out under this agreement, whether such operations are by itself or by anyone directly or indirectly employed by them, and the amount of such insurance shall be minimum limits as follows:

- Commercial General Liability:
  - Minimum Coverage is \$1,000,000 per occurrence
  - Coverage shall include premises, operations, products, completed operations, independent contractors, contractual liability covering this agreement, contracts and leases, broad form property damage coverage, personal injury and bodily injury.
  - If Umbrella or Excess liability coverage is used to satisfy the requirements of this Article, it shall not be more restrictive than the underlying insurance policy coverage.
  
- Commercial Automobile Liability:
  - Minimum Coverage is \$1,000,000 per occurrence
  - Coverage shall include bodily injury and property damage arising out of ownership, maintenance or use of any auto, including owned, non-owned and hired automobiles and employee non-ownership use.

**PAYMENT**

Payment due hereunder shall be made by the City to Vendor in accordance with the Florida Prompt Payment Act. The City's preferred method of payment is electronically by credit card/line. Upon award, Vendor will be contacted by the City's provider, Synovus, to participate in the City's electronic payments (AP Solutions) program. Vendor must state on Exhibit "A" Bid Form whether they accept credit card payments and provide their Accounting Department contact name, phone number and email address.

**RFP #11-102  
EXHIBIT "A"  
COST OF SERVICES OFFERED**

<u>POSITIONS</u>	<u>HOURLY RATES</u>
Project Manager	_____
Operations Managers	_____
Loading Site Monitors	_____
Roving Debris Monitors	_____
TDSRS Monitors	_____
TDSRS Tower Monitors	_____

Proposer is encouraged to include other positions, with hourly rates, that may help to meet FEMA guidelines. Proposer shall attach job description to each position.

Name: \_\_\_\_\_

Federal Taxpayer ID: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City, State, & Zip Code: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email Address: \_\_\_\_\_

Submitted By: \_\_\_\_\_

Title: \_\_\_\_\_

Vendor Accepts Credit Cards: Yes No

Accounting Contact:  
Name: \_\_\_\_\_ Title: \_\_\_\_\_

Email Address: \_\_\_\_\_ Phone: \_\_\_\_\_

**EXHIBIT "B"**  
**TO GENERAL CONDITIONS TO RFP # 11-102**

**CITY OF FERNANDINA BEACH, FLORIDA SWORN STATEMENT UNDER F.S. SECTION  
287.133(3)(A), ON PUBLIC ENTITY CRIMES**

**THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER  
OFFICER AUTHORIZED TO ADMINISTER OATHS.**

1. This sworn statement is submitted with Bid, Proposal or Contract for \_\_\_\_\_.
2. This sworn statement is submitted by (entity) \_\_\_\_\_ whose business address is \_\_\_\_\_ and (if applicable) Federal Employer Identification Number (FEIN) is \_\_\_\_\_ ( If a Sole Proprietor and you have no FEIN, include the last four (4) digits of your Social Security Number: \_\_\_\_\_.)
3. My name is \_\_\_\_\_ and my relationship to the entity named above is \_\_\_\_\_.
4. I understand that a "public entity crime" as defined in Paragraph 287.133(a)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any proposal or contract for goods or services to be provided to any public entity or any agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
5. I understand that "convicted" or "conviction" as defined in paragraph 287.133(a)(b), Florida Statutes, means finding of guilt or a conviction of a public entity crime with or without an adjudication of guilt, in any federal or state trial court of records relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non-jury trial, or entry of a plea of guilty or nolo contendere.
6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
  1. A predecessor or successor of a person convicted of a public entity crime; or
  2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The City of Fernandina Beach, Florida ownership by one of shares constituting a controlling income among persons when not for fair interest in another person, or a pooling of equipment or income among persons when not for fair market value under a length agreement, shall be a prima facie case that one person controls another person. A person who was knowingly convicted of a public entity crime, in Florida during the preceding 36 months shall be considered an affiliate.
7. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of the state or of the United States with the legal power to enter into a binding contract for provision of goods or services let by a public entity, or

which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies)

Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. (Please attach a copy of the final order.)

The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

The person or affiliate has not been placed on the convicted vendor list. (Please describe any action taken by, or pending with, the Department of General Services.)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date:

STATE OF FLORIDA  
COUNTY OF \_\_\_\_\_

PERSONALLY APPEARED BEFORE ME, the undersigned authority, who, after first being sworn by me, affixed his/her signature at the space provided above on this \_\_\_ day of \_\_\_\_\_, 201 \_\_\_\_, and is personally known to me, or has provided \_\_\_\_\_ as identification.

\_\_\_\_\_  
Notary Public

My Commission expires:

**EXHIBIT "C"**  
**TO GENERAL CONDITIONS TO RFP # 11-102**  
**CITY OF FERNANDINA BEACH**

**DRUG-FREE WORKPLACE CERTIFICATION**

The below-signed Proposer certifies that it has implemented a drug-free workplace program. In order to have a drug-free workplace prepare, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violation of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or services a copy of the statement specified in paragraph 1.
4. In the statement in paragraph 1., notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will aproposale by the terms of the statement and will notify the employer of any conviction of, or plea of nolo contendere to, any violation occurring in the workplace no later than five (5) working days after such conviction.
5. Impose a sanction on, or require fine satisfactory participation in drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign this statement, I Certify that this firm complies fully with the above drug-free workplace requirements.

COMPANY: \_\_\_\_\_

CITY: \_\_\_\_\_ STATE: \_\_\_\_\_ ZIP CODE: \_\_\_\_\_

TELEPHONE NUMBER(S): \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

NAME (TYPED OR PRINTED): \_\_\_\_\_ TITLE: \_\_\_\_\_



Contract No. CM1997

## ATTACHMENT B

(Proposal)

# PROPOSAL

To Provide

## Disaster Debris Monitoring Services

City of Fernandina Beach, Florida

RFP # 11-102

July 8, 2011

2:00 PM

Copy



### SUBMITTED TO:

City of Fernandina Beach  
City Clerk's Office  
204 Ash Street  
Fernandina Beach, FL  
32034

### O'BRIEN'S RESPONSE MANAGEMENT INC.

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



**O'BRIEN'S**

Community & Organization Resilience

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**O'BRIEN'S**

Community & Organization Resilience

---



**O'BRIEN'S**

**RESPONSE MANAGEMENT**

---

**Government Services Headquarters**

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

---

**Debris Services Headquarters**

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

[www.ObriensRM.com](http://www.ObriensRM.com)

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



**O'BRIEN'S**

Community & Organization Resilience

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## Table of Contents

<b>1. EXPERIENCE &amp; QUALIFICATIONS OF THE FIRM .....</b>	<b>1</b>
COMPANY PROFILE AND QUALIFICATIONS .....	3
<i>Principal Contacts for this Project</i> .....	3
<i>Profile and Core Services</i> .....	3
<i>Parent Company and Financial Strength</i> .....	4
<i>Experience with Federal Funding Programs and Government Service</i> .....	4
<i>Disaster Debris Monitoring Experience</i> .....	6
EXPERIENCE WITH DEBRIS MONITORING AND FEDERAL PROGRAMS .....	8
<i>Debris Monitoring Projects Completed</i> .....	9
<i>Resources and Equipment Ready to Deploy</i> .....	11
DEBRIS MONITORING PROJECT REFERENCES.....	12
<i>Additional Debris Monitoring Project References</i> .....	13
<i>Active Debris Monitoring Projects</i> .....	15
<i>Current Pre-Event Debris Monitoring Clients</i> .....	15
<i>Direct Consultation and Training for Local Governments</i> .....	16
<i>Ability to Manage Multiple Projects and Tasks</i> .....	16
FEDERAL DISASTER RECOVERY PROGRAM EXPERIENCE .....	17
<i>Major Clients and Projects</i> .....	18
<i>Debris Management Planning Experience</i> .....	24
<b>2 PROJECT SCOPE, APPROACH, &amp; UNDERSTANDING .....</b>	<b>27</b>
TECHNICAL APPROACH & PROJECT MANAGEMENT PLAN .....	29
<i>Pre-Event Consultation and Planning</i> .....	29
<i>Rapid Response and Project Ramp-up</i> .....	29
<i>Local Monitor Hiring Plan</i> .....	29
<i>Monitor Training Plan</i> .....	30
<i>Truck Measurement and Certification Program</i> .....	30
<i>Field Supervisors</i> .....	30
<i>Roving Monitors / Quality Control Inspectors</i> .....	31
<i>Loading Site Monitors</i> .....	31
<i>Debris Management Site Selection and Monitoring</i> .....	31
<i>Debris Removal Mapping and GIS Applications</i> .....	32
<i>FHWA / FEMA Cost Segregation</i> .....	32
<i>Daily Meetings and Status Reports</i> .....	32
<i>GPS Locating and Digital Photographs</i> .....	33
<i>Data Management and Reporting</i> .....	33
<i>Invoice Reconciliation and Final Payment Approval</i> .....	33
<i>Project Management Organizational Chart</i> .....	34
<b>3. FEE PROPOSAL .....</b>	<b>35</b>
POSITIONS AND RATES .....	37

<i>Pre-Event Services at No Cost</i> .....	38
<i>FEMA / FHWA Program Consultant</i> .....	38
<b>4. REQUIRED FORMS</b> .....	<b>39</b>
<b>X. MISCELLANEOUS</b> .....	<b>51</b>
ADDITIONAL DEBRIS MONITORING PROJECT EXPERIENCE .....	53
ADDITIONAL TECHNICAL APPROACH AND CAPABILITIES .....	57
<i>Project Management Capabilities</i> .....	57
<i>Public Information Development and "Hot Line" Call Center</i> .....	59
<i>Unique Debris Challenges</i> .....	59
<i>Residential Debris Drop-off Site Management and Monitoring</i> .....	60
<i>Damage Reporting</i> .....	60
<i>Ineligible Debris Notification</i> .....	60
<i>Right of Entry and Demolition Program Support</i> .....	60
<i>Load Tickets</i> .....	61
<i>Electronic / Paperless Load Tracking</i> .....	62
<i>Data Management and Reporting</i> .....	62
<i>Invoice Reconciliation and Final Payment Approval</i> .....	65
<i>Final Disposal Confirmation and Cost Documentation</i> .....	65
<i>Federal Program Compliance and Technical Support</i> .....	66
<i>Quality Assurance / Quality Control Program</i> .....	66
<i>Health and Safety Program</i> .....	67
<i>Project Cost Control Measures</i> .....	68
<i>After Action Report</i> .....	68
<i>Documentation of Disaster Debris Removal Costs</i> .....	68
<i>Final Deliverables</i> .....	69
<i>Positions and Responsibilities</i> .....	69
<i>Project Schedule and Implementation Plan</i> .....	72
<i>Summary of Monitoring Services and Capabilities</i> .....	74
STAFF QUALIFICATIONS AND EXPERIENCE .....	77
<i>Resumes</i> .....	77
ADDITIONAL DISASTER MANAGEMENT SERVICES AND CAPABILITIES .....	95
<i>FEMA and FHWA Program Technical Assistance Services</i> .....	95
<i>Debris Management Plans</i> .....	95
<i>Comprehensive Planning</i> .....	96
<i>Training in Disaster Management</i> .....	97
<i>Public Information and Web-based Solutions</i> .....	97
FINANCIAL STATEMENTS .....	99
TESTIMONIALS FROM PAST CLIENTS .....	101
FLORIDA CERTIFICATE OF AUTHORITY .....	115
CERTIFICATE OF INSURANCE .....	116



## Letter of Transmittal

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July 8, 2011

City of Fernandina Beach  
City Clerk's Office  
204 Ash Street  
Fernandina Beach, FL  
32034

### Re: RFP # 11-102 – Disaster Debris Monitoring Services

Dear Reviewer,

O'Brien's Response Management Inc. (O'Brien's) is pleased to present the enclosed proposal to provide disaster debris monitoring services to Fernandina Beach. 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 permanent offices in Florida, Texas, Louisiana, 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 debris estimations, Emergency Operations Center support and initial debris clearance monitoring functions within twenty-four hours of notification. Our core team of debris monitoring project managers works out of our Debris Services headquarters in Tallahassee, which is stocked with all of our mobilization supplies and equipment and is only a three-hour drive away from Fernandina Beach. We will be there when you need us.
- ♦ **Proven Success and Ability:** O'Brien's has successfully completed many large and complex debris monitoring projects in Florida, Kentucky, Oklahoma, Louisiana, 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. We are currently working in Massachusetts and North Carolina on debris monitoring projects in response to tornado events. Also, due to our extensive experience in Florida, our team is very well-versed in the waterborne and coastal debris removal issues of the sort Fernandina Beach is likely to encounter.
- ♦ **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 disaster-affected communities 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.

We look forward to discussing the City's disaster debris monitoring needs and working together to tailor an approach that meets all of your requirements.

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,

A handwritten signature in black ink, appearing to read "S. Branham", written over a horizontal line.

**Steve Branham**

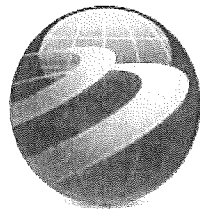
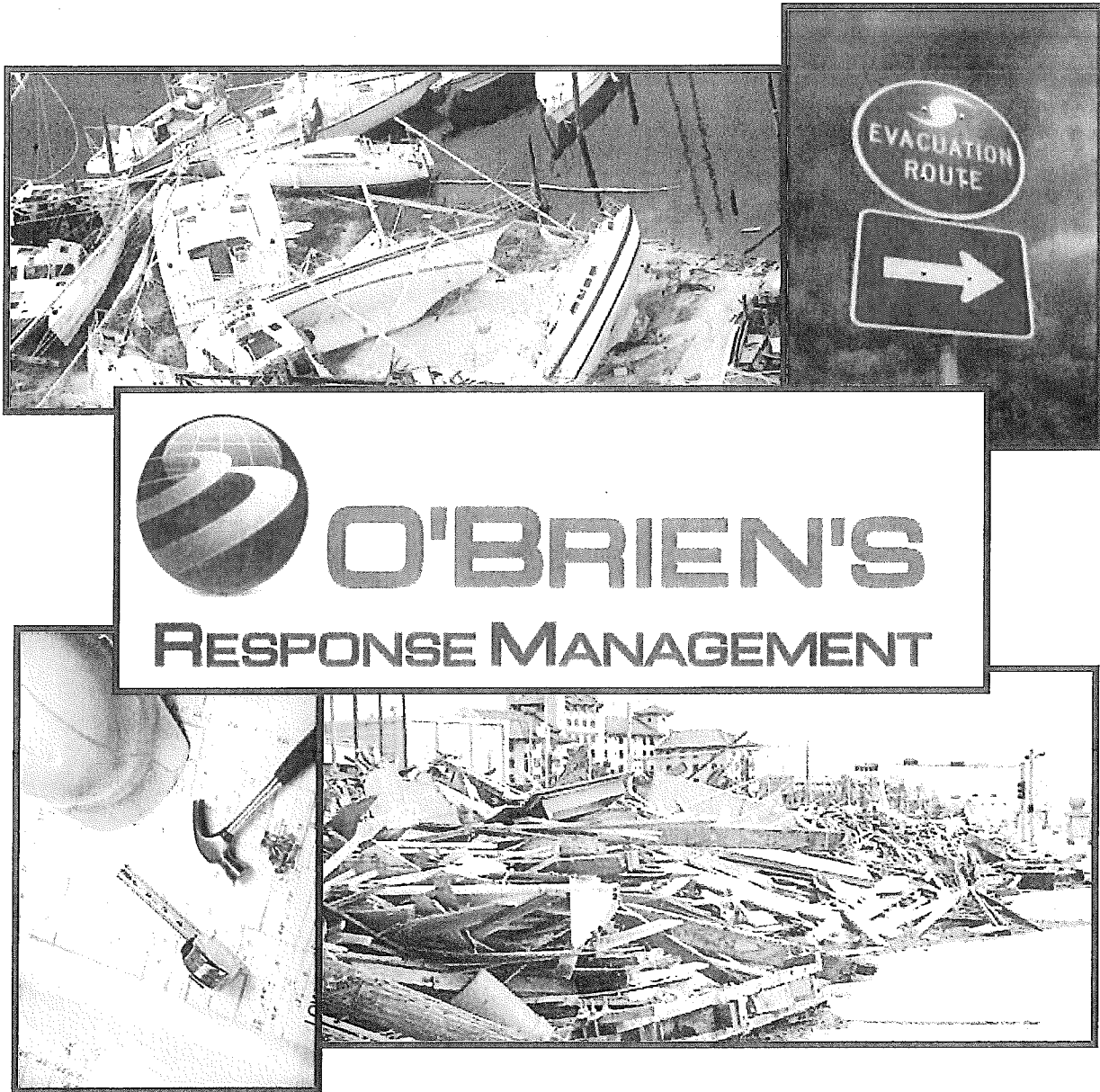
Executive Vice President, Government Services  
Rear Admiral (Retired), United States Coast Guard



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

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

# 1. Experience & Qualifications of the Firm



**O'BRIEN'S**  
**RESPONSE MANAGEMENT**





## 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) 627-5343 Phone

**Charles (Chuck) Brannon – Vice President, Debris Services**

1882 Capital Circle, N.E., Suite 205  
Tallahassee, Florida 32308  
(850) 877-6700 Phone

## 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

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## 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. certified and audited *Dun and Bradstreet Report* and recent quarterly audited reports below, which attest to O'Brien's Response Management Inc.'s financial strength and capacity to undertake and successfully complete large, capital-intensive projects.

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## 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

**O'Brien's has served many clients with disaster management services, including:**

- FL Dept. of Transportation
- LA Dept. of Transportation
- FL Dept. of Community Affairs
- FL Div. of Emergency Mgmt.
- Bibb County, GA
- Brevard County, FL
- Broward County, FL
- Charlotte County, FL
- City of Atlantis, FL
- City of Belle Glade, FL
- City of Boca Raton, FL
- City of Bonita Springs, FL
- City of Bowling Green, FL
- City of Boynton Beach, FL
- City of Briny Breezes, FL
- City of Conroe, TX
- City of Daytona Beach, FL
- City of Delray, FL
- City of Fayetteville, AR
- City of Fort Myers Beach, FL
- City of Greenacres, FL
- City of Key West, FL
- City of Lake Worth, FL
- City of Miami, FL
- City of Palm Beach Gardens, FL
- City of Rector, AR
- City of Riviera Beach, FL
- City of South Bay, FL
- City of Tulsa, OK
- City of Wauchula, FL
- City of West Palm Beach, FL
- City of Winter Springs, FL
- Collier County, FL
- Hardee County, FL
- Hillsborough County, FL
- Kentucky Transportation Cabinet
- Lee County, FL
- Miami-Dade County, FL
- Mississippi County, AR
- Monroe County, FL
- Palm Beach County, FL
- Palm Beach School Board, FL
- Sarasota County, FL
- Seminole Tribe of Florida, FL
- Town of Haverhill, FL
- Town of Highland Beach, FL
- Town of Jupiter, FL
- Town of Lake Park, FL
- Town of Lantana, FL
- Town of Palm Beach, FL
- Town of Palm Beach Shores, FL
- Town of South Palm Beach, FL
- Village of Royal Palm Beach, FL
- City of Springfield, MA
- City of Fayetteville, NC
- And many others



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.

## Disaster Debris Monitoring Experience

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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.

**Experience with Debris Monitoring and Federal Programs**

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 Orange Beach. We encourage the City to contact any of the references provided for firsthand accounts regarding the professional manner in which all of our debris monitoring projects have been conducted. (When contacting these references, please recall that all of these projects were performed under the company name **Solid Resources Incorporated**, which has been merged into, and is now operating as a division of, **O'Brien's Response Management Inc.**)

On these projects, we provided comprehensive, FEMA-compliant monitoring which entailed a full spectrum of services, including on most:

- Project Management and coordination
- Debris estimations
- Prioritization of clearance efforts
- Project Scheduling
- FHWA cost segregation
- Collection site monitors
- Debris site monitors
- Roving monitors
- Data Management
- Truck measurement and certification
- GPS locating of debris
- Digital photographs of debris
- Daily Reports
- Field Supervisors
- Invoice Reconciliation
- FEMA compliance assurance
- Quality Assurance and Control
- FEMA Project Worksheet development
- Hazardous Waste management
- Stump, Leaning Tree and Hanging Limb documentation
- Waterborne debris removal
- Multijurisdictional coordination
- DMS oversight and environmental permitting
- Environmental compliance assurance
- Debris final disposition confirmation
- Documentation of debris removal costs
- Public Information support
- Final After Action report

## Debris Monitoring Projects Completed

### Kentucky Transportation Cabinet – 2009 – Severe Ice Storms

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.

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

### 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

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

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.

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

**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

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

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.

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

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.

**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

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**

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,

**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

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 gated 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.

Please see additional debris monitoring projects under Tab X of this proposal

## Resources and Equipment Ready to Deploy

O'Brien's maintains its core staff of professional disaster management and debris services consultants and project managers in our Government Services office at 2200 Eller Drive in Fort Lauderdale, which also houses our parent company's (SEACOR Holdings Inc.) corporate headquarters, and at our Tallahassee Debris Services headquarters office. 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 Units** – 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 or immediately after a disaster event, O'Brien's identifies local vendors of other equipment, supplies, services or facilities that may be needed, such as office space rental, tents, generators, hotel rooms, photocopier rental, ice and water suppliers, staffing agencies, automobile rental, etc.

#### 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. 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, Central Office**  
**Address:** 200 Metro Street 4<sup>th</sup> Floor Frankfort, KY 40622  
**Point of Contact:** Frank Castle, Roadway Preservation Branch  
**Phone Number:** (502) 564-4556 ext. 3934  
**Date of Service:** 4/2009 – 3/2010  
**Summary:** O'Brien's provided three Districts of Kentucky's Transportation Cabinet with professional disaster debris monitoring services after a major ice storm struck the State. Overall, we trained and deployed over 250 personnel to monitor the removal of over 14 million cubic yards of debris on the three projects, including thousands of leaning and damaged trees.
- **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.
- **Louisiana Department of Transportation and Development**  
**Address:** 12 Calvert Drive, Alexandria, Louisiana 71303-3519  
**Point of Contact Name:** Troy Rousselle, PE, District 8  
**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. We also provided data management, cost tracking, daily reporting and FEMA and FHWA reimbursement consulting.



- **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  
**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.
  
- **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  
**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. 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.
  
- **Lafourche Parish, Louisiana**  
**Address:** 402 Greene Street, Thibodeaux, Louisiana 70302  
**Point of Contact:** Jerome Danos, Solid Waste Manager  
**Phone Number:** (985) 637-5199  
**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.

## Additional Debris Monitoring Project References

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**Kentucky Transportation Cabinet**  
District Four  
Paul Sanders, P.E., Branch Manager  
634 East Dixie Hwy  
Elizabethtown, KY 42702  
(270)766-5066  
[Paul.Sanders@ky.gov](mailto:Paul.Sanders@ky.gov)

**Kentucky Transportation Cabinet**  
District One  
Mike McGregor, P.E.  
Branch Manager  
5501 Kentucky Dam Road  
Paducah, KY 42003  
(270)898-2431 [Mike.McGregor@ky.gov](mailto:Mike.McGregor@ky.gov)

***City of Rector, Arkansas***

Todd Watson  
City Superintendent  
409 South Stewart  
Rector, Arkansas 72461  
(870) 595-3035  
[water@rectorarkansas.com](mailto:water@rectorarkansas.com)

***City of Rogers, Arkansas***

Steve Womack, Mayor  
301 West Chestnut Street  
Rogers, Arkansas 72756  
(479) 621-1117  
[Mayor@Rogersarkansas.com](mailto:Mayor@Rogersarkansas.com)

***Mississippi County, Arkansas***

David Lendennie  
Emergency Manager  
201 2<sup>nd</sup> 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](mailto:dtowers@cityofconroe.org)

***Bibb County, Georgia***

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

***Collier County, Florida***

Mr. Dan Rodriguez  
Director of Solid Waste  
3301 Tamiami Trail East, Bldg. H  
Naples, Florida 34112  
(239) 732-2508  
[DanRodriguez@colliergov.net](mailto:DanRodriguez@colliergov.net)

***Lee County, Florida***

Solid Waste Department  
Jason Fournier, Operations Manager  
10500 Buckingham Road  
Fort Myers, Florida 33905  
(239) 533-8920  
[fournija@leegov.com](mailto: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](mailto:snowc@hillsboroughcounty.org)

**One of four  
O'Brien's  
Mobile  
Command  
Posts**



## Active Debris Monitoring Projects

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O'Brien's is currently (as of July 6, 2011) providing comprehensive, FEMA-compliant debris monitoring services to these communities in response to recent tornado disasters:

- City of Fayetteville, North Carolina
- City of Monson, Massachusetts
- City of Wilbraham, Massachusetts
- City of Springfield, Massachusetts

## Current Pre-Event Debris Monitoring Clients

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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.

- Catawba County, NC
- Charleston County, SC
- City of Cooper City, FL
- City of Coral Gables, FL
- City of Fairfax, VA
- City of Fort Pierce, FL
- City of Longview, TX
- City of Marathon, FL
- City of Margate, FL
- City of Miami, FL
- City of Milton, FL
- City of Ocala, FL
- City of Richwood, TX
- City of Sanford, FL
- City of Sanibel, FL
- City of Sunny Isles Beach, FL
- City of Thibodaux, LA
- City of Webster, TX
- Collier County, FL
- Columbia County, GA
- Commonwealth of Massachusetts
- Commonwealth of Virginia
- Highlands County, FL
- Jackson County, FL
- Kentucky Transportation Cabinet
- Lake County, FL
- Lee County School District, FL
- Louisiana Department of Transportation
- Marion County, FL
- Miami-Dade County, FL
- Oklahoma Department of Emergency Management
- Orange County, FL
- South Broward Drainage District, FL
- St. Lucie County, FL
- Town of Davie, FL
- Town of Fort Myers Beach, FL
- Town of North Topsail Beach, NC
- Town of Surfside, FL
- Village of Virginia Gardens, FL
- Volusia County, FL



## Direct Consultation and Training for Local Governments

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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 United 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.

## Ability to Manage Multiple Projects and Tasks

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O'Brien's Response Management has consistently demonstrated its ability to manage multiple debris monitoring projects on a large scale and can assure the City of Fernandina Beach that we are adequately staffed with personnel with enough depth of experience, qualifications and management ability to allow us to simultaneously execute several large projects. Given our track record and how seriously we take our contract responsibilities, we are confident that our firm can manage multiple debris monitoring projects throughout the Country. After Hurricane Gustav, for example, we activated five separate contracts with Louisiana DOT Districts, trained, deployed and managed over 1600 monitoring and supervisory personnel and were able to take on additional projects in Texas and Arkansas as well. In Florida, after Hurricanes Charley, Frances and Jeanne, our firm successfully managed multiple, simultaneous projects in Hardee, Charlotte, Hillsborough, Palm Beach, Lee and other counties. In Kentucky, O'Brien's successfully monitored the removal of millions of cubic yards of debris spread out over three large DOT districts.

Successfully monitoring and documenting a major debris removal project also requires simultaneously managing multiple tasks – such as training staff, scheduling assignments, producing reports and maps, managing a large number of load tickets and documents, supervising staff dispersed over a large geographic area, resolving problems, coordinating with FEMA and the client, etc. We fully understand the challenge and make it our priority to ensure that we staff our projects with management and supervisory professionals that have been “field tested” and shown to be capable of performing under pressure and fluid circumstances. Given O'Brien's track record of consistently delivering high levels of services to its clients, despite being faced with sometimes daunting challenges, we are confident in our ability to handle any debris management and monitoring scenarios likely to be encountered by the City of Fernandina Beach.

**O'Brien's has never failed to complete a project or a contract.**

## 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

"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

Wilma to gather data used by the 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

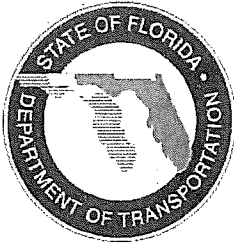
funding in excess of \$300 million. This work was conducted at the request of FDEM and required the utilization of the Joint Closeout Toolkit in each case.

- **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.

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### ***State of Florida, Department of Transportation*** **Emergency Management Consultant**

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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:**

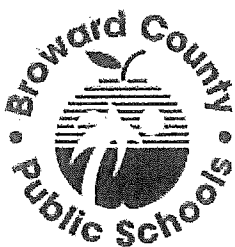
- **Statewide Debris Management Plan**- Prepared the first and only Statewide Debris Management Plan approved by FEMA Region IV. The Plan addresses debris management operations for every District and County within the State of Florida under the Florida Department of Transportation.
- **Project Worksheet 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.

“[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

**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.

## **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.

#### **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) to 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.

"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



## Debris Management Planning Experience

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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.

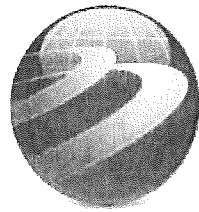
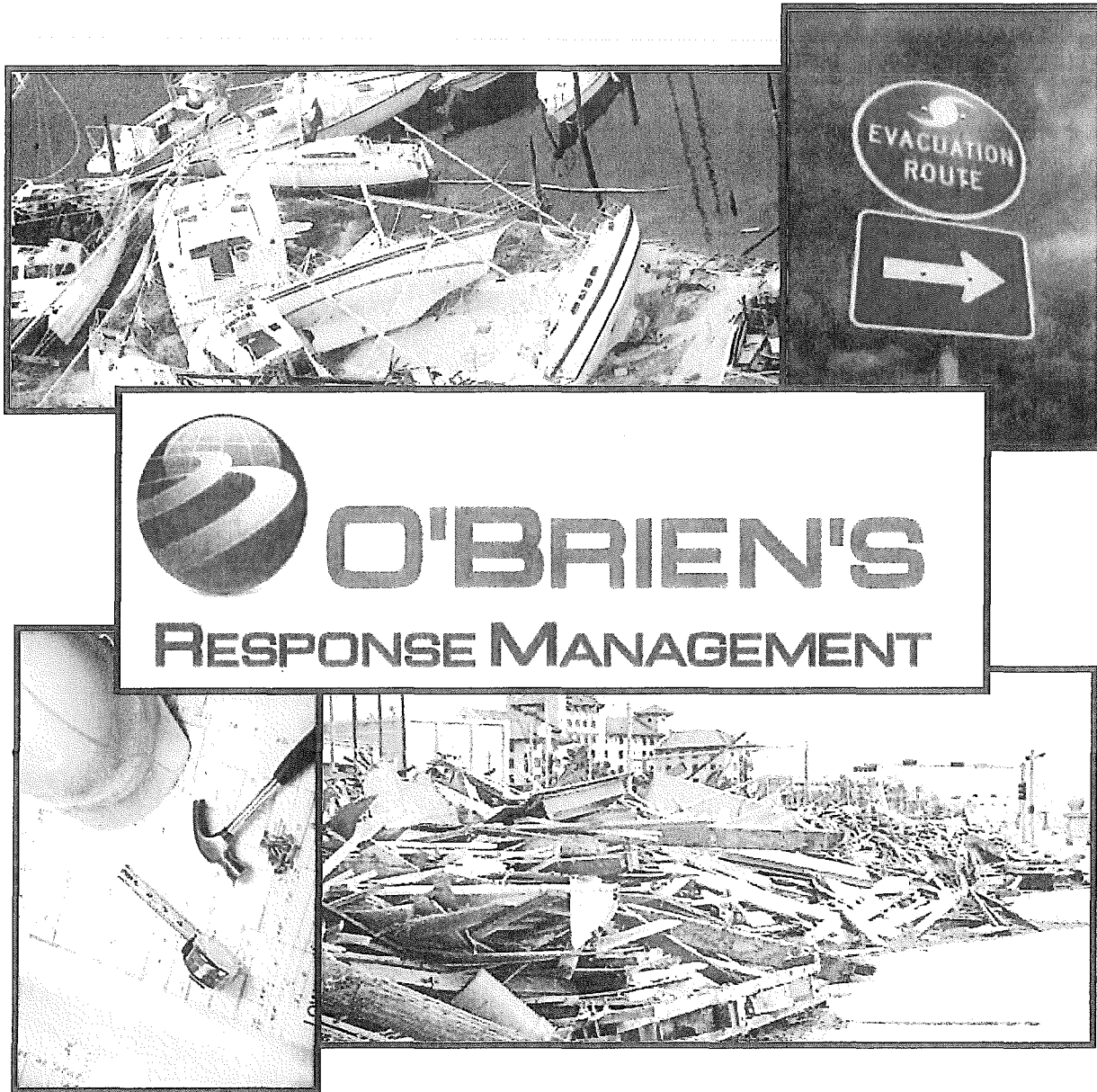


**24 Hour Emergency Line: 985.781.0804**

### Summary of Debris Monitoring Qualifications

- Monitored and documented the removal of over 29 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 located 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 Project Scope, Approach, & Understanding



**O'BRIEN'S**  
**RESPONSE MANAGEMENT**



## Technical Approach & Project Management Plan

### 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.

### 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.

### Local 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. In the Tulsa area, we will call upon the hundreds of trained and experienced monitors who worked for us in 2008 on the ice storm debris project. 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.

**E-Verify**

#### **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.

#### **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.

#### 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.

#### 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.

#### 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.

#### GPS Locating and Digital Photographs

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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.

#### Data Management and Reporting

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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.

#### Invoice Reconciliation and Final Payment Approval

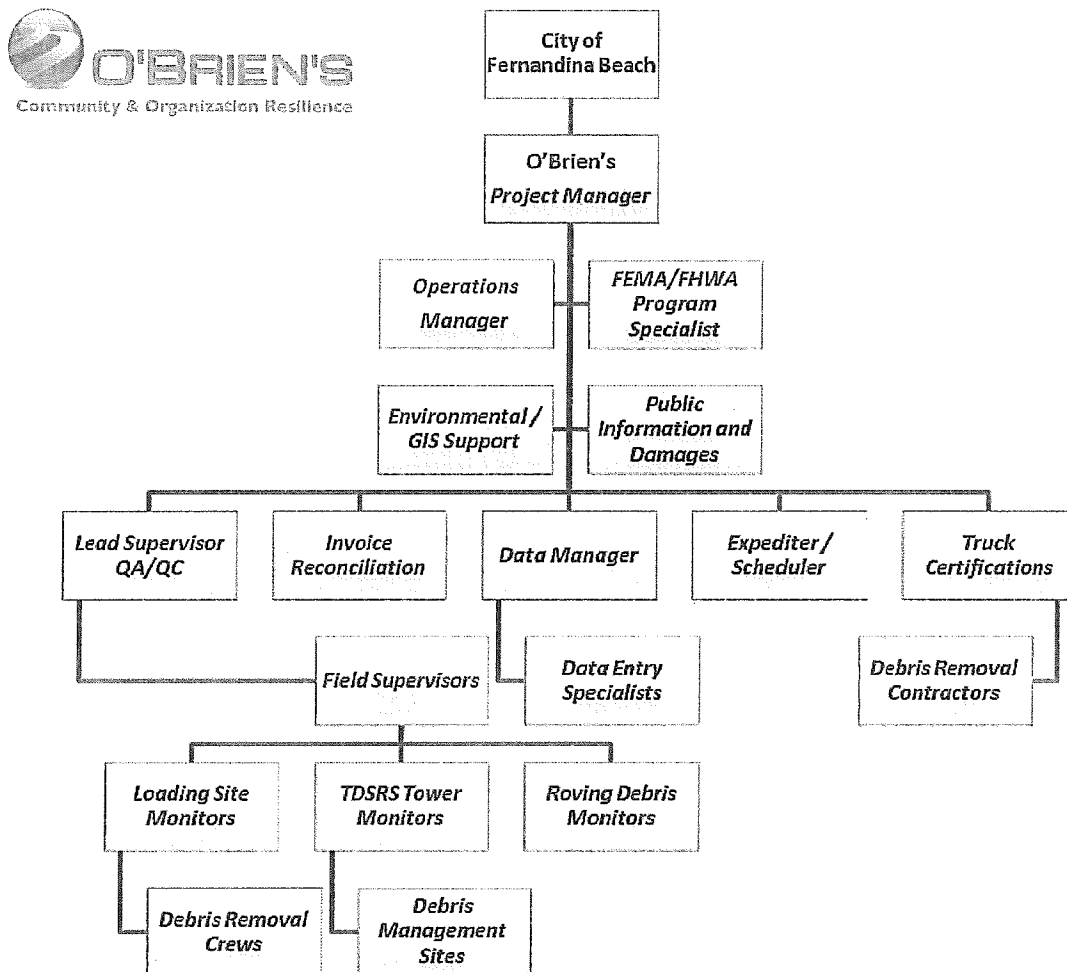
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O'Brien's will reconcile each of the debris removal contractor's invoices and backup documentation with our independently maintained data base of debris quantities and project costs. First, we will ensure that all costs presented on the invoices conform 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.

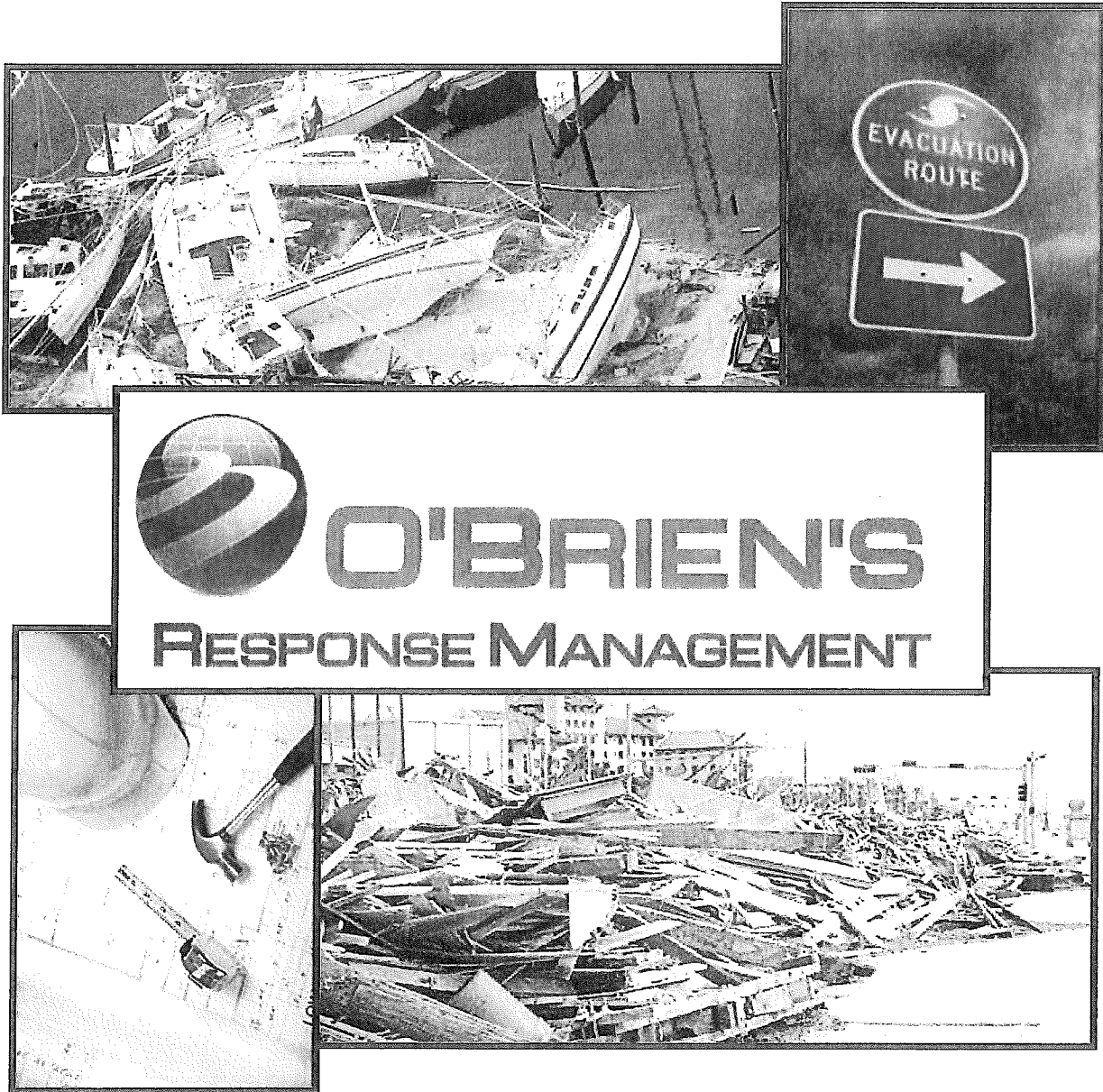
Any discrepancies will be brought to the attention of the City immediately, in the form of an Invoice Discrepancy Report. O'Brien's will coordinate with the contractor to resolve any discrepancies or disputes and, upon resolution, provide the client with a final reconciliation and payment approval report/letter, 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.

## 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:



# 3. Fee Proposal



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**Positions and Rates**

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

**Proposed Positions and Rates**

Requested Positions	Hourly Rate
Project Manager	\$ 78.00
Operations Manager	\$ 59.00
Roving Debris Monitor	\$ 36.00
Loading Site Monitor	\$ 36.00
TDSRS Monitor	\$ 36.00
TDSRS Tower Monitor	\$ 36.00

Additional Suggested Positions	Hourly Rate
Field Supervisor	\$ 49.00
Data Entry Clerk	\$ 25.00
GIS / Mapping Manager	\$ 56.00
Environmental Compliance Specialist	\$ 59.00
Data Manager / Billing and Invoice Analyst	\$ 59.00
FEMA / FHWA Program Specialist	\$ 85.00

- ◆ Hourly rates include all fringe benefit costs and supplies, as well as any applicable Federal, State, City, Municipal or other taxes.
- ◆ Mileage will be billed to the City at standard local or state rates. If approved by the City, O'Brien's will bill lodging and per diems for Project Management staff and provide complete and accurate invoices and other supporting documentation in compliance with FEMA documentation of cost requirements for reimbursements.

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## Pre-Event Services at No Cost

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O'Brien's Response Management Inc. will provide a set of no-cost pre-event services designed to orientate ourselves with the City of Fernandina Beach's current levels 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,
- Conduct an 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 and analysis of current debris removal contracts and RFP's for FEMA compliance,
- Temporary debris management site review and selection consultation,
- Assist with pre-event environmental authorizations for debris management sites.
- Provide regular updates on current FEMA policy and industry trends.

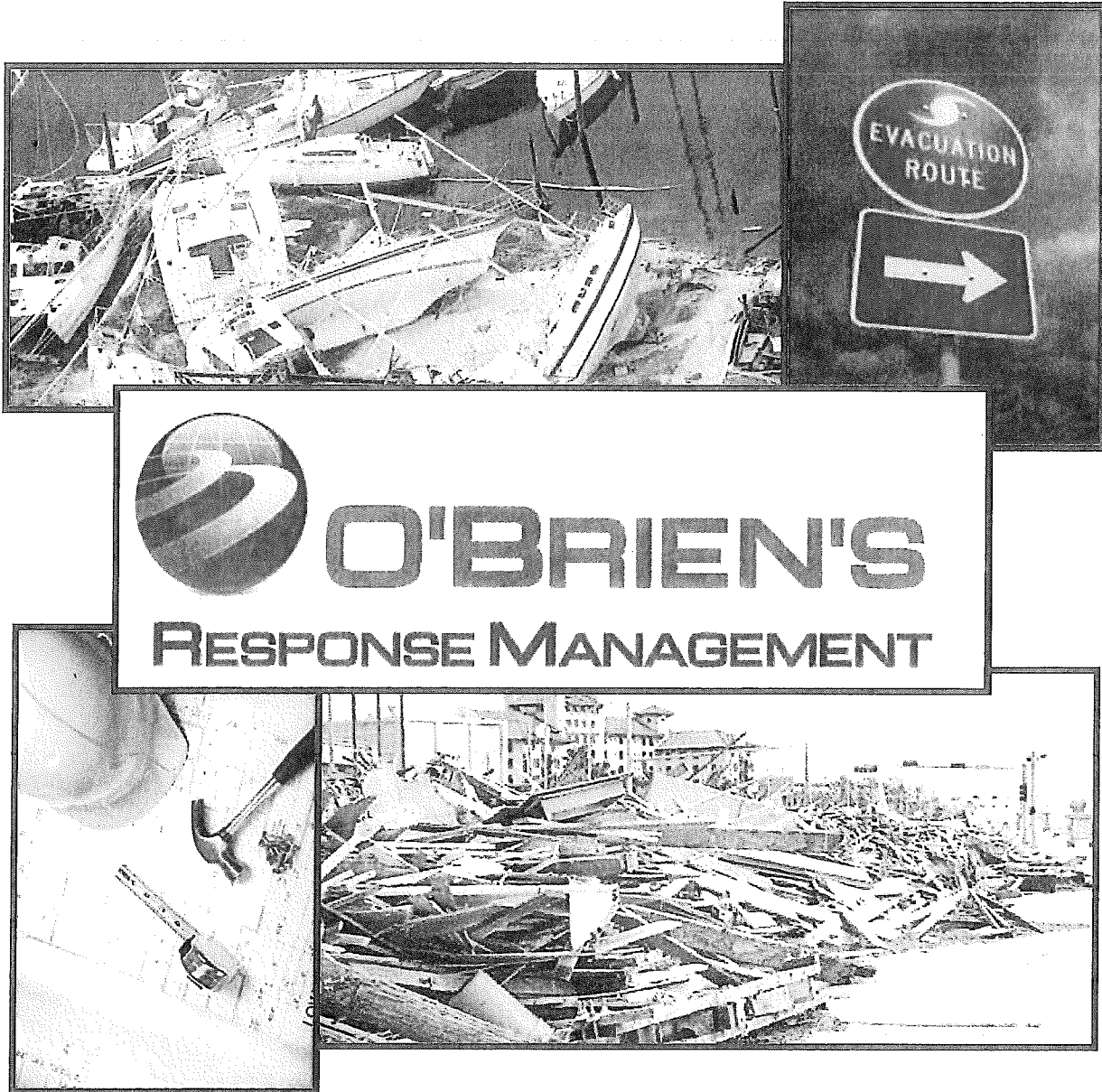
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## FEMA / FHWA Program Consultant

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Our suggested FEMA / FHWA Program Consultant 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 of the City's disaster response, mitigation, and repair and recovery projects.

# 4. Required Forms







**RFP #11-102  
EXHIBIT "A"  
COST OF SERVICES OFFERED**

<u>POSITIONS</u>	<u>HOURLY RATES</u>
Project Manager	_____
Operations Managers	_____
Loading Site Monitors	_____
Roving Debris Monitors	_____
TDSRS Monitors	_____
TDSRS Tower Monitors	_____

Proposer is encouraged to include other positions, with hourly rates, that may help to meet FEMA guidelines. Proposer shall attach job description to each position.

Name: O'Brien's Response Management Inc.

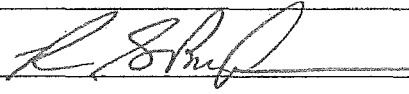
Federal Taxpayer ID: 72-0978746

Mailing Address: 2200 Eller Drive

City, State, & Zip Code: Fort Lauderdale, FL 33316

Telephone: (954) 523-2200 Fax: (954) 527-1722

Email Address: Steve.Branham@obriensrm.com

Submitted By: Steve Branham 

Title: Executive Vice President, Government Services

Vendor Accepts Credit Cards: Yes No  X

Accounting Contact:  
Name: Hope Annunciacion Title: Project Accountant

Email Address: hope.annunciacion@obriensrm.com Phone: (954) 627-5228



EXHIBIT "B"  
TO GENERAL CONDITIONS TO RFP # 11-102

CITY OF FERNANDINA BEACH, FLORIDA SWORN STATEMENT UNDER F.S. SECTION  
287.133(3)(A), ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract for RFP # 11-102.
2. This sworn statement is submitted by (entity) O'Brien's Response Management Inc. whose business address is 2200 Eller Drive, Fort Lauderdale and (if applicable) Federal Employer Identification Number (FEIN) is 72-0978746 ( If a Sole Proprietor and you have no FEIN, include the last four (4) digits of your Social Security Number: \_\_\_\_\_.)
3. My name is Steven Branham and my relationship to the entity named above is Executive Vice President, Government Services
4. I understand that a "public entity crime" as defined in Paragraph 287.133(a)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any proposal or contract for goods or services to be provided to any public entity or any agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
5. I understand that "convicted" or "conviction" as defined in paragraph 287.133(a)(b), Florida Statutes, means finding of guilt or a conviction of a public entity crime with or without an adjudication of guilt, in any federal or state trial court of records relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non-jury trial, or entry of a plea of guilty or nolo contendere.
6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
  1. A predecessor or successor of a person convicted of a public entity crime; or
  2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The City of Fernandina Beach, Florida ownership by one of shares constituting a controlling income among persons when not for fair interest in another person, or a pooling of equipment or income among persons when not for fair market value under a length agreement, shall be a prima facie case that one person controls another person. A person who was knowingly convicted of a public entity crime, in Florida during the preceding 36 months shall be considered an affiliate.
7. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of the state or of the United States with the legal power to enter into a binding contract for provision of goods or services let by a public entity, or



which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies)

Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. (Please attach a copy of the final order.)

The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

The person or affiliate has not been placed on the convicted vendor list. (Please describe any action taken by, or pending with, the Department of General Services.)

[Signature] 24 JUNE 2011  
Signature Date:

STATE OF FLORIDA  
COUNTY OF Broward

PERSONALLY APPEARED BEFORE ME, the undersigned authority, who, after first being sworn by me, affixed his/her signature at the space provided above on this 24<sup>th</sup> day of June, 201 1, and is personally known to me, or has provided \_\_\_\_\_ as identification.

NOTARY PUBLIC-STATE OF FLORIDA  
Karen McGee  
Commission # EE010268  
Expires: AUG. 14, 2014  
BONDED THRU ATLANTIC BONDING CO., INC.

Karen McGee  
Notary Public  
My Commission expires: Aug. 14, 2014



**EXHIBIT "C"**  
**TO GENERAL CONDITIONS TO RFP # 11-102**  
**CITY OF FERNANDINA BEACH**

**DRUG-FREE WORKPLACE CERTIFICATION**

The below-signed Proposer certifies that it has implemented a drug-free workplace program. In order to have a drug-free workplace prepare, a business shall:

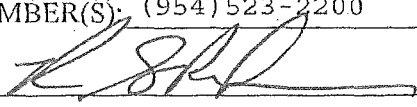
1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violation of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or services a copy of the statement specified in paragraph 1.
4. In the statement in paragraph 1., notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will aproposale by the terms of the statement and will notify the employer of any conviction of, or plea of nolo contendere to, any violation occurring in the workplace no later than five (5) working days after such conviction.
5. Impose a sanction on, or require fine satisfactory participation in drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign this statement, I Certify that this firm complies fully with the above drug-free workplace requirements.

COMPANY: O'Brien's Response Management Inc.

CITY: Fort Lauderdale STATE: FL ZIP CODE: 33316

TELEPHONE NUMBER(S): (954) 523-2200

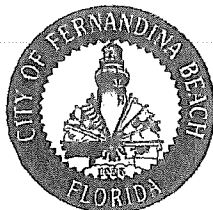
SIGNATURE: 

NAME (TYPED OR PRINTED): Steve Branham TITLE: Executive VP Government Services





EXHIBIT "D"  
RFP 11-102  
CITY OF FERNANDINA BEACH



E-VERIFY STATEMENT

Bid/Proposal Number: RFP # 11-102

Project Description: Disaster Debris Monitoring Services

Vendor/Consultant acknowledges and agrees to the following:

Vendor/Consultant shall utilize the U.S. Department of Homeland Security's E-Verify system, in accordance with the terms governing use of the system, to confirm the employment eligibility of:

1. All persons employed by the Vendor/Consultant during the term of the Contract to perform employment duties within Florida; and
2. All persons, including subcontractors, assigned by the Vendor/Consultant to perform work pursuant to the contract with the Department.

Company/Firm: O'Brien's Response Management Inc.

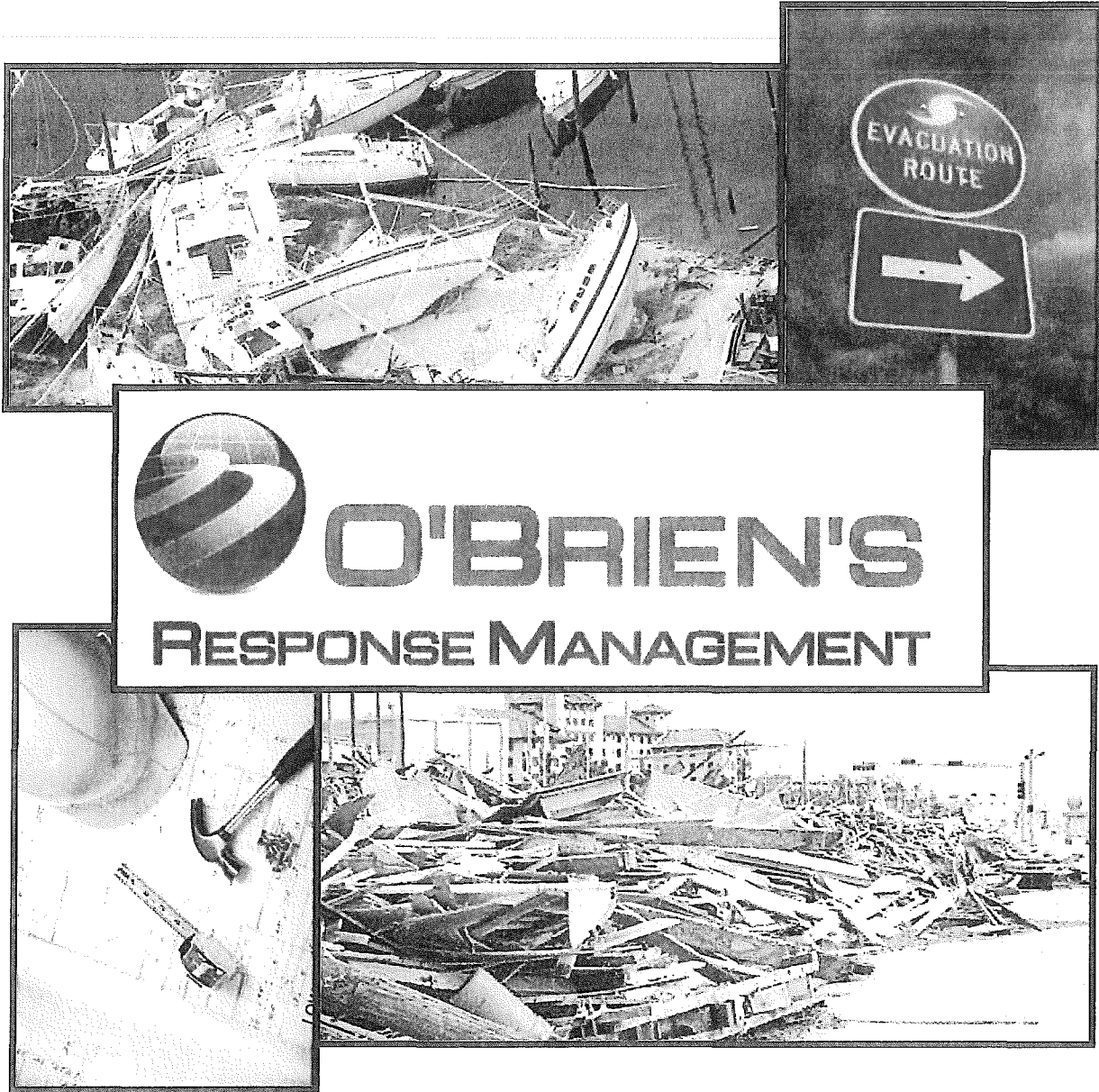
Authorized Signature: 

Title: Executive Vice President, Government Services

Date: June 22, 2011



# X. Miscellaneous



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**Additional Debris Monitoring Project Experience**

**Arkansas Wildlife Management Areas – 2009 – Ice Storms**

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

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

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 Rogers, Arkansas – 2009 – Ice Storms**

O'Brien's also 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.

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

**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.

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

Again, our team was pivotal in the success of the City of Rector's debris removal project.

**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**

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.

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

**Bibb County, Georgia – 2008 - Tornados**

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. Total

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

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

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.

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

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

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.

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

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**

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

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

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

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

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.

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.

## Additional Technical Approach and Capabilities

As page limits applied to our technical approach, we have included additional information here.

### Project Management Capabilities

The O'Brien's Debris Services management team has carefully read the scope of work in the City of Fernandina Beach'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 Assistance

- Coordination of a Table Top Exercise with debris removal contractors the City's debris management staff;
- Training in debris management and monitoring (free half day session);
- 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.

#### 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.;

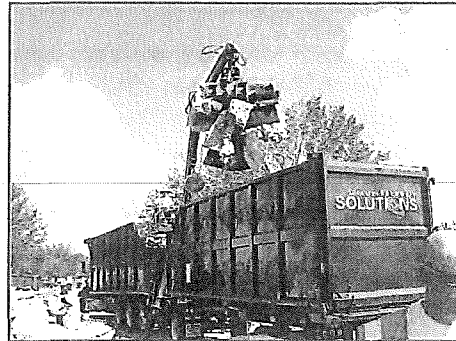
- Assist with Immediate Needs Funding applications and estimated debris removal costs for FEMA Project Worksheets;
- Coordinate with contractors and force account staff to monitor “first push” debris clearance to ensure proper documentation of equipment, labor and contracted costs;
- Identify areas, 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.

### General Project Timeline

Project Stage	Timeline	Actions
<b>Pre-Event</b>	Prior to storm season	<ul style="list-style-type: none"> <li>♦ Training and Planning</li> </ul>
<b>Notification to Proceed</b>	Within 24 hours	<ul style="list-style-type: none"> <li>♦ Mobilize Project Management Team</li> <li>♦ Coordinate with City, FEMA, State and contractors</li> </ul>
<b>First Response</b>	24-48 hours	<ul style="list-style-type: none"> <li>♦ Hire and train local monitors</li> <li>♦ Perform damage assessments and debris estimations</li> </ul>
<b>Debris Clearance Operations</b>	First five days	<ul style="list-style-type: none"> <li>♦ Set priorities for immediate debris clearance</li> <li>♦ Monitor T&amp;M debris clearance crews</li> <li>♦ Develop Action Plan</li> </ul>
<b>Federal Aid Road Debris Removal (First Pass)</b>	Within first two to three weeks	<ul style="list-style-type: none"> <li>♦ Identify FHWA eligible debris and Federal Aid System roadways</li> <li>♦ Designate monitoring crews and schedule separate debris collection</li> <li>♦ Deploy monitors - scale staffing as needed</li> </ul>
<b>Debris Removal Operations</b>	Day 2 or 3 through final collection pass	<ul style="list-style-type: none"> <li>♦ Set up and staff debris sites</li> <li>♦ Measure and certify trucks</li> <li>♦ Schedule and assign monitoring crews</li> <li>♦ Daily metrics reports to the City</li> </ul>
<b>Site Closure &amp; Remediation</b>	After final pass completion (60 – 90 days in)	<ul style="list-style-type: none"> <li>♦ Monitor out-bound mulch trucks</li> <li>♦ Document hazardous waste and CD disposal</li> <li>♦ Document DMS clearance and restorations</li> <li>♦ Determine and document final project costs</li> <li>♦ Reconcile final contractor invoices</li> </ul>
<b>Final Reconciliations and Project Closeout</b>	Last two to three weeks	<ul style="list-style-type: none"> <li>♦ Prepare final FEMA PW's</li> <li>♦ Provide project documentation to City</li> <li>♦ Prepare After Action Report</li> <li>♦ Attend exit interview with FEMA, State</li> </ul>

## 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.



## 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.

## Residential Debris Drop-off Site Management and Monitoring

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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

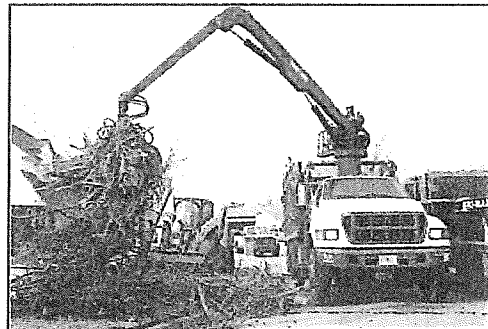
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O'Brien's can implement a Contractor Damage Reporting and Remediation Program. Each incident will be documented with photographs, logged on damage/incident reports and called into Field Supervisors. The Debris Manager or his designated representative 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.

## Ineligible Debris Notification

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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

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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. We are also highly experienced waterway debris removal procedures and policies, and NRCS funding programs.

## 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, and/or
- Weight of inbound and outbound loads
- 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

 <b>O'BRIEN'S</b> RESPONSE MANAGEMENT		Ticket No. (pre-printed)	
<b>CONTRACT INFORMATION</b>			
Client/Project Name: _____			
Hauling Contractor: _____			
<b>TRUCK INFORMATION</b>			
Truck No.:		Certified Capacity:	
Sub/Hauler:		Driver:	
<b>LOADING INFORMATION</b>			
Date:		Time:	
District/Zone:		First Pass Federal Aid Road: <input type="checkbox"/>	
Load Location/Address: _____			
GPS: Lat		Long:	
Load Monitor Signature: _____			
Print Name & Number: _____			
<b>DEBRIS INFORMATION</b>			
<input type="checkbox"/> Vegetative / Burnable		<input type="checkbox"/> White Goods / Hazardous	
<input type="checkbox"/> C & D / Non-Burnable		<input type="checkbox"/> Tree Stump	
<input type="checkbox"/> Mixed (Woody & C&D)		<input type="checkbox"/> Diameter _____	
		<input type="checkbox"/> Other _____	
<b>DISPOSAL INFORMATION</b>			
Time:		Dumpsite:	
Load Est. (%)	x Max. Capacity	™	Cu. Yds.
Site Monitor Signature: _____			
Print Name & Number: _____			
Comments			
<small>White: Client    Green: O'Brien's    Yellow: Contractor    Pink: Hauler    Gold: Client</small>			

- Federal Aid Roadway or other
- Pass number if on Federal Aid Roadway

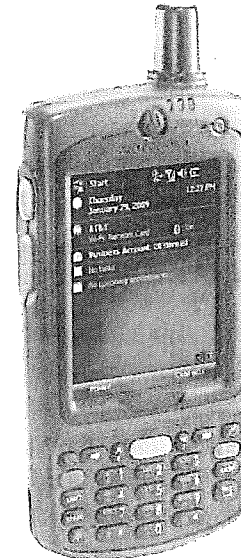
Load Tickets will be in five carbonless copy parts:

- 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 (Contractor 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.

## Electronic / Paperless Load Tracking

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. 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.



While slightly increasing the cost of debris monitoring services, 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.

## Data Management and Reporting

Below are samples of our data management system and reports:

formMainMenu

## Debris Tracking System

Reference Data Maintenance	Data Entry	Activities and Estimates	Reports
<p>Employees/Monitors</p> <p>Drivers</p> <p>Vehicles/Trucks</p> <p>Roads</p> <p>System Table Maintenance</p>	<p>Load Tickets</p> <p>Load Ticket Images</p> <p>Action Items/Incidents</p> <p>Action Items/Incidents - Dup. Address/GPS</p> <p>Roster/Work Hours</p>	<p>Contract Activities</p> <p>District Activities</p> <p>Zone Activities</p> <p>Debris Estimates</p>	<p>Load Ticket and Work Hour Reports</p> <p>Action/Incident Reports</p> <p>Activity Reports</p>

Version 4.70 Updated 2/9/09

Microsoft Access (formVehicleForm)

File Edit Insert Records Window Help

HomeMenu <F3> Close Current Window <F5>

### Trucks

<p>Truck # [ 0-002 ] Contract [ 1 ] VehicleId [ 11 ]</p> <p>Contractor: [ United Recovery Group ] TruckType: [ Roll Loader ]</p> <p>SubContractor: [ R&amp;P Pallet ] CarType: [ RUP ]</p> <p>Primary Driver: [ Conard, Wesley ] Capacity CY: [ 8 ]</p> <p>Loc Certified At: [ 0510-03 ] License Plate: [ 000005 ] St: [ FL ]</p> <p>Certified By: [ Burt, Tony ] Reset? <input type="checkbox"/> Copy</p>	<p>Load Method: [ ]</p> <p>Time: [ ]</p> <p>Load Date: [ ]</p> <p>Load Method: [ ]</p> <p>Load Date: [ ]</p> <p>Load Method: [ ]</p> <p>Load Date: [ ]</p> <p>Comments: [ ]</p>
<p>Truck # [ 0-001 ] Contract [ 1 ] VehicleId [ 13 ]</p> <p>Contractor: [ United Recovery Group ] TruckType: [ Dump Truck ]</p> <p>SubContractor: [ R&amp;P Pallet ] CarType: [ RUP ]</p> <p>Primary Driver: [ Carter, James ] Capacity CY: [ 24 ]</p> <p>Loc Certified At: [ 0510-03 ] License Plate: [ 000005 ] St: [ FL ]</p> <p>Certified By: [ 0005 McBride, Thomas ] Reset? <input type="checkbox"/> Copy</p>	<p>Load Method: [ ]</p> <p>Time: [ ]</p> <p>Load Date: [ ]</p> <p>Load Method: [ ]</p> <p>Load Date: [ ]</p> <p>Load Method: [ ]</p> <p>Load Date: [ ]</p> <p>Comments: [ ]</p>
<p>Truck # [ 0-002 ] Contract [ 1 ] VehicleId [ 14 ]</p> <p>Contractor: [ United Recovery Group ] TruckType: [ Dump Truck ]</p> <p>SubContractor: [ R&amp;P Pallet ] CarType: [ RUP ]</p> <p>Primary Driver: [ Pierson, Billy ] Capacity CY: [ 24 ]</p> <p>Loc Certified At: [ 0510-03 ] License Plate: [ 000005 ] St: [ FL ]</p> <p>Certified By: [ 0005 McBride, Thomas ] Reset? <input type="checkbox"/> Copy</p>	<p>Load Method: [ ]</p> <p>Time: [ ]</p> <p>Load Date: [ ]</p> <p>Load Method: [ ]</p> <p>Load Date: [ ]</p> <p>Load Method: [ ]</p> <p>Load Date: [ ]</p> <p>Comments: [ ]</p>
<p>Truck # [ 0-003 ] Contract [ 1 ] VehicleId [ 15 ]</p> <p>Contractor: [ ] TruckType: [ ]</p> <p>SubContractor: [ ] CarType: [ ]</p> <p>Primary Driver: [ ] Capacity CY: [ ]</p> <p>Loc Certified At: [ ] License Plate: [ ] St: [ ]</p> <p>Certified By: [ ] Reset? <input type="checkbox"/> Copy</p>	<p>Load Method: [ ]</p> <p>Time: [ ]</p> <p>Load Date: [ ]</p> <p>Load Method: [ ]</p> <p>Load Date: [ ]</p> <p>Load Method: [ ]</p> <p>Load Date: [ ]</p> <p>Comments: [ ]</p>

Records: 14 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | of 53

Form View

Start | Debris Tracker Data Base | formMainMenu | formVehicleForm

Microsoft Access 2003 | 9:55 PM



Incident Images and Data

**Unified Recovery Group, LLC**  
1228059

**FEBA Debris**

ADDED BY: [Name]  
DATE: 10-6-08  
TIME: 3:07 PM

MONITOR: [Name]  
SUPERVISOR: [Name]

**Incident Data**

ID: 114

Status: Open

Type: LEANER/WAGON


Address: [Address]

City: [City]

Zone: [Zone]

Resident: [Name]

Task Owner: FEBA



Microsoft Access - [FormLoadTicket:Form]

Load Tickets

Totals		Veh Capacity CY:	1,243
Load Tickets:		Unused Capac CY:	50
Stumps:		Load Ticket CY:	1,193
		Load Ticket CY %:	92.8%
		Deduct CY:	0
		Final CY:	1,193
		Final CY %:	92.8%
Nbr:	663983	Contract:	Calvet - DSJ Enterprises
Load Dt:	6/6/2009	Load Type:	Collection
Truck:	31 - 40 CY - DSJ Enterprises	Capacity:	40
Driver:	Kyle, Steve	Unused:	2.0
Debris:	Mulchable/Burnable/Woody	Load CY:	38.00
		Load %:	95.00
		Deduct:	0.0
		Stump:	
		Final CY:	38.0
		Tree:	
Address:	Harrison St	Load:	8:10 AM
City:	Princeton	Monitor:	446 Griffith, Jennifer
Drop Site:	Ridge Road Savant Burn Site	Dump:	8:23 AM
		Task Owner:	410 Richardson, Aaron
		Dump Dt:	6/6/2009
		Ticket:	
		Comments:	
Ticket Status:	Entry Complete	QA Complete:	<input type="checkbox"/>

<b>Load Tickets by Task Owner / Debris Type</b>							
<b>Ohio - Virginia Turf</b>							
<b>Load Type: Collection</b>	<b>Monthly Totals From 5/1/2009 - 5/31/2009</b>						
	<b>Tickets</b>	<b>Stumps</b>	<b>Capacity CY</b>	<b>Load CY</b>	<b>Pct</b>	<b>Trucks</b>	
<b>FHWA</b>							
Mulchable/Burnable/Woody							
2009/05	391	0	31,544	19,199	60.9%	8	
Subtotal	391	0	31,544	19,199	60.9%		
<b>Ohio County</b>							
Mulchable/Burnable/Woody							
2009/05	603	0	32,924	30,119	91.5%	16	
Subtotal	603	0	32,924	30,119	91.5%		
<b>State Roads</b>							
Mulchable/Burnable/Woody							
2009/05	438	0	28,038	22,485	80.2%	27	
Subtotal	438	0	28,038	22,485	80.2%		
<b>State Roads - FHWA</b>							
Mulchable/Burnable/Woody							
2009/05	70	0	3,878	3,278	84.5%	7	
Subtotal	70	0	3,878	3,278	84.5%		
<b>Report Total</b>	<b>1,502</b>	<b>0</b>	<b>96,384</b>	<b>75,082</b>	<b>77.9%</b>		

## 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

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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

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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

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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 OSHA 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 unsafe activities witnessed in the field and halt debris operations until corrective measure are taken.

## Project Cost Control Measures

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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.

## After Action Report

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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.

## Documentation of Disaster Debris Removal Costs

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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. From having served as Florida State FEMA Public Assistance Coordinators and debris management specialists, our personnel are highly experienced in ensuring that FEMA and FHWA documentation requirements are met for debris removal projects. We have trained thousands of Florida local government and state agency personnel in FEMA documentation requirements and assisted hundreds of PA Program applicants with their documentation of disaster recovery costs, including for some very large and complex debris removal projects.

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, allows us to ensure that all project costs will be documented correctly.

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## Final Deliverables

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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, and scanned electronic copies
- 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.

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## Positions and Responsibilities

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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 Project Positions and Responsibilities		
Position	Number	General Responsibilities
<b>Company Principal</b>	One available	<ul style="list-style-type: none"> <li>◆ Responsible for oversight of project management team, customer service, QA/QC, contract compliance</li> <li>◆ Coordinate pre-event planning</li> <li>◆ Provide daily project oversight and quality assurance</li> <li>◆ Mobilize to EOC upon notification</li> </ul>
<b>Project Manager</b>	One for duration of the project	<ul style="list-style-type: none"> <li>◆ Liaison with Client and its sub-divisions and departments throughout the project</li> <li>◆ Manage and ensure performance of personnel</li> <li>◆ Resolve any contract, performance or personnel issues</li> <li>◆ Prepare reports and meet with Client regularly</li> </ul>
<b>Deputy Project Manager</b>	As needed	<ul style="list-style-type: none"> <li>◆ Fill in when necessary for the Project Manager</li> <li>◆ Act as Liaison with local municipalities, FEMA, the Client</li> <li>◆ Coordinate damage assessments</li> <li>◆ Manage and coordinate all field operations</li> <li>◆ Coordinate with Client and contractors for debris prioritization and clearance push</li> </ul>
<b>Operations Coordinator</b>	One or two	<ul style="list-style-type: none"> <li>◆ Manage Truck Certification Program</li> <li>◆ Coordinate FHWA cost segregation</li> <li>◆ Implement Quality Control system</li> <li>◆ Oversee training of all hired monitors</li> <li>◆ Liaison with debris removal contractors</li> <li>◆ Attend daily meetings with Client and contractors</li> <li>◆ Prepare, review and revise Debris Management Plans</li> <li>◆ Confer with client on FEMA and FHWA policy</li> <li>◆ Ensure compliance with FEMA PA Program guidelines</li> </ul>
<b>Debris Consultant/Planner</b>	One	<ul style="list-style-type: none"> <li>◆ Assist with debris removal contractor qualification</li> <li>◆ Coordinate debris estimates and assessments</li> <li>◆ Coordinate Right of Entry, Demolition and Private Property Debris Removal Programs</li> <li>◆ Ensure that all required documents, permits and authorizations are obtained and maintained</li> <li>◆ Consult with Client on FEMA regulations</li> <li>◆ Prepare Project Worksheets and DDIR's</li> </ul>
<b>FEMA / FHWA Coordinator / Specialist</b>	One	<ul style="list-style-type: none"> <li>◆ Represent Client at FEMA or FHWA meetings</li> <li>◆ Assist with any necessary appeals of FEMA decisions</li> <li>◆ Assist with eligibility determinations and requests</li> <li>◆ Ensure compliance with Federal guidelines</li> <li>◆ Track damages caused by contractors</li> </ul>
<b>Damages Reporting and Remediation Coordinator</b>	One, as needed	<ul style="list-style-type: none"> <li>◆ Report damages daily to UBCS, contractor, Debris Manager</li> <li>◆ Follow up to ensure remedial actions taken</li> <li>◆ Liaison with residents on persistent issues</li> <li>◆ Coordinate with the Client's Public Information Officer</li> </ul>
<b>Public Information Support Manager</b>	One, as needed	<ul style="list-style-type: none"> <li>◆ Assist in the development and dissemination of public information regarding the debris project</li> <li>◆ Establish and manage call centers or websites</li> </ul>

Monitoring Project Positions and Responsibilities		
Position	Number	General Responsibilities
<b>Scheduler/Expediter</b>	One	<ul style="list-style-type: none"> <li>◆ Assign monitoring crews to work locations</li> <li>◆ Coordinate schedules and assignments with debris removal contractors</li> <li>◆ Monitor and regulate staffing levels</li> <li>◆ Direct and plan debris removal schedules</li> </ul>
<b>GIS Analyst</b>	One, as needed	<ul style="list-style-type: none"> <li>◆ Mapping debris locations, removal routes and removal progress</li> <li>◆ Developing web-based mapping and debris tracking systems</li> </ul>
<b>Lead Field Supervisor</b>	One, as needed	<ul style="list-style-type: none"> <li>◆ Coordinate with all field supervisors daily</li> <li>◆ Manage daily scheduling and assignments of Supervisors</li> <li>◆ Impose Quality Control on field operations</li> </ul>
<b>Field Supervisors</b>	One per fifteen to twenty monitors	<ul style="list-style-type: none"> <li>◆ Supervise O'Brien's monitors in the field</li> <li>◆ Interface with FEMA debris monitors</li> <li>◆ Provide Quality Control at loading sites</li> <li>◆ Coordinate field operations with removal contractors</li> <li>◆ Resolve personnel issues</li> </ul>
<b>Debris Site/Tower Monitors</b>	Two or three per site	<ul style="list-style-type: none"> <li>◆ Assess and quantify debris loads</li> <li>◆ Monitor site for safety and efficiency</li> <li>◆ Finalize load tickets</li> <li>◆ Maintain Tower Logs</li> </ul>
<b>Environmental Specialist</b>	One, as needed	<ul style="list-style-type: none"> <li>◆ Assist in securing debris site permits</li> <li>◆ Perform debris site base line analysis and documentation</li> <li>◆ Monitor project and sites for environmental compliance and issues</li> </ul>
<b>Collection Site Monitor</b>	Dependent on project demands – up to 1000 or more	<ul style="list-style-type: none"> <li>◆ Inspect debris collection activities of contractors</li> <li>◆ Certify that debris is storm-related and eligible for FEMA reimbursement</li> <li>◆ Fill out load tickets with loading site and contractor information</li> <li>◆ Record GPS locations of certain debris</li> <li>◆ Measure and record locations of tree stumps</li> </ul>
<b>Roving Monitors and QA/QC Inspectors</b>	Dependent on project demands	<ul style="list-style-type: none"> <li>◆ Document leaning tree and hanging branch removal</li> <li>◆ Manage hazardous waste removal</li> <li>◆ Supervise collection of White Goods</li> <li>◆ Assist with debris mapping and zone closure</li> <li>◆ Identify and record ineligible debris</li> </ul>
<b>Traffic Control</b>	Variable	<ul style="list-style-type: none"> <li>◆ Divert traffic around debris loading areas when needed</li> <li>◆ Manage truck ingress and egress from debris sites</li> </ul>
<b>Citizen/Resident Drop-off Site Monitors</b>	As needed	<ul style="list-style-type: none"> <li>◆ Set-up and manage sites</li> <li>◆ Verify and record proof of residency</li> <li>◆ Monitor outbound loads and issue load tickets</li> <li>◆ Manage and supervise data entry staff</li> </ul>
<b>Data Manager</b>	One	<ul style="list-style-type: none"> <li>◆ Impose Quality Control over ticket management and data entry</li> <li>◆ Produce daily metrics reports</li> <li>◆ Assist with Invoice Reconciliation</li> </ul>



Monitoring Project Positions and Responsibilities		
Position	Number	General Responsibilities
<b>Data Entry Clerks</b>	Generally two to ten, depending on volume	<ul style="list-style-type: none"> <li>◆ Inspect each load ticket for errors or omissions and report issues to supervisors for remediation</li> <li>◆ Transfer information from load ticket to data base</li> <li>◆ Scan each ticket to make electronic copy</li> <li>◆ Organize, sort and bind tickets in daily packages</li> </ul>
<b>Call Center or Website Staff</b>	As needed	<ul style="list-style-type: none"> <li>◆ Staff debris "hot line" and respond to public concerns, complaints or questions</li> <li>◆ Respond to emails from the public</li> </ul>
<b>Billing and Invoice Analyst and Manager</b>	One	<ul style="list-style-type: none"> <li>◆ Inspect and audit contractor's invoices</li> <li>◆ Reconcile invoices with load ticket summary</li> <li>◆ Verify accuracy of invoices</li> <li>◆ Coordinate with contractors to rectify errors</li> <li>◆ Approve invoices and authorize payment</li> <li>◆ Produce summary reports for each invoice including back up data and documents</li> </ul>
<b>Clerical Assistant</b>	One or two as needed	<ul style="list-style-type: none"> <li>◆ Manage and organize all project documentation</li> <li>◆ Scan all project cost documents</li> <li>◆ Track monitoring costs and compile time sheets</li> </ul>

## Project Schedule and Implementation Plan

The main elements of our general approach to the implementation and management of a debris monitoring project are summarized here, with the responsibilities and roles performed as described in the table above:

### Project Management Plan Implementation Summary

- Mobilize our team to the Emergency Operations Center and the affected areas;
- Establish Debris Management Centers in the affected quadrants or municipalities;
- Review debris removal contracts;
- Coordinate scheduling with removal contractors;
- Review available temporary debris management sites;
- Develop the Debris Operations Action Plan;
- Review and establish Federal Aid roads list;
- Establish debris collection zones and produce maps;
- Initiate truck certification program;
- Activate monitoring functions.

### 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

**Summary of Monitoring Services and Capabilities**

Debris Monitoring and Disaster Management Services	
Task	Services and Capabilities
<b>Pre-Event Planning</b>	<ul style="list-style-type: none"> <li>◆ Develop or update the Debris Management Plan</li> <li>◆ Review and update Emergency Management Plans</li> <li>◆ Identify Debris Management Sites</li> <li>◆ Debris Forecasting and Scenario Modeling</li> <li>◆ Table Top Exercise and Coordination with Contractors</li> <li>◆ Coordinate with local municipalities</li> </ul>

Debris Monitoring and Disaster Management Services	
Task	Services and Capabilities
	<ul style="list-style-type: none"> <li>◆ Conduct training in debris management and Federal Programs</li> <li>◆ Review current FEMA and FHWA policies and guidelines</li> <li>◆ EOC Support and coordination</li> <li>◆ Damage Assessments and Debris Estimations</li> <li>◆ Attend FEMA Kick-off Meetings</li> </ul>
<b>Response Coordination</b>	<ul style="list-style-type: none"> <li>◆ Prioritization of roads, facilities, properties for clearance</li> <li>◆ Develop Debris Management Action Plan</li> <li>◆ Track and document 70 hour First Push costs</li> <li>◆ Establish Debris Management Center</li> <li>◆ Develop, design, manage and implement a public information campaign about the debris project</li> </ul>
<b>Public Information</b>	<ul style="list-style-type: none"> <li>◆ Establish and manage a debris "hotline" call center</li> <li>◆ Distribute flyers and notices to the public about the project</li> <li>◆ Develop and manage a debris information website</li> </ul>
<b>Truck Certification</b>	<ul style="list-style-type: none"> <li>◆ Measure volumetric capacity of debris removal trucks</li> <li>◆ Issue certification forms for each truck</li> <li>◆ Photograph each truck and affix placard</li> </ul>
<b>Debris Management Sites</b>	<ul style="list-style-type: none"> <li>◆ Identify Suitable Debris Management Sites</li> <li>◆ Coordinate environmental authorizations</li> <li>◆ Base-line data collection and soil sampling</li> <li>◆ Manage site set-up, security and safety assurance</li> <li>◆ Oversee site closure and restoration</li> </ul>
<b>Debris Collection Monitoring</b>	<ul style="list-style-type: none"> <li>◆ Load Ticket completion and management</li> <li>◆ Verification and certification of debris eligibility</li> <li>◆ Safety assurance and monitoring</li> <li>◆ Mapping of debris collection progress</li> <li>◆ Identification of ineligible debris</li> </ul>
<b>Debris Site Monitoring</b>	<ul style="list-style-type: none"> <li>◆ Assess volumetric quantities in trucks</li> <li>◆ Complete and manage load tickets</li> <li>◆ Monitor contractor activities and equipment usage</li> </ul>
<b>Private Property Debris Removal</b>	<ul style="list-style-type: none"> <li>◆ Coordinate with FEMA for authorization</li> <li>◆ Manage Right of Entry and Hold Harmless Agreements</li> </ul>
<b>FHWA ER Program Support</b>	<ul style="list-style-type: none"> <li>◆ Track debris removal costs on Fed Aid roads separately</li> <li>◆ Map daily debris removal progress</li> </ul>
<b>Mapping and Website Support</b>	<ul style="list-style-type: none"> <li>◆ Manage GIS enabled website to display collection progress and schedules</li> <li>◆ Pre-validate debris with FEMA</li> <li>◆ Coordinate with NRCS, USCG or other agencies</li> </ul>
<b>Waterborne Debris</b>	<ul style="list-style-type: none"> <li>◆ Marina, beaches, canals, navigable waterways, drainage systems</li> <li>◆ Identify eligible debris and document locations</li> <li>◆ Monitor and document debris removal</li> <li>◆ Monitor and document sand sifting and seaweed removal</li> <li>◆ Assist with "due diligence" and tagging of boats</li> </ul>
<b>Validation of Special Debris</b>	<ul style="list-style-type: none"> <li>◆ Pre-validate stumps, hanging limbs and leaning trees</li> <li>◆ Document locations with photographs and GPS</li> <li>◆ White goods removal management</li> </ul>
<b>Hazardous Waste</b>	<ul style="list-style-type: none"> <li>◆ Identify and ensure proper handling and segregation</li> <li>◆ Document disposal</li> </ul>
<b>Debris Recycling</b>	<ul style="list-style-type: none"> <li>◆ Identify recycling opportunities and markets</li> </ul>
<b>Data Entry and Management</b>	<ul style="list-style-type: none"> <li>◆ Enter load ticket data daily</li> <li>◆ Manage and organize data and produce daily reports</li> </ul>

Debris Monitoring and Disaster Management Services	
Task	Services and Capabilities
<b>Daily Reports and Meetings</b>	<ul style="list-style-type: none"> <li>◆ Upload data daily to website</li> <li>◆ Produce daily project status reports on debris project</li> <li>◆ Meet with client's representatives, FEMA, contractors</li> </ul>
<b>Contractor Damage Tracking</b>	<ul style="list-style-type: none"> <li>◆ Document, report and track damages caused by contractors</li> <li>◆ Follow up to ensure remediation</li> </ul>
<b>Invoice Reconciliation</b>	<ul style="list-style-type: none"> <li>◆ Analyze contractors invoices and reconcile with ORM's independent database</li> <li>◆ Approve payments on invoices</li> <li>◆ Work with Contractor to resolve discrepancies</li> </ul>
<b>Contractor Compliance</b>	<ul style="list-style-type: none"> <li>◆ Ensure that contractors are operating within scope or work</li> <li>◆ Approve only FEMA-eligible debris removal work</li> <li>◆ Monitor and document debris final disposal</li> </ul>
<b>Final Disposal Confirmation</b>	<ul style="list-style-type: none"> <li>◆ Ensure that final destinations are properly permitted</li> <li>◆ Track and document final disposal costs</li> </ul>
<b>After Action Report</b>	<ul style="list-style-type: none"> <li>◆ Final report on all project details, issues, metrics with "lessons learned" and recommendations</li> </ul>
<b>Project Cost Documentation</b>	<ul style="list-style-type: none"> <li>◆ Provide client with full set of original load tickets, reports, logs, photographs, tipping fee receipts, invoices, etc.</li> <li>◆ Identify and document damages and recovery costs</li> <li>◆ Assist with Immediate Needs Funding applications</li> </ul>
<b>FEMA and FHWA Program Support</b>	<ul style="list-style-type: none"> <li>◆ Assist with preparation of federal claims</li> <li>◆ Assist with appeals to FEMA or FHWA decisions</li> <li>◆ Grants management for all response and recovery projects</li> <li>◆ Prepare FEMA projects for final inspection and closeout</li> </ul>

**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"

The O'Brien's personnel listed below are highly qualified professionals who have recently served on major debris monitoring and disaster recovery projects in North Carolina, Massachusetts, Texas, Arkansas, Louisiana, Oklahoma, Georgia or Florida, and/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 Fernandina Beach.

**Resumes**

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

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

- AS Degree
- FEMA Certificates: IS-100, IS-200, G-300, G-400, IS-630, IS-632, IS-700, IS-800
- Department of Homeland Security – Enhanced Threat and Risk Assessment
- Florida Division of Emergency Management – COOP Program Manager
- United States Army – Anti-Terrorism/Force Protection Level II Instructor

**Relevant Employment:**

- O'Brien's Response Management: Vice President, Debris Services
- Florida Department of Transportation: May 1976 – December 2010
- 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:** Chuck Brannon serves as the Vice President of Debris Services for 6 years of O'Brien's. He has six years of experience in emergency management and Emergency Management experience 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.

**FDOT Right of Way Resource Manager**

**Disasters**

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

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 160<sup>th</sup> 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.

**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 truckloads 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.

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:**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• FEMA Public Assistance Program Management</li> <li>• Debris Management and Operations</li> <li>• Debris Management Planning</li> <li>• Debris Contract Monitoring</li> <li>• Technical and Proposal Writing</li> <li>• Federal Program Compliance</li> </ul> | <ul style="list-style-type: none"> <li>• FHWA ER Program Support</li> <li>• Grant Management &amp; Administration</li> <li>• Project Management</li> <li>• Contract Management</li> <li>• Training Development</li> <li>• Public Information Development</li> </ul> |
|---|---|

**Experience:**

Six and a half years of disaster recovery, FEMA Public Assistance Program and debris management experience

**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 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.

**Disasters**

- 1539 TS Bonnie
- 1539 Charley
- 1545 Frances
- 1551 Ivan
- 1561 Jeanne
- 1595 Dennis
- 1595 Katrina
- 3259 TS Rita
- 1609 Wilma
- 1679 Tomado

**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

1785 TS Fay

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.

**Daniel Sanford – Alternate 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
- Additional Training: G202 Debris Management

**Relevant Employment:**

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

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.

**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

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

1784 TS Fay  
1785 Gustav  
1792 Ike  
1819 AR Storm  
1818 KY Storm

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 met 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.

**Richard Bussey – Operations Coordinator**

**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

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

experience

treated. Mr. Bussey also served as the Project Manager for the Louisiana 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.

**Disasters**

1673 MO

Storms

1735 OK Ice St

1785 TS Fay

1786 Gustav

1818 KY Storm

1819 AR Storm

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.

**John LaCaze Jr. – GIS Analyst / Mapping**

**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    | • Emergency Response               |
| • Spatial Application Design | • Transportation                   |
| • GIS Integration            | • Military Cartographic Production |
| • Environmental Planning     | • 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.

### **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

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

<p>experience</p> <p><b>Disasters</b></p> <p>1539 Charley</p> <p>1545 Frances</p> <p>1561 Jeanne</p> <p>1595 Dennis</p> <p>1595 Katrina</p> <p>3259 TS Rita</p> <p>1609 Wilma</p> <p>1785 TS Fay</p>	<p>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.</p> <p>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 &amp; Recreation.</p> <p>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.</p> <p>While working as an employee of Merck &amp; 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.</p>
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**Steven D. Kegelman – Hazardous Materials / ICS Coordinator**

- Education, Certification And Licenses:**
- Master Exercise Practitioner, MEP
  - Certified Hazmat Specialist, CSTI
  - Hazmat Incident Commander, CSTI
  - 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 – Training / 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.

**Brad Bassett – Data Manager / Invoice Analyst / Training**

- 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 Program experience

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 management and project supervision.

**Disasters**

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

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.

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.

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.

Additional experience includes Debris Removal Project Management, NRCS waterway project management, asset maintenance/management and international construction management.

**Shannon Shiver – Operations / 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 experience

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 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.

**Disasters**

- 1539 TS Bonnie
- 1539 Charley
- 1545 Frances
- 1551 Ivan
- 1561 Jeanne
- 1595 Dennis
- 1602 Katrina
- 1609 Wilma
- 1735 OK Ice St
- 1761 GA Torn
- 1785 TS Fay
- 1786 Gustav

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.

During 2007, Ms. Shiver supported O'Brien's' Florida Department of Transportation consulting project with the review of Federal Highway

1792 Ike  
1818 KY Storm  
1819 AR Storm

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.

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 as 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.

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

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

- FEMA Certificates: IS-100, IS-200, IS-208, IS-393, IS-700, IS-701, is-703, IS-800
- PA Operations I, PA Operations II, Preliminary Damage Assessments
- 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**

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

and Public Assistance Program experience

eligibility criteria as well as proficiency in damage cost estimates for all categories of work and is fully bilingual in English and Creole.

**Disasters**

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

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, taught leadership and marksmanship skills and was responsible for over 5 million dollars' worth of military equipment.

**Gautam Agrawala – Environmental Compliance & Permitting**

**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:**

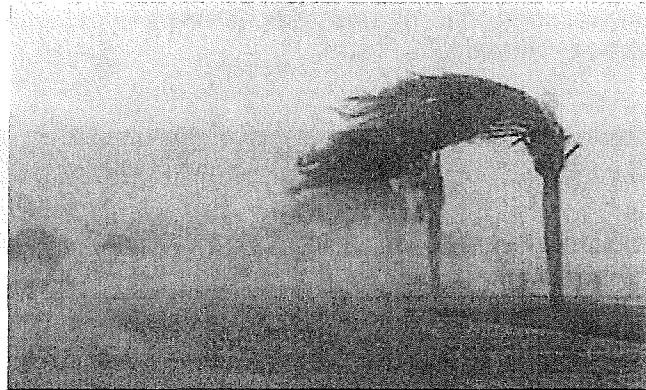
- O'Brien's Response Management, Project Engineer

**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.



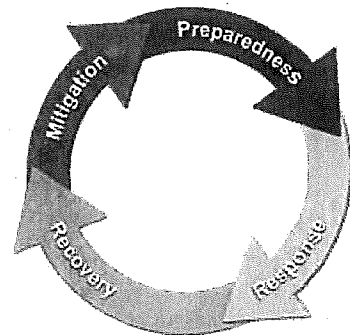
## Additional Disaster Management Services and Capabilities

### 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:

- FEMA Program Public Assistance and FHWA Emergency Relief Program guidance
- Preliminary Damage Assessments
- Scope of damage formulation and documentation
- Immediate Needs Funding Requests
- Project identification and scope of work development
- Contract procurement assistance and bid review
- Kick-off Meeting attendance and support
- Project Worksheet development – small and large
- Project cost documentation management
- Project Management for permanent work
- Small project netting reviews
- Mitigation project identification and support
- Appeals research and writing
- Project deadline time extension requests
- Alternate and Improved Project identification and requests
- Insurance reviews and benefits tracking
- Request for Reimbursement and Summary of Documentation
- Quarterly Reports to the State
- Comprehensive FEMA Grants management and compliance monitoring
- Case/Project Management and files maintenance
- Final Inspection and Project Closeout support
- FEMA OIG audit support



### 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:

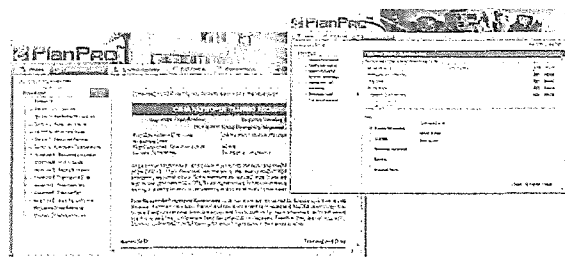
- Comprehensive Emergency Management Plan
- Continuity of Government Plan
- Hazard Mitigation Plan
- Emergency Operations Plan
- Integrated Contingency Plan
- Facility Response Plan
- Emergency Response Plan
- Spill Prevention, Control and Countermeasure Plan
- Storm-water Pollution Prevention Plan
-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

### 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.



## 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

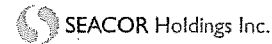


O'Brien's can provide a Public Information Officer to represent state or local government agencies during the debris project, to provide immediate and integrated Public Relations coverage from the beginning of an incident through to the entire response and recovery process. We can develop, through our 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.

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 inquiries 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

**Financial Statements**

**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	\$ 2,669,348	\$ 1,711,338	\$ 1,655,956	\$ 1,359,230	\$ 1,323,445
Gains on Asset Dispositions and Impairments, Net	45,248	27,675	89,153	122,572	77,977
Operating Income	408,341	231,827	342,689	347,775	360,748
Net Income Attributable to SEACOR Holdings Inc.	242,724	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 <sup>1</sup>	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 <sup>2</sup>	353,473	857,807	655,803	1,001,721	925,725
Total Debt <sup>3</sup>	718,618	792,730	937,952	915,094	932,462
SEACOR Holdings Inc. Stockholders' Equity	1,767,247	1,957,262	1,630,150	1,661,940	1,582,028
Total Book Value Per Common Share of SEACOR Holdings Inc. <sup>4</sup>	85.52	66.56	81.44	72.73	66.52
Total Debt to Total Capital <sup>5</sup>	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	\$ 408,341	\$ 231,827	\$ 342,689	\$ 347,775	\$ 360,748
Depreciation and Amortization	163,430	160,092	156,426	154,307	166,714
Other Income (Expense)	(34,872)	(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	18,179	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)

For the years ended December 31,

	2010	2009	2008	2007	2006
Net Income Attributable to SEACOR Holdings Inc.	\$ 242,724	\$ 143,810	\$ 218,543	\$ 236,819	\$ 229,862
Income Tax Expense	160,574	82,492	110,572	127,841	122,679

<sup>1</sup> 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.

<sup>2</sup> Cash and near cash assets include cash, cash equivalents, restricted cash, marketable securities, construction reserve funds, and Title XI reserve funds.

<sup>3</sup> Total debt includes current and long-term portions of debt and capital lease obligations.

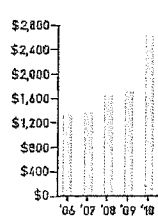
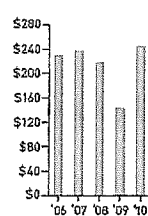
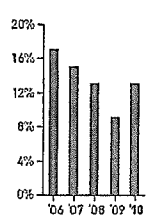
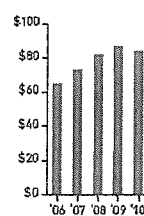
<sup>4</sup> Total book value per common share is calculated as SEACOR Holdings Inc. stockholders' equity divided by common shares outstanding at the end of the period.

<sup>5</sup> 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.

<sup>6</sup> Operating income before depreciation and amortization ("OIBDA") is a non-U.S. GAAP financial measure and calculated as operating income plus depreciation and amortization.

<sup>7</sup> 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.

<sup>8</sup> 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 concern management's expectations, strategic objectives, business prospects, anticipated economic performance and financial condition and other similar matters. These statements involve significant known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievement of the Company to differ materially from any future results, performance or achievement. We have discussed or implied 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 risks that could cause actual results to differ materially.



**PART I—FINANCIAL INFORMATION**  
**ITEM 1. FINANCIAL STATEMENTS**

**SEACOR HOLDINGS INC.**  
**CONDENSED CONSOLIDATED BALANCE SHEETS**  
**(in thousands, except share data, unaudited)**

	March 31, 2011	December 31, 2010
<b>ASSETS</b>		
Current Assets:		
Cash and cash equivalents	\$ 409,716	\$ 370,028
Restricted cash	19,545	12,651
Marketable securities	149,026	147,409
Receivables:		
Trade, net of allowance for doubtful accounts of \$3,666 and \$4,212 in 2011 and 2010, respectively	324,218	450,912
Other	55,475	72,448
Inventories	97,405	67,498
Deferred income taxes	5,442	5,442
Prepaid expenses and other	22,794	18,414
Total current assets	<u>1,083,621</u>	<u>1,144,802</u>
Property and Equipment	2,862,386	2,803,754
Accumulated depreciation	(875,140)	(835,032)
Net property and equipment	<u>1,987,246</u>	<u>1,968,722</u>
Investments, at Equity, and Advances to 50% or Less Owned Companies	190,472	182,387
Construction Reserve Funds & Title XI Reserve Funds	331,689	323,885
Goodwill	61,864	61,779
Intangible Assets	19,810	21,169
Other Assets, net of allowance for doubtful accounts of \$1,830 in 2011 and 2010	59,996	57,645
	<u>\$3,734,698</u>	<u>\$3,760,389</u>
<b>LIABILITIES AND EQUITY</b>		
Current Liabilities:		
Current portion of long-term debt	\$ 18,106	\$ 14,618
Current portion of capital lease obligations	1,047	1,030
Accounts payable and accrued expenses	275,991	322,785
Other current liabilities	205,546	197,080
Total current liabilities	<u>500,690</u>	<u>535,513</u>
Long-Term Debt	694,872	697,427
Capital Lease Obligations	5,200	5,493
Deferred Income Taxes	563,023	567,880
Deferred Gains and Other Liabilities	150,593	156,711
Total Liabilities	<u>1,914,378</u>	<u>1,963,024</u>
Equity:		
SEACOR Holdings Inc. stockholders' equity:		
Preferred stock, \$.01 par value, 10,000,000 shares authorized; none issued nor outstanding	—	—
Common stock, \$.01 par value, 60,000,000 shares authorized; 36,333,746 and 36,110,719 shares issued in 2011 and 2010, respectively	363	361
Additional paid-in capital	1,233,250	1,225,296
Retained earnings	1,482,793	1,471,623
Shares held in treasury of 14,681,620 and 14,711,211 in 2011 and 2010, respectively, at cost	(901,386)	(903,004)
Accumulated other comprehensive loss:		
Cumulative translation adjustments, net of tax	(3,102)	(3,995)
Derivative losses on cash flow hedges, net of tax	(2,511)	(2,933)
Other, net of tax	(111)	(111)
	<u>1,809,296</u>	<u>1,787,237</u>
Noncontrolling interests in subsidiaries	11,024	10,128
Total equity	<u>1,820,320</u>	<u>1,797,365</u>
	<u>\$3,734,698</u>	<u>\$3,760,389</u>

Testimonials from Past Clients



*Florida Department of Transportation*

CHARLIE CRIST  
GOVERNOR

605 Suwannee Street  
Tallahassee, FL 32399-0450  
August 19, 2007

STEPHANIE C. KOPELOUSOS  
SECRETARY

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:

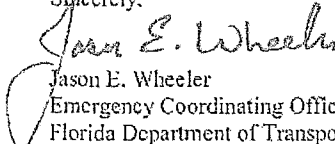
- Preparation of Appeals for funding under FEMA's Public Assistance Program
- Development and presentation of emergency recovery training to Florida State Agencies and local governments throughout the State
- Development and execution of an audit of FHWA Emergency Relief Program expenditures totaling 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  
Emergency Coordinating Officer  
Florida Department of Transportation



BOBBY JINDAL  
GOVERNOR

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



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

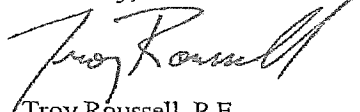
Dear Mr. Stankovich:

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 Roussel, 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  
MACON, GEORGIA 31201-3282  
PHONE: 478-621-6660  
FAX: 478-621-6666  
www.co.bibb.ga.us

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.

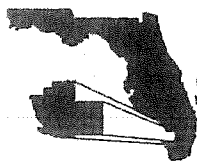
I would certainly recommend your company to any local government in need of debris monitoring services.

Yours very truly,



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





**COLLIER COUNTY  
SOLID WASTE MANAGEMENT DEPARTMENT**

3301 East Tamiami Trail • Building II • 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

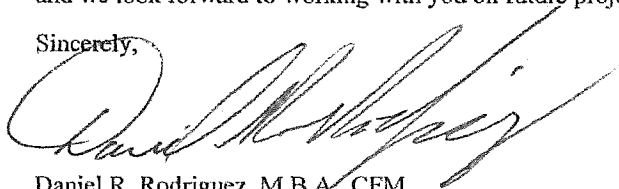
Dear Mr. Harvey:

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



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

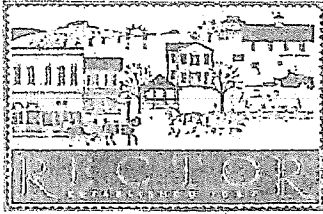
2555 SHUMARD OAK BOULEVARD, TALLAHASSEE, FLORIDA 32399-2100  
Phone: 850.488.8466/Suncom 278.8466 FAX: 850.921.0781/Suncom 291.0781  
Internet address: <http://www.dca.state.fl.us>

CRITICAL STATE CONCERN FIELD OFFICE  
2795 Osceola Highway, Suite 212  
Maitland, FL 32751-2227  
(407) 289-2402

COMMUNITY PLANNING  
2555 Shumard Oak Boulevard  
Tallahassee, FL 32399-2100  
(904) 488-2146

EMERGENCY MANAGEMENT  
2555 Shumard Oak Boulevard  
Tallahassee, FL 32399-2100  
(904) 412-5909

FLORIDA LONG TERM RECOVERY OFFICE  
100 Suptert Lane  
Orlando, FL 32809  
(407) 842-4916



## 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 espccially 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

**LAFOURCHE**  
*Leading a Better Future*  
**PARISH**  
GOVERNMENT

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 6<sup>th</sup>, 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.

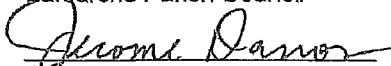
In a timely and efficient manner following these disasters, Solid Resources, Inc. had a team of professionals on site to help us establish temporary debris sites, certify trucks, and train the monitoring personnel and begin the efforts to provide services to our residents and restore our community. Critical 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

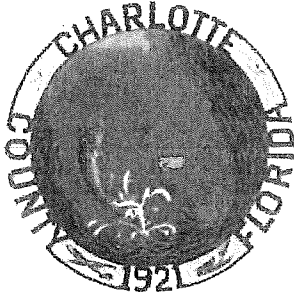
  
Jerome Danos  
Solid Waste Manager

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](http://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. 10<sup>th</sup> AVENUE • OAKLAND PARK, FLORIDA 33309 • TEL 754-321-4200 • FAX 754-321-4287

**SAFETY DEPARTMENT**  
JERRY GRAZIOSE, DIRECTOR  
www.browardschools.com

**SCHOOL BOARD**

*Chair*  
*New Chair*  
MAUREEN S. DINNEN  
JENNIFER LEONARD GOTTLIEB  
ROBIN BARTLEMAN  
BEVERLY A. GALLAGHER  
STEPHANIE ARMA KRAFT, ESQ  
PHYLLIS C. HOPE  
ANN MURRAY  
ROBERT D. PARKS  
BENJAMIN J. WILLIAMS  
  
JAMES P. NOTTER  
*Superintendent of Schools*

August 13, 2009

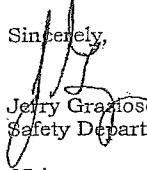
To Whom It May Concern,

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 SBEC 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.

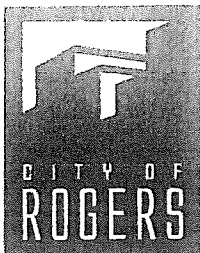
The staff at Solid Resources, Inc. (SRI) is professional and knowledgeable of the FEMA Public Assistance Program. The Solid Resource Inc. Team (SRI) working with the School Board of Broward County, Florida has demonstrated a solid understanding of the FEMA Public Assistance Program, and we are pleased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

JG/cac



OFFICE OF THE MAYOR

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

April 2, 2009

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

Dear Mr. Stankovich:

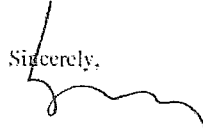
On behalf of the citizens of Rogers, Arkansas, I am pleased to offer my deepest thanks and appreciation for the terrific work performed by Solid Resources, Inc. in the aftermath of the devastating ice storm that hit our area in late January.

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

## 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,



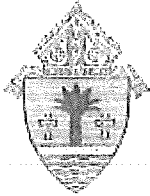
Bashir Wayne  
City of Miami  
Hazard Mitigation and Recovery Specialist  
FEMA /FHWA Grants Coordinator





**O'BRIEN'S**

Community & Organization Resilience



**ARCHDIOCESE OF MIAMI**

PASTORAL CENTER  
6001 B SCAYNE BOULEVARD  
MIAMI Shores, Florida 33146-2070  
(305) 757-8741  
(305) 758-5611 (Fax)

OFFICE OF COMMUNICATIONS

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 rely on people like you to see us thru this difficulty.

Sincerely yours,

Bob Brown  
Building Commission Director

**FEMA Review of an O'Brien's Monitored Debris 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
<b>Total</b>		<b>\$37,563,278</b>	<b>4</b>

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



**O'BRIEN'S**

Community & Organization Resilience

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 Kernally*  
**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>

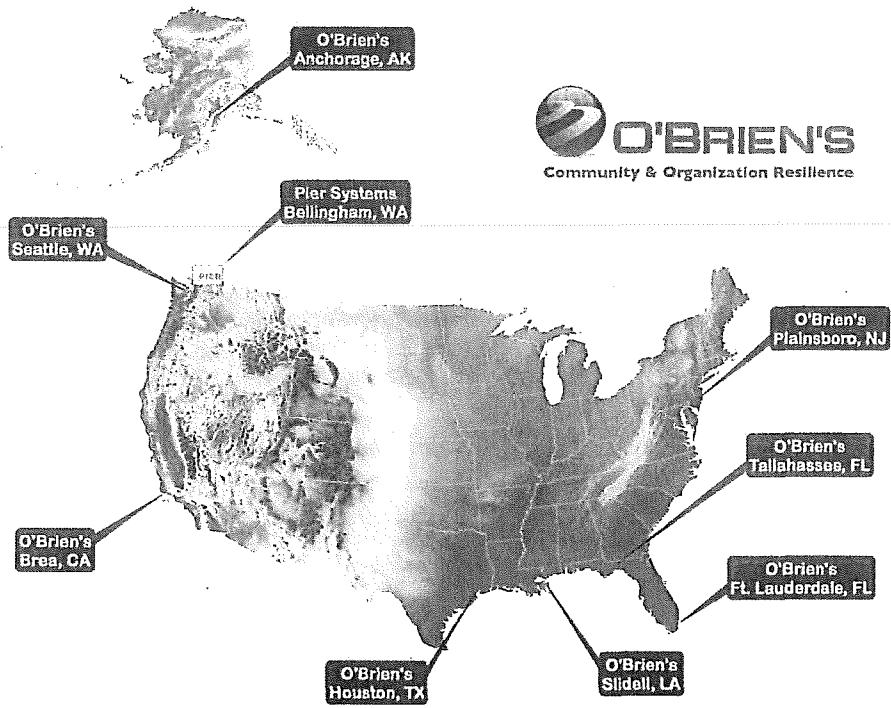
**Certificate of Insurance**

**CERTIFICATE OF LIABILITY INSURANCE**

6/2/2011

<b>PRODUCER:</b>		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.			
Aon Risk Services of the Northeast 196 Water Street, 30th Floor New York, NY 10038		<b>COMPANIES AFFORDING COVERAGE</b>			
		COMPANY A	STARR INDEMNITY & LIABILITY COMPANY		
		COMPANY B	ZURICH AMERICAN INSURANCE COMPANY		
<b>INSURED:</b>		COMPANY C	NAVIGATORS INSURANCE COMPANY		
O'Brien's Response Management 2929 E. Imperial Highway, Suite 290 Brea, CA 92821		COMPANY D	SIGNAL MUTUAL INDEMNITY		
		COMPANY E	ARCH INSURANCE COMPANY		
		COMPANY F	CHARITS SPECIALTY LINES INSURANCE COMPANY		
		COMPANY G			
<b>COVERAGES</b>					
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	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIAB. <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR. <input type="checkbox"/> OWNER'S & CONTRACTOR'S PROT.	MAS1NY00012311	4/8/2011	4/8/2012	GENERAL AGGREGATE \$ 2,000,000 PRODUCTS-COMP/OP AGG \$ 1,000,000 PERSONAL & ADV INJURY \$ 1,000,000 EACH OCCURRENCE \$ 1,000,000 FIRE DAMAGE (ANY ONE FIRE) \$ 50,000 MED. EXP. (ANY ONE PERSON) \$ 5,000
B	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	BAP 9323983	6/3/2011	6/3/2012	COMBINED SINGLE LIMIT (each) \$ 1,000,000 BODILY INJURY (per person) BODILY INJURY (per accident) PROPERTY DAMAGE (per accident)
C	<b>EXCESS/UMBRELLA LIABILITY</b> <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR.	10L1319/01/02	2/20/2011	2/20/2012	EACH OCCURRENCE \$ 10,000,000 EXCESS OF UNDERLYING
D	<b>U.S. LONGSHORE &amp; HARBOR WORKERS</b> (Compensation Risks)	21400	10/1/2010	10/1/2011	<input checked="" type="checkbox"/> STATUTORY <input type="checkbox"/> OTHER
E	<b>WORKERS' COMPENSATION AND EMPLOYERS LIABILITY</b> THE PROPRIETOR / PARTNERS / EXECUTIVE OFFICERS ARE: <input type="checkbox"/> INCLUDED <input type="checkbox"/> EXCLUDED	ZAWC19813700	10/1/2010	10/1/2011	<input checked="" type="checkbox"/> STATUTORY <input type="checkbox"/> OTHER EL EACH ACCIDENT \$ 1,000,000 EL DISEASE - EACH EMPLOYEE \$ 1,000,000 EL DISEASE - POLICY LIMIT \$ 1,000,000
F	<b>CONTRACTORS POLLUTION / E&amp;O</b>	COPS 19131381	6/3/2011	6/3/2012	LIMIT (ANY ONE OCCURRENCE) \$ 1,000,000
DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS:					
EVIDENCE OF INSURANCE					

<b>CERTIFICATE HOLDER</b>	<b>CANCELLATION</b>
TO WHOM IT MAY CONCERN	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
	BY: <i>Steve Bate</i>



**ALASKA**

**O'Brien's Response Management Inc.**  
PMB 546  
205 E Dimond Blvd.  
Anchorage, AK 99515-1909  
Phone: 1-907-677-1885  
Cell: 1-907-947-6849

**CALIFORNIA**

**O'Brien's Response Management Inc.**  
Corporate Offices  
2929 E. Imperial Hwy., Suite 290  
Brea, CA 92821-6729  
Phone: 714-577-2100  
Fax: 714-577-2118

**FLORIDA**

**O'Brien's Response Management Inc.**  
2200 Eller Drive  
Fort Lauderdale, FL 33316  
Phone: (954)523-2200  
Fax: (954) 527-1772  
&  
1882 Capital Circle, N.E., Suite 205  
Tallahassee, Florida 32308  
Phone: (850) 877-6700  
Fax: (281) 677-9887

**LOUISIANA**

**O'Brien's Response Management Inc.**  
2000 Old Spanish Trail, Suite 210  
Slidell, LA 70458-8680  
Phone: 985-781-0804  
Fax: 985-781-0580

**NEW JERSEY**

**O'Brien's Response Management Inc.**  
103 Morgan Lane, Suite 103  
Plainsboro, NJ 08536-3339  
Phone: 609-275-9600  
Fax: 609-275-9444

**TEXAS**

**O'Brien's Response Management Inc.**  
6620 Cypresswood Drive, Suite 200  
Spring, TX 77379-7748  
Phone: 281-320-9796  
Fax: 281-320-9700

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

## Our 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.



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

Contract No. CM1997

## ATTACHMENT C

(Contract)

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## DISASTER DEBRIS MONITORING SERVICES CONTRACT

This Disaster Debris Monitoring Services Contract (the "Contract") is entered into by and between the City of Fernandina Beach, Florida (the "City") and O'Brien's Response Management Inc. (the "Contractor"), each of which may be referred to individually as "Party" or collectively as the "Parties."

WHEREAS, the City issued a request for proposal (# 11-102) for disaster debris monitoring services, which is attached and incorporated herein as Attachment A (the "RFP");

WHEREAS, the Contractor submitted a response to said RFP, which is attached and incorporated herein as Attachment B (the "Proposal");

WHEREAS, City selected Contractor to provide Services (as defined herein), and the Parties desire to enter into this Contract, to provide for certain terms and conditions relating to said Services.

The Parties agree to the following:

1. **Recitals.** The Parties agree that the above-referenced recitals are true and correct, and are incorporated herein.
2. **Services.** During the Term (as defined herein), and as requested by City, the Contractor shall provide those services referenced in the RFP and the Proposal (the "Services"). The Contractor shall provide the Services upon the issuance by the City of a written notice to proceed or a task order. The Services shall be invoiced on an hourly basis, in accordance with the rates set forth in the Proposal.
3. **Term.** The term of this Contract shall commence on the effective date as specified on the signature page ("Effective Date"), and shall be in effect, except as otherwise terminated as provided herein, for a period of five (5) years with two (2) additional extensions of one (1) year each if agreed upon by both Parties (the "Term").
4. **Independent Contractor.** It is expressly acknowledged by the Parties that Contractor is an "independent contractor" and nothing contained in this Contract is intended, nor shall be construed, to create a partnership between the Parties, to cause either Party to be responsible in any way for the debts, liabilities, or obligations of the other Party, or to constitute an employer-employee relationship between the Parties.
5. **Indemnity/Insurance.** The Parties agree that the indemnity and insurance provisions referenced in the RFP are incorporated herein. Further, the Parties agree that neither Party shall be responsible for, and each Party expressly waives and releases the other Party from, any consequential, indirect, punitive, exemplary, or special damages.

6. **Notice.** All notices from the Contractor to the City, or from City to the Contractor must be in writing, and, shall be deemed duly served if mailed by U.S. mail, e-mailed, or faxed to the other Party at the following:

City: City of Fernandina Beach  
Attn: Michael J. Czymbor  
Address: 201 Ash Street  
Fernandina Beach  
Client/State: Florida  
Zip: 32034  
Tel: 904-577-1300  
Fax: 904-321-5155  
E-mail: MCzymbor@fbpl.org

Contractor  
O'Brien's Response Management Inc.  
Keith Forster, CFO  
2929 East Imperial Highway  
Suite 290  
Brea, California  
92821  
714.577.2100  
714.577.2118  
keith.forster@obriensrm.com

The Parties may change the above addresses or fax numbers at any time upon giving the other Party written notice.

7. **Compensation.** The Contractor shall provide an invoice ("Invoice") to City on a monthly basis that shall include the Services rendered, and the expenses incurred for Contractor's personnel who are rendering Services. The compensation for Services shall be in accordance with the rates in the Proposal. The City shall pay Contractor in accordance with the Local Government Prompt Payment Act. The compensation for Services may not be modified, unless otherwise agreed upon by the Parties in writing. The City may request, and the Contractor shall provide to the City, any information that is reasonable and necessary to verify any Services rendered under the Contract.

8. **Termination.**

- a. **For Cause.** The City may terminate the Contract if (1) Contractor fails to perform under the terms of this Contract, (2) City provides Contractor with a written notice of the default, and (3) Contractor fails to cure the default within thirty (30) days of the notice.
- b. **Without Cause.** Either Party may terminate this Contract without cause by providing the other Party with thirty (30) days prior written notice of the termination.
- c. **Effects of Termination.** Upon receipt of any notice of termination, Contractor shall discontinue providing Services, and City shall reimburse Contractor for all Services properly furnished in accordance with the requirements of this Contract up and through the date of the notice of termination (or such other time specified in the notice). Notwithstanding any other provisions in the Contract to the contrary, the Contractor shall have no further obligations under this Contract after the effective date of the termination.

9. **Force Majeure.** The Contractor shall not be responsible for any delay resulting from its failure to perform if neither the fault nor the negligence of Contractor or its employees or agents contributed to the delay and the delay is due directly to acts of God, wars, acts of public enemies, strikes, fires, floods, or other similar cause wholly beyond the Contractor's control, or for any of the foregoing if no alternate source of supply is available to Contractor. In case of any delay Contractor believes is excusable, Contractor shall notify the City in writing of the delay or potential delay and describe the cause of the delay either (1) within 10 days after the cause that creates or will create the delay first arose, if Contractor could reasonably foresee that a

delay could occur as a result, or (2) if delay is not reasonably foreseeable, within 5 days after the date Contractor first had reason to believe that a delay could result. If performance is suspended or delayed, in whole or in part, due to any of the causes described in this paragraph, after the causes have ceased to exist Contractor shall continue to perform in accordance with the Contract. The Parties shall mutually determine whether additional compensation is warranted.

10. **Contingency.** Pursuant to the terms and conditions of this Contract, Contractor shall provide Services in accordance with federal, state, and local laws, rules, and regulations, FEMA policy and guidance, and FHWA requirements including those requirements in Attachment C, which is attached and incorporated herein. The payment for Services shall not be contingent upon any funding amount approved, or provided by, FEMA or FHWA to the County.

11. **General Provisions.**

- a. **Agreement.** This Contract constitutes the entire agreement between the Parties. No oral agreements or representations shall be valid or binding upon the Parties.
- b. **Assignment.** Neither Party may assign this Contract without the express written consent of the other. An assignment by operation of law to a successor in interest of Contractor, a change of control and ownership of Contractor, and assignment by Contractor to a parent, subsidiary, or affiliate of Contractor shall not be considered an assignment requiring consent of City.
- c. **Governing Law/Venue.** This Contract shall be governed by, and construed in accordance with Florida law. The exclusive venue of any legal or equitable action that arises out of or relates to the Contract shall be the appropriate state court in Miami-Dade County, Florida.
- d. **Modification of Terms.** The Contract contains all the terms and conditions agreed upon by the Parties, which terms and conditions shall govern all transactions between the City and Contractor. The Contract may only be modified or amended upon mutual written agreement of the Parties.
- e. **Execution in Counterparts.** The Contract may be executed in counterparts, each of which shall be an original and all of which shall constitute but one and the same instrument.
- f. **Severability.** If a court deems any provision of the Contract void or unenforceable, that provision shall be enforced only to the extent that it is not in violation of law or is not otherwise unenforceable and all other provisions shall remain in full force and effect.
- g. **Authority.** Each person signing the Contract represents that he or she is duly authorized to do so and to bind the respective Party to the Contract.

IN WITNESS WHEREOF, the Parties have executed this Contract to be effective as of the date provided below.

City of Fernandina Beach, Florida

O'Brien's Response Management Inc.

By: Michael J. Cyprian  
Title: City Manager

By: Mayte Cabal  
Title: Corporate Secretary

Signature: [Signature]

Signature: Mayte Cabal, Esq

Effective Date: August 22, 2011

ATTEST:  
By: Mary L. Mercer  
Printed Name: Mary L. Mercer  
Title: City Clerk  
Date: 8-22-11

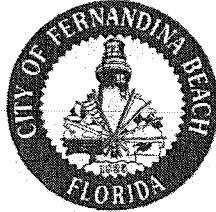
APPROVED AS TO FORM:  
[Signature]  
CITY ATTORNEY

## ATTACHMENT D

(Contract Modification Agreement)

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EXHIBIT "D"  
RFP 11-102  
CITY OF FERNANDINA BEACH



E-VERIFY STATEMENT

Bid/Proposal Number: \_\_\_\_\_

Project Description: \_\_\_\_\_  
\_\_\_\_\_

Vendor/Consultant acknowledges and agrees to the following:

Vendor/Consultant shall utilize the U.S. Department of Homeland Security's E-Verify system, in accordance with the terms governing use of the system, to confirm the employment eligibility of:

1. All persons employed by the Vendor/Consultant during the term of the Contract to perform employment duties within Florida; and
2. All persons, including subcontractors, assigned by the Vendor/Consultant to perform work pursuant to the contract with the Department.

Company/Firm: \_\_\_\_\_

Authorized Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

ATTACHMENT B

(Proposal)

A complete copy of the proposal is  
available in the Engineering  
Services Department

ATTACHMENT C

(Contract)



## DISASTER DEBRIS MONITORING SERVICES CONTRACT

This Disaster Debris Monitoring Services Contract (the "Contract") is entered into by and between the City of Fernandina Beach, Florida (the "City") and O'Brien's Response Management Inc. (the "Contractor"), each of which may be referred to individually as "Party" or collectively as the "Parties."

WHEREAS, the City issued a request for proposal (# 11-102) for disaster debris monitoring services, which is attached and incorporated herein as Attachment A (the "RFP");

WHEREAS, the Contractor submitted a response to said RFP, which is attached and incorporated herein as Attachment B (the "Proposal");

WHEREAS, City selected Contractor to provide Services (as defined herein), and the Parties desire to enter into this Contract, to provide for certain terms and conditions relating to said Services.

The Parties agree to the following:

1. **Recitals.** The Parties agree that the above-referenced recitals are true and correct, and are incorporated herein.
2. **Services.** During the Term (as defined herein), and as requested by City, the Contractor shall provide those services referenced in the RFP and the Proposal (the "Services"). The Contractor shall provide the Services upon the issuance by the City of a written notice to proceed or a task order. The Services shall be invoiced on an hourly basis, in accordance with the rates set forth in the Proposal.
3. **Term.** The term of this Contract shall commence on the effective date as specified on the signature page ("Effective Date"), and shall be in effect, except as otherwise terminated as provided herein, for a period of five (5) years with two (2) additional extensions of one (1) year each if agreed upon by both Parties (the "Term").
4. **Independent Contractor.** It is expressly acknowledged by the Parties that Contractor is an "independent contractor" and nothing contained in this Contract is intended, nor shall be construed, to create a partnership between the Parties, to cause either Party to be responsible in any way for the debts, liabilities, or obligations of the other Party, or to constitute an employer-employee relationship between the Parties.
5. **Indemnity/Insurance.** The Parties agree that the indemnity and insurance provisions referenced in the RFP are incorporated herein. Further, the Parties agree that neither Party shall be responsible for, and each Party expressly waives and releases the other Party from, any consequential, indirect, punitive, exemplary, or special damages.

6. **Notice.** All notices from the Contractor to the City, or from City to the Contractor must be in writing, and, shall be deemed duly served if mailed by U.S. mail, e-mailed, or faxed to the other Party at the following:

City: City of Fernandina Beach  
Attn: Michael J. Zymlor  
Address: 201 Ash Street  
Fernandina Beach  
Client/State: Florida  
Zip: 32034  
Tel: 904-577-1130  
Fax: 904-321-5158  
E-mail: MCZymlor@fbpl.org

Contractor  
O'Brien's Response Management Inc.  
Keith Forster, CFO  
2929 East Imperial Highway  
Suite 290  
Brea, California  
92821  
714.577.2100  
714.577.2118  
keith.forster@obrienstm.com

The Parties may change the above addresses or fax numbers at any time upon giving the other Party written notice.

7. **Compensation.** The Contractor shall provide an invoice ("Invoice") to City on a monthly basis that shall include the Services rendered, and the expenses incurred for Contractor's personnel who are rendering Services. The compensation for Services shall be in accordance with the rates in the Proposal. The City shall pay Contractor in accordance with the Local Government Prompt Payment Act. The compensation for Services may not be modified, unless otherwise agreed upon by the Parties in writing. The City may request, and the Contractor shall provide to the City, any information that is reasonable and necessary to verify any Services rendered under the Contract.
8. **Termination.**
- For Cause.** The City may terminate the Contract if (1) Contractor fails to perform under the terms of this Contract, (2) City provides Contractor with a written notice of the default, and (3) Contractor fails to cure the default within thirty (30) days of the notice.
  - Without Cause.** Either Party may terminate this Contract without cause by providing the other Party with thirty (30) days prior written notice of the termination.
  - Effects of Termination.** Upon receipt of any notice of termination, Contractor shall discontinue providing Services, and City shall reimburse Contractor for all Services properly furnished in accordance with the requirements of this Contract up and through the date of the notice of termination (or such other time specified in the notice). Notwithstanding any other provisions in the Contract to the contrary, the Contractor shall have no further obligations under this Contract after the effective date of the termination.
9. **Force Majeure.** The Contractor shall not be responsible for any delay resulting from its failure to perform if neither the fault nor the negligence of Contractor or its employees or agents contributed to the delay and the delay is due directly to acts of God, wars, acts of public enemies, strikes, fires, floods, or other similar cause wholly beyond the Contractor's control, or for any of the foregoing if no alternate source of supply is available to Contractor. In case of any delay Contractor believes is excusable, Contractor shall notify the City in writing of the delay or potential delay and describe the cause of the delay either (1) within 10 days after the cause that creates or will create the delay first arose, if Contractor could reasonably foresee that a

delay could occur as a result, or (2) if delay is not reasonably foreseeable, within 5 days after the date Contractor first had reason to believe that a delay could result. If performance is suspended or delayed, in whole or in part, due to any of the causes described in this paragraph, after the causes have ceased to exist Contractor shall continue to perform in accordance with the Contract. The Parties shall mutually determine whether additional compensation is warranted.

10. **Contingency.** Pursuant to the terms and conditions of this Contract, Contractor shall provide Services in accordance with federal, state, and local laws, rules, and regulations, FEMA policy and guidance, and FHWA requirements including those requirements in Attachment C, which is attached and incorporated herein. The payment for Services shall not be contingent upon any funding amount approved, or provided by, FEMA or FHWA to the County.

11. **General Provisions.**

- a. **Agreement.** This Contract constitutes the entire agreement between the Parties. No oral agreements or representations shall be valid or binding upon the Parties.
- b. **Assignment.** Neither Party may assign this Contract without the express written consent of the other. An assignment by operation of law to a successor in interest of Contractor, a change of control and ownership of Contractor, and assignment by Contractor to a parent, subsidiary, or affiliate of Contractor shall not be considered an assignment requiring consent of City.
- c. **Governing Law/Venue.** This Contract shall be governed by, and construed in accordance with Florida law. The exclusive venue of any legal or equitable action that arises out of or relates to the Contract shall be the appropriate state court in Miami-Dade County, Florida.
- d. **Modification of Terms.** The Contract contains all the terms and conditions agreed upon by the Parties, which terms and conditions shall govern all transactions between the City and Contractor. The Contract may only be modified or amended upon mutual written agreement of the Parties.
- e. **Execution in Counterparts.** The Contract may be executed in counterparts, each of which shall be an original and all of which shall constitute but one and the same instrument.
- f. **Severability.** If a court deems any provision of the Contract void or unenforceable, that provision shall be enforced only to the extent that it is not in violation of law or is not otherwise unenforceable and all other provisions shall remain in full force and effect.
- g. **Authority.** Each person signing the Contract represents that he or she is duly authorized to do so and to bind the respective Party to the Contract.

IN WITNESS WHEREOF, the Parties have executed this Contract to be effective as of the date provided below.

City of Fernandina Beach, Florida

O'Brien's Response Management Inc.

By: Michael J. Cyprian  
Title: City Manager

By: Mayte Caballero  
Title: Corporate Secretary

Signature: [Signature]

Signature: Mayte Caballero, Esq.

Effective Date: August 22, 2011

ATTEST:  
By: Mary L. Mercer  
Printed Name: Mary L. Mercer  
Title: City Clerk  
Date: 8-22-11

APPROVED AS TO FORM:  
[Signature]  
CITY ATTORNEY

ATTACHMENT D  
(Contract Modification Agreement)



# City of Fernandina Beach

OFFICE OF THE CITY CLERK

June 20, 2013

O'Brien's Response Management, LLC  
2200 Eller Drive  
Fort Lauderdale, Fla. 33316

RE: Disaster Debris Monitoring Services – RFP #11-102

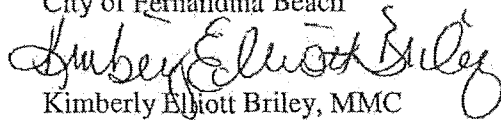
Dear Sir,

The Fernandina Beach City Commission at their Regular Meeting on June 18, 2013, approved Resolution 2013-80 approving an amendment to Resolution 2011-177 for Disaster Debris Monitoring Services due to a name change. Attached is a copy of Resolution 2013-80 and an original executed Contract Modification Agreement for your files.

If you have any questions, please let us know.

Sincerely,

City of Fernandina Beach

  
Kimberly Elliott Briley, MMC  
City Clerk Pro-Tem

RESOLUTION 2013-80

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF FERNANDINA BEACH, FLORIDA, AMENDING RESOLUTION 2011-117 FOR DISASTER DEBRIS MONITORING SERVICES DUE TO THE CHANGE IN THE COMPANY NAME - O'BRIEN'S RESPONSE MANAGEMENT, INC. TO O'BRIEN'S RESPONSE MANAGEMENT, LLC; AUTHORIZING THE CITY MANAGER TO SIGN THE CONTRACT MODIFICATION AGREEMENT; AUTHORIZING EXECUTION; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, on August 16, 2011, the City Commission accepted RFP #11-102 for Disaster Debris Monitoring Services from O'Brien's Response Management, Inc., and approved a five (5) year contract to assist the City with documenting the debris removal for maximum reimbursement of costs from FEMA in the event of a disaster such as a hurricane; and

WHEREAS, on December 26, 2012, O'Brien's Response Management, Inc., changed their name to O'Brien's Response Management, LLC.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF FERNANDINA BEACH, FLORIDA, THAT:


SECTION 1. The City Commission hereby approves an agreement with O'Brien's Response Management, LLC for the City's disaster debris monitoring services.

SECTION 2. The City Manager and City Clerk are hereby authorized to execute the Contract Modification Agreement, attached hereto as Exhibit "A", accepting the company name change with all other terms and conditions of the contract to remain unchanged, in full force and effect after review and approval by the City Attorney.


SECTION 3. This Resolution shall become effective immediately upon passage.

ADOPTED this 18th day of June, 2013.


CITY OF FERNANDINA BEACH

  
Sarah L. Pelican  
Commissioner - Mayor

ATTEST:

  
Kimberly Elliott Briley  
City Clerk Pro Tem

APPROVED AS TO FORM AND LEGALITY:

  
Tammi E. Bach  
City Attorney

**CONTRACT MODIFICATION AGREEMENT**

Date:

Contract Name: Disaster Debris Monitoring Services – RFP #11-102

Modification No.: 01

Issued by: City of Fernandina Beach  
204 Ash Street  
Fernandina Beach, FL 32034

Contractor: O'Brien's Response Management, L.L.C.  
2200 Eller Drive  
Fort Lauderdale, FL 33316

This Supplemental Agreement is entered into pursuant to the provision of the basic contract.

Description of Modification:

1. O'Brien's Response Management, Inc. converted to O'Brien's Response Management, L.L.C. effective December 26, 2012.

Except for the changes provided herein, all other terms and conditions of this contract remain unchanged and in full force and effect.

CONTRACTOR  
O'Brien's Response Management, L.L.C.

CITY OF FERNANDINA BEACH, FL

BY: Maite Celd

BY: Joe Ritz 6.19.13

Date: June 4, 2013

Date: June 19, 2013

ATTEST:  
By: Kimberly Elliott Briley  
Printed Name: Kimberly E. Briley  
Title: City Clerk  
Date: 6/19/13

**APPROVED AS TO FORM AND LEGALITY:**

[Signature]  
CITY ATTORNEY



ATTACHMENT E

(Letter of Authorization)



**NASSAU COUNTY**  
**BOARD OF COUNTY COMMISSIONERS**  
 Contract Management Department  
 96135 Nassau Place, Suite 6  
 Yulee, Florida 32097  
 904-491-7377 Fax: 904-321-2658

Charlotte J. Young, CPPB  
 Contract Manager  
 cyoung@nassaucountyfl.com

Dawn Krass  
 Contract Specialist  
 dkrass@nassaucountyfl.com

May 21, 2013

Jason Higginbotham, Fire Chief  
 City of Fernandina Beach, FL  
 204 Ash Street  
 Fernandina Beach, FL 32034

Re: Disaster Debris Monitoring Services Contract – RFP No. 11-102

Dear Mr. Higginbotham,

Nassau County, Florida is interested in utilizing the City of Fernandina Beach's Debris Monitoring Services Contract by way of piggyback purchasing. In order to proceed, the County will need the written authorization / approval to utilize said RFP and Contract referenced above.

O'Brien's Response Management L.L.C. is in agreement to offer the same services to the County as defined in the "Scope of Work" and provide these services at the same hourly rate detailed under Pricing in the above mentioned contract.

The City of Fernandina Beach, FL provides authorization to Nassau County to utilize their Disaster Debris Monitoring Contract. (Please select one of the following choices)

Yes    Signature: Joe Henry    Title: City Manager  
 No    Signature: \_\_\_\_\_    Title: \_\_\_\_\_

Upon completion, please scan and email to the following contact person:

Charlotte Young, Contract Manager  
 Nassau County Contract Management  
 96135 Nassau Place, Suite 6  
 Yulee, FL 32097  
 904-491-7377  
 cyoung@nassaucountyfl.com

Thank you in advance for your assistance.  
 Nassau County, Purchasing