## TRACT INFORMATION SHEET CATAWBA COUNTY GOVERNMENT, NC

CONTRACT NUMBER:	Assigned by Purchasing	
	(Corrected contract - original never completed)	
DADTICO TO CONTRACT	Catawba County and O'Brien's Response	
PARTIES TO CONTRACT:	Management, Inc.	
BEGINNING AND ENDING	July 1, 2010	
DATES:		
USER DEPARTMENT:	Finance	
	Purchasing	
DEPARTMENT RETAINING		
SIGNED ORIGINAL:		
	Pre-event Debris Management and Monitoring	
BRIEF DESCRIPTION OF	Services	
PURPOSE OF CONTRACT:		
	unknown	
DOLLAR AMOUNT OF		
CONTRACT:		
ACCOUNT NUMBER –	*Required Field – When Applicable	
EXPENSE/REVENUE	110 260060 849080	
WORD DOCUMENT SENT TO		
PURCHASING ON		
FILE NAME:		
	PUPOLIAONIO	
RETURN WHEN COMPLETED	PURCHASING	
ТО:		
Date: <u>6/28/10</u>	XX County Manager	
	(if applicable)	

<u>1.</u>\_\_\_\_\_Attorney

<u>/PL</u>Finance

 3.\_\_\_\_\_\_
 Dept. Head

 (if applicable)
 \_\_\_\_\_\_

 4.\_\_\_\_\_\_
 Purchasing

CONTRACT NO. 26-11-0141

## **CONTRACT FOR DISASTER DEBRIS MONITORING SERVICES**

This Contract for Debris Management and Monitoring Services ("Contract") is entered into this <u>1st</u> day of <u>July</u>, 2010 ("Effective Date") by and between <u>Catawba County</u>, <u>North Carolina</u> ("County") and <u>O'Brien's Response Management Inc.</u> ("Contractor" or "O'Brien's"), each of which may be referred to individually as "Party" or collectively as the "Parties".

## Recitals

WHEREAS, the County issued a Debris Management and Monitoring Services Request for Qualifications 10-1006 ("RFQ"), and Contractor submitted a response to this RFQ;

WHEREAS, the County selected Contractor to provide Debris Management and Monitoring Services in accordance with its procurement policies and procedures; and

WHEREAS, the Parties enter into this Contract to provide for the agreed-upon terms and conditions as detailed in the RFQ.

NOW THEREFORE, in consideration of the mutual covenants and promises contained herein, the Parties agree to the following:

1. <u>Recitals</u>. The Parties agree that the above-referenced recitals are incorporated herein. The Parties also agree that the RFQ and the response submitted by Contractor are hereby incorporated into the Contract, respectively as <u>Attachment A</u>, and <u>Attachment B</u>.

2. <u>Engagement.</u> The County hereby engages Contractor, and Contractor hereby accepts such engagement, to provide Debris Management and Monitoring Services (as defined herein) in accordance with the terms, and subject to the conditions, of this Contract.

3. <u>Services</u>. During the Term (as defined herein) and as requested by the County, the Contractor shall provide the County with Debris Management and Monitoring Services as detailed in <u>Section II</u> of the RFQ, that shall collectively be referred to herein as "Debris Monitoring Services" or "Services."

4. <u>Term.</u> The Term of this Contract shall commence on the Effective Date, and shall remain in effect ("Term"), unless otherwise terminated earlier as provided herein.

5. <u>Independent Contractor.</u> It is expressly acknowledged by the Parties that Contractor is an "independent contractor" and nothing contained in this Contract is intended, or 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.

6. <u>Notice</u>. All notices from the Contractor to the County, or from County 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:

<u>Catawba County</u> Attn: <u>Emergency Services Director</u> Address: <u>Catawba County</u> <u>PO Box 389</u> <u>Newton NC 28658</u> O'Brien's Response Management Inc. Keith Forster, CFO 2929 East Imperial Highway, Suite 290 Brea, California 92821-6729

 Tel:
 828-465-8233

 Fax:
 828-464-4820

 E-mail
 bblanton@catawbacountync.gov

Tel: (714) 577-2100 Fax: (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.

## Compensation.

7.

7.1 <u>Invoices</u>. The Contractor shall provide an invoice ("Invoice") to County on a monthly basis that shall include the Services rendered, and the compensation for Services shall be in accordance with the schedule provided in <u>Attachment C</u>, which is incorporated herein. The compensation for Services may not be modified, unless otherwise agreed upon by the Parties in writing. The Parties agree that payment for such Services shall be due fifteen (15) days upon receipt of the Invoice.

7.2 <u>Non-Contingency</u>. Pursuant to the terms and conditions of this Contract, Contractor shall provide Services to the County in accordance with federal, state, and local laws, rules, and regulations, FEMA Policy and Guidance, and FHWA requirements including those requirements in <u>Attachment D</u>, which is incorporated herein. The payment for Services shall not be contingent upon any funding amount approved, or provided by, FEMA or FHWA to the County.

## 8. <u>Termination</u>.

8.1 **For Cause**. The County may terminate the Contract if (1) Contractor fails to perform under the terms of this Contract, (2) County provides Contractor with a written notice of the default, and (3) Contractor fails to cure the default within thirty (30) days of the written notice.

8.2 <u>Without Cause</u>. Either Party may terminate this Contract without cause by providing the other Party with ten (10) days written notice of the termination.

8.3 <u>Effects of Termination</u>. Upon receipt of any notice of termination, Contractor shall discontinue providing Services except as otherwise provided in <u>Section 8.1</u>. To the extent that the termination of this Contract is not due to Contractor's breach of its obligations under the Contract, County 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. <u>Insurance.</u> During the Term, the Contractor will be required to maintain Certificates of Insurance meeting the County's insurance requirements.

10: 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 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 a 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.

## 11. General Provisions.

12.1 <u>Agreement</u>. This Contract, and the attachments incorporated herein, constitute the entire agreement between the Parties. No oral agreements or representations shall be valid or binding upon the Parties.

12.2 **Assignment.** Neither Party shall assign Contract without the express written consent of the other Party. The Parties agree that an assignment by operation of law to a successor in interest, a change of control and ownership of Contractor, and an assignment by Contractor to a parent, subsidiary, or affiliate shall not be considered an assignment requiring consent under this <u>Section 12.2</u>.

12.3 <u>Venue; Governing Law.</u> 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 Catawba County, North Carolina. In any such action, the law of North Carolina shall apply.

12.5 <u>Modification of Terms</u>. The Contract contains all the terms and conditions agreed upon by the Parties, which terms and conditions shall govern all transactions between the County and Contractor. The Contract may only be modified or amended upon mutual written agreement of the Parties.

12.6 <u>Execution in Counterparts</u>. 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.

12.7 <u>Severability</u>. 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.

12.8 <u>Authority</u>. 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.

12.9 <u>Waiver</u>. The failure of either Party to this Contract to object to, or to take affirmative action with respect to, any conduct of the other which is in violation of the terms of this Contract, shall not be construed as a waiver of the violation or breach, or of any future violation, breach or wrongful conduct.

12.10 <u>Survival of Provisions</u>. Any terms or conditions of this Contract that require acts beyond the date of the Term of this Contract, shall survive termination of the Contract, shall remain in full

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force and effect, unless and until the terms or conditions are completed and shall be fully enforceable by either Party.

IN WITNESS WHEREOF, the Parties have executed this Contract as written above.

Catawba Gounty, North Carolina Bryan D. Blanton Emergency Bervices Director By: · Title: Signature: Buyon & Clanton Date:

O'Brien's Response Management Inc. By: K.Tim Perkins Title: CEO Signature: MI nons Date:

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## 10-1006 RFQ for Debris Management and Monitoring Services

## Catawba County, North Carolina Request for Qualifications 10-1006

## Section I Project Overview and General Instructions

Catawba County is hereby soliciting the submittal of Qualifications from engineering firms (Firm) interested in providing Debris Management and Monitoring Services for debris removal. Eligible firms must have demonstrated experience in managing and monitoring debris removal projects as described in the Scope of Work. Catawba County reserves the right to reject any and all submittals.

The Town of Catawba and the City of Newton and any other municipality within Catawba County shall be eligible to participate under this contract.

The qualification statement must be submitted with one (1) original and (1) copy scanned on a CD. The statement should be sent to:

## Debbie Anderson, Purchasing Agent Catawba County P.O. Box 389 100A South West Blvd. Newton, NC 28658-0389

The qualification statement shall be submitted no later than 5:00 p.m. on April 1, 2010. No submittals will be accepted after the deadline.

Once the submittals have been reviewed, the County reserves the right to shortlist (3) three firms and request that the Firm(s) make a presentation and be interviewed by the selection committee.

10-1006 RFQ for Debris Management and Monitoring Services

## Section II Scope of Work and Award Criteria

Catawba County requires the support of contract debris monitors and debris management expertise. The contract monitors are necessary to assure Federal Emergency Management Agency (FEMA) emergency plan and debris removal contract requirements are met by monitoring the debris removal from public access roads, rights-of-way, and in-use County owned/maintained public property, monitoring the debris management sites, as well as roving debris monitors, to assure that the debris management plan and contracts are effectively and efficiently implemented. When authorized, Firm shall provide similar services related to private property demolition and / or debris removal, too. Catawba County will assign a Debris Manager (DM). The Debris Manager will be the primary point of contact for Firm and will resolve contract administration issues and disputes.

The debris management expertise is necessary to coordinate all debris related activities between Catawba County, State and Federal Agencies, and debris removal Firm. Debris related activities include, but are not limited to, performing assessments of debris, assisting with the development of and administration of grants, planning and permitting of temporary debris sites or permanent disposal facilities, construction contract administration, coordination with other agencies, verification of quantities, and any other services necessary to ensure that the debris is adequately removed and disposed of, and all local, state, and federal requirements are met by the County.

Within 48 hours of notification, Firm shall provide an adequate number of professionals and qualified personnel to monitor all debris loading sites and debris management sites along with associated roving debris monitors. Firm will be required to increase its staffing upon County approval from this point depending on the severity of the debris managing event. At the discretion of the Debris Manager, Firm may be required to replace any debris monitor.

Firm shall provide all debris monitors with appropriate personal protective equipment to include, but not be limited to, eye protection, hearing protection, safety shoes, safety vests, hard hats, and wet and cold weather clothing, to comply with all federal, state, and local requirements.

Firm will provide debris monitors with the means to communicate (cell phone, satellite phone, radio, etc.) with their supervisor or the Debris Manager as may be necessary. Contact information will be provided.

Firm will provide temporary office space and temporary sanitary facilities as necessary.

#### Loading Site Monitoring Services

The primary function of the Loading Site Monitors is to issue debris load tickets for eligible debris cleared and to provide documentation as required by FEMA reimbursement requirements. The Loading Site Monitors must verify that only eligible debris is being removed from designated public rights-of-way and public property within assigned debris pickup zones within the County.

Firm shall, within 48 hours, be prepared to provide qualified on site personnel to monitor debris removal preparation and operations at all debris loading sites that may be provided by the County or at any additional locations that may be provided by the Debris removal Firm(s). Each loading site may operate on a 24 hour basis, 7 days per week depending on the situation as approved by the County. Exact number and location of loading sites may be determined by Debris Manager in coordination with the debris removal Firm.

Each truck driver will be given a load ticket that validates where the material originated and that it is eligible for pickup. Load tickets will be issued in accordance with established procedures and as a minimum must contain either a street address or the nearest intersection to be valid. The

volume of debris hauled will be estimated at the debris management site by the Debris Management Site Monitor.

Firm shall provide all management, supervision, labor, transportation, mobile communications equipment, all safety equipment, digital cameras, video cameras, and other equipment necessary to initiate debris load tickets to document the removal of eligible debris from public access roads, public rights-of-way, and public property within the County.

Firm must be prepared to provide a Loading Site Monitor per site, per day covered in a 24 hour period. Firm must provide personnel with transportation to and from loading site(s), mobile communications equipment necessary to remain in contact with dispatch and supervisor(s) at all times, and all logistic support.

All Loading Site Monitors must:

- 1. speak English, be a minimum of eighteen (18) years of age and have a valid driver's license issued in the United States
- be capable of working in a outside environment and be physically able to execute his/her duties as required
- 3. have experience in at least one (1) of the following:
  - Entry level engineer in solid waste site operations
  - Construction Inspection or Supervision
  - o Previous monitoring or inspection experience
  - o Other experience allowed only when approved by the Debris Manager

#### Debris Management and Disposal Site Monitoring Services

The primary function of the Debris Management and Disposal Site Monitors is to complete the load ticket and estimate volumes that have been transported to the debris management and/or disposal site(s) for processing or storage, and/or disposal. Firm must provide Debris Management and Disposal Site Monitors with transportation to and from the debris management sites and mobile communications equipment necessary to remain in contact with dispatch and supervisor(s) at all times, logistic support, and all safety equipment, digital cameras, video cameras, and other equipment necessary to safely perform the site monitoring functions.

All debris management and disposal site monitors must:

- 1. speak English, be a minimum of eighteen (18) years of age and have a valid driver's
  - license issued in the United States
- be capable of working in a outside environment and be physically able to execute his/her duties as required
- 3. have experience in at least one (1) of the following:
  - Entry level engineer in solid waste site operations
  - Construction Inspection or Supervision
  - Previous monitoring or inspection experience
  - Other experience allowed only when approved by the Debris Manager

## Debris Management Consulting Services

The Firm will provide the services of an experienced professional to assist the County in the operations and coordination of all activities associated with the Debris Management. The qualified individual (Project Manager) must have direct debris management experience including the management of debris removal operations, the oversight of temporary debris storage and reduction sites, debris recycling and disposal. Emphasis on management and coordination of post debris causing event recovery and FEMA reimbursement guidelines are required.

## 10-1006 RFQ for Debris Management and Monitoring Services

Firm shall report to the Debris Manager or the Debris Manager's designee. The Firm shall perform work as assigned which may include, but not be limited to, review of plans and procedures, drafting task orders, work plans and reports, audit of Debris Removal Firm efforts and operations, disposal site location with right of-entry, hold harmless, environmental review, and other documentation, develop information for public dissemination on debris removal, reduction, and disposal, and other duties as assigned.

Firm shall be available at all times to the Debris Manager. The Debris Manager will establish the service requirements and length of time those services are needed based on the needs of the County.

Firm shall provide adequate supervision (Monitor Supervisor) of its Debris Monitors to ensure that the Debris Monitors perform their duties properly and efficiently. The Monitor Supervisor(s) shall be responsible for review of all documentation prepared by the Debris Monitors, and assist the Debris Monitors in making eligibility determinations, when necessary.

Firm shall measure and certify capacity of the debris removal Firm's hauling vehicles and maintain a database of the vehicles for the project record.

Firm shall provide adequate support staff to assist the Project Manager in managing the project and coordinating the work with the County and other agencies. Support staff includes:

- Project Coordinator (must be experienced in debris removal activities, FEMA eligibility criteria, reviewing of debris Firm invoices and submittal for reimbursement, and coordinating debris removal work with federal and state agencies).
- o Clerical
- Geographic Information System Specialist

Firm shall submit daily reports as required by the County. Reports may include amount of debris collected, locations of operations, amount of debris disposed, overall project status, and problems that may affect progress.

Firm shall provide the following financial reporting:

- Electronic listing of all load tickets in a format determined by the County
- Original load tickets
- o Truck measurement certificates as related to the load tickets
- Monitor Supervisor's log of load ticket distribution

Firm shall provide any additional services necessary to ensure that the debris removal project is completed in accordance with local, state, and federal guidelines, and assist the County as necessary to obtain all available grants and grant proceeds.

#### Award Criteria

The award criteria shall be as follows:

ltem	Description
1.	Professional training and experience, especially in relation to the type and magnitude of work required for the particular project;
2.	Past and/or current professional accomplishments, especially in relation to the type and magnitude of work required for the particular project;
3.	Firm's knowledge and demonstrated experience with the Public Assistance program and FEMA reimbursement;
4.	Firm's experience and qualifications with solid and hazardous waste management in North Carolina;
5.	Firm's resources and capacity;
6.	Past performance on public contracts;

10-1006 RFQ for Debris Management and Monitoring Services

## 7. Cost

## Insurance

The successful proponent will be required to provide the County with Certificates of Insurance meeting the County's insurance requirements. Failure to provide the required insurance will result in cancellation of the selection and the County will have the right to enter into an agreement with the Firm with the next highest ranking.

## Section III Contents of Qualifications Statement

Qualifications shall be submitted on 8-1/2 x 11 paper, side bound with Table of Contents and reference tabs for key sections.

The qualification statement must be submitted with one (1) original and (1) copy scanned on a CD.

Qualification Statement shall include the following:

- a. Your company's past work on large independent or FEMA related projects.
- b. Your staff qualifications to handle this project.
- c. Any current disaster relief contracts for which you are presently under contract.
- d. Your company's experience with solid and hazardous waste management in North Carolina.
- e. List of sub-Firm(s) who will be used and their experience (if applicable).
- f. Hourly billing rates charged by your Firm for the position types listed below:

CATEGORY	COST PER HOUR (STRAIGHT TIME)
Project Manager	
Project Coordinator	
Monitor Supervisor	
Debris Monitor (Load, Mgt., or Dump Site)	
Geographic Information System Specialist	
FEMA Policy Specialist	
Clerical	

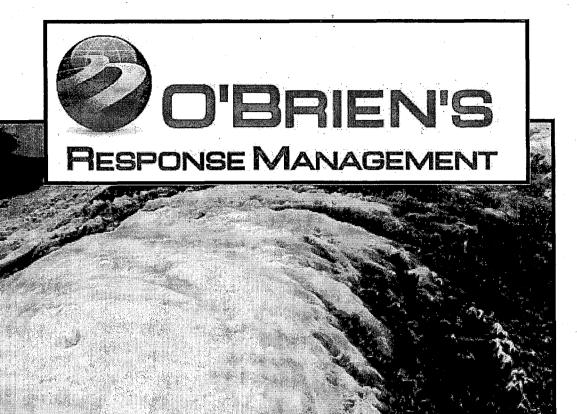
Questions regarding this Request for Qualifications should be directed to Debbie Anderson, Purchasing Agent (828) 465-8224 or danderson@catawbacountync.gov.

10-1006 RFQ for Debris Management and Monitoring Services

INTENT TO PROPOSE Storm Debris Removal After 70 Hours- #10-1006 Please fax this form to ensure receipt of any addenda issued. All addenda will be published on our WEB site under Bid Notices at <u>www.catawbacountync.gov</u>

Please fax the following information to Debbie Anderson, Purchasing Agent two weeks before the proposal due date at 828-465-8477. Form can also be scanned and forwarded as a PDF to danderson@catawbacountync.gov

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# Debris Management and Monitoring Services

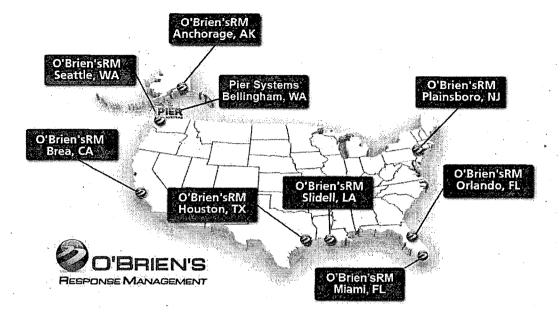
A global provider of regulatory compliance, emergency preparedness, response management, disaster recovery and crisis management services.

Qualifications Statement in Response to RFQ # 10-1006 Catawba County, North Carolina April 1, 2010, 5:00 PM

**Original Copy** 

O'Brien's Response Management, Inc. 555 Winderley Place, Suite 220 Maitland, Florida 82751 Phone: 407,702,1172





## ALASKA

## O'Brien's Response Management Inc. PMB 546 205 E Diamond 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.

555 Winderley Place, Suite 220 Maitland, Florida 32751 Phone: 407-702-1172 Fax: 407-702-1764

**O'Brien's Response Management Inc.** 6505 Blue Lagoon Drive, Suite 435 Miami, Florida, 33126 Phone: (786)-662-3144 Fax: (786) 662-3147

## 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 24-HOUR EMERGENCY LINE: (985) 781-0804 Back Line: 985-639-1981

## **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

24/7 Emergency Response Call Center

+1 (985) 781-0804

WWW.OBRIENSRM.COM

## Letter of Transmittal

March 31, 2010

Debbie Anderson Purchasing Agent Catawba County P.O. Box 389 100A Southwest Blvd, Newton, North Carolina

## Re: Request for Proposals for "Debris Management and Monitoring Services"

Dear Ms. Anderson,

**O'Brien's Response Management** (O'Brien's) appreciates the opportunity to present the enclosed response to the Catawba County's Request for Qualifications to provide disaster debris monitoring services. We are confident that you will find O'Brien's to be among the best qualified firms in the nation to provide the County with the services it requires. Our extensive debris monitoring experience and deep understanding of the FEMA Public Assistance and FHWA Emergency Relief programs allows us to offer you unparalleled levels of technical assistance with your disaster preparedness, response and recovery challenges.

Our firm has substantial experience providing debris monitoring and federal recovery program management services on large and complex projects throughout the United State; we are highly qualified to provide the County with professional disaster management and debris monitoring services for many reasons, among them:

- Rapid Response Capability: With permanent offices in Louisiana, Texas, Florida, New Jersey, Alaska and California, staffed with experienced and trained disaster recovery and debris management professionals, and equipped with rapid response Mobile Command Units, we can assure the County that our monitoring project management team will be on site and ready to begin damage assessments and initial debris monitoring functions within 48 hours of notification.
- **Proven Success and Ability:** We have successfully completed many large and complex debris monitoring projects in Florida, Kentucky, Oklahoma, Louisiana, Arkansas, Texas and Georgia, several of which involved the removal of over one-million cubic yards of storm debris. Our track record of consistently providing our clients with high levels of professional service have earned us a reputation as one of the premier disaster management firms in the country.
  - **Expertise in Federal Funding Programs:** Few companies can cite our experience with FEMA and FHWA disaster recovery funding programs. As the primary disaster recovery consultant to both the Florida Division of Emergency Management and the Florida Department of Transportation since 2005, we have assisted over one thousand disaster-affected communities. Our permanent staff of professional consultants have unparalleled experience with the complexities and nuances of federal funding guidelines, requirements and eligibility rules. Our priority on all debris monitoring projects is to protect the client's federal recovery funding and maximize cost reimbursements.

- 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 insist that our project management staff is dedicated to the pursuit of excellence, accountability and integrity and is constantly vigilant for opportunities to improve performance. Our refined Quality Control and Assurance Program is designed to guarantee project success.

We recently announced the integration into our company of **Solid Resources Incorporated** a professional consulting firm specialized in providing disaster management consulting services to state and local government agencies, long recognized as a leading debris monitoring firm. Solid Resources' extensive debris monitoring experience, combined with O'Brien's Response Management's nationwide resources and solid record of being a top provider of incident and emergency response services, positions us to offer unparalleled levels of service to our government clients.

We look forward to further discussing the County's disaster debris monitoring needs and tailoring a project management approach that conforms completely to its specific requirements. Should you have any questions, require additional information or wish to schedule a meeting with us, please contact me at (714) 577-2100.

Sincerely,

K. Simbusins

K. Tim Perkins Chief Executive Officer



555 WINDERLEY PLACE | SUITE 220 | MAITLAND, FLORIDA 32751 USA PHONE 407.702.1172 | FACSIMILE 407.702.1764 | EMAIL INFO@OBRIENSRM.COM WWW.OBRIENSRM.COM 24 HOUR EMERGENCY LINE 985.781.0804



## Proposal to Provide

## Debris Management and Monitoring Services

To Catawba County, North Carolina

In Response to Request for Qualifications No. 10-1006 April 1, 2010



O'BRIEN'S RESPONSE MANAGEMENT

April 1, 2010

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# **1**. Qualifications of the Firm



## **Company Profile and Experience**

## Officers and Authorized Principle

O'Brien's Response Management (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. We were 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 on January 1, 2009.

Our principal officers and directors are:

## K. Tim Perkins, CEO

2929 E. Imperial Hwy., STE 290 Brea, CA 92821 Phone: (714) 577-2100 Fax: (714) 577-2118 tperkins@theobriensgroup.com

#### **Eric Politte, President**

6620 Cypresswood Drive, Suite 200 Spring, TX 77379-7748 Phone: (281) 320-9796 Fax: (281) 320-9700 egpolitte@theobriensgroup.com

The authorized contact for technical clarifications regarding our proposal and any subsequent contract negotiations or issues is:

#### **Daniel Sanford**

Manager, Debris Services 555 Winderley Place, Suite 220 Maitland, FL 32751 Phone: (407) 702-1172 Fax: (407) 702-1764 Email: daniel.sanfordobriensrm.com

#### 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-

SEACOR Holdings Inc.

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

## O'BRIEN'S RESPONSE MANAGEMENT

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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. Accordingly, please see the SEACOR Holdings Inc. certified and audited **Dun and Bradstreet Report** which is attached to this proposal and attests to O'Brien's' financial viability and capacity to undertake and successfully complete large, capital intensive projects.

## **Core Services**

O'Brien's retains over 165 full time employees working in eight offices nationwide which are staffed with debris management 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 providing these services:

- 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

## 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 have provided the following services to the State of Florida since 2005:

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

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

**Consultant to the Florida Department of Transportation:** O'Brien's Response Management's professional FEMA Public Assistance Program and disaster recovery consultants provided the FDOT with comprehensive technical assistance with its many large and complex FEMA cost 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 the Department's debris removal Request for Proposals and Contracts.

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

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

## **Debris Monitoring Experience**

Unlike many firms which seek 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 completely specialized and dedicated to providing professional incident, emergency and disaster management services to private and government sector clients. 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 major projects for large disasters, including Hurricanes Charley, Wilma, Katrina, Gustav and Ike, as well as large 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:

- 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
- Abandoned and derelict vessels
- Hazardous Household 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 and private roads
- Recycling programs for disaster debris
- Animal carcasses and putrescent debris
- Temporary Debris Management Site permitting and management

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 **twenty-nine 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 clear program objectives, including:

- 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 the elimination of public health and safety risks

- Expediting the economic recovery of disaster-affected communities
- Customer service and project quality assurance

## **Qualifications Warranty**

We have carefully reviewed the Scope of Work in the County's Request for Qualifications and warrant that O'Brien's Response Management is fully qualified and staffed with personnel with the relevant experience to complete all of the services requested. As one of the leading and most innovative debris monitoring and disaster management firms in the nation, we will provide Catawba County with a team of debris management and disaster recovery specialists that is highly prepared to deliver comprehensive assistance with all of its debris monitoring needs; from pre-event planning, loading site inspection and ticketing, debris site load assessments, data management, contractor invoice reconciliation, FEMA compliance assurance, and federal grant program assistance. Our ability to rapidly deploy and mobilize trained and experienced teams of debris management and monitoring personnel to a disaster scene anywhere in the United States is unmatched in the industry and is evidenced by our consistent record of success.

The following qualifications statement presents O'Brien's Response Management's staff credentials, demonstrates our extensive experience providing comprehensive debris monitoring and federal program assistance services to government entities on large projects, and details our sound technical approach to project management and operational efficiency. O'Brien's also offers many other services which might serve to enhance the County's disaster preparedness, response and recovery abilities, some of which are presented for consideration.

## **Debris Monitoring Projects Completed**

O'Brien's is a highly experienced and knowledgeable firm with a demonstrable record of successfully completing many large and complex debris monitoring projects. We have received many 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. (Please see the testimonials attached to this proposal under Section 7.)

Below is listing of some of our recent and major projects for services performed which are similar in scope to those requested by Catawba County. We encourage County 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 now been merged into, and is operating as a division of, *O'Brien's Response Management*.)

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

O'Brien's recently closed out 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

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

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

## Kentucky Transportation Cabinet Project Summaries by District

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

Arkansas Wildlife Management Areas – 2009 – Ice Storms

Severe ice storms in 2008 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 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 Fayetteville, Arkansas – 2009 - Ice Storms

In response to severe winter ice storms in Arkansas in 2007, 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

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

operational within hours of the Notice to Proceed to coordinate initial debris clearance efforts and initiate the proper inspection and documentation of all debris removal work. Our team successfully managed these projects simultaneously despite encountering all manner of challenging conditions and circumstances. We provided staff to monitor each collection crew, staff each debris management site and manage project cost documentation.

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

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 banging limbs. Our trained

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 Staff: 23 / Load Tickets: 3,890

leaning trees and hanging limbs. Our trained monitors also provided oversight monitoring at two debris management sites and performed data management and reporting services.

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

We provided the City of Rector with expert debris monitoring services similar to those provided in Rogers, Fayetteville and Mississippi County, Arkansas – expert 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 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.

Louisiana Department of Transportation - 2008 - Hurricanes Gustav and Ike

O'Brien's performed a major 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 Leaners/Hangers: 223,267 / Contractors: 1 O'Brien's Staff: 1,715 / Load Tickets: 61,751 No. of Trucks: 1,003 / No. of DMS: 60

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

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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 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

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

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.

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

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 Staff: 135 Load Tickets: 7,871 / Trucks: 71 / DMS: 5

over 6,000 leaning trees, stumps and hanging branches. We hired and trained 130 local residents and deployed them to monitor collection crews and debris management site operations. Our firm again came to the assistance of Lafourche Parish and provided debris monitoring services following a severe flooding event that occurred in March 2009.

## Bibb County, Georgia - 2008 - Tornados

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

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

collection crews and assessing loads at the County's Debris Management Site. In order to ensure that the County's recovery from the tornadoes was not delayed, O'Brien's measured and certified trucks, trained staff and opened an Operations Center prior to receiving a written

contract or letter of intent. O'Brien's hired and trained local Bibb County residents in debris monitoring techniques and deployed them to oversee all debris removal operations.

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

We successfully completed a major debris monitoring project for the City of Tulsa, Oklahoma, where over 2.6 million cubic yards of debris were removed following a severe ice storm in December 2007. O'Brien's mobilized a Disaster Debris Management

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

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 the debris removal of over one million cubic yards of disaster debris in Collier County, the largest county by area in

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

the State of Florida. At the height of operations, approximately 600 debris clearance personnel and 271 pieces of equipment were involved in the project. Over 1 million cubic yards of debris were removed and our company trained, managed and supervised over 170 monitors to oversee and document the project.

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 in Attachment 1), 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 Florida Division of Emergency Management officials.

## 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