



## **Disaster Debris Management and Support Services RFP No. 012-18/ED**

Wellington, Florida

Attention: Danielle Zembrzuski

The Village of Wellington

12300 Forest Hill Boulevard

Wellington, Florida 33414

[dzembrzuski@wellingtonfl.gov](mailto:dzembrzuski@wellingtonfl.gov)



Primary Point of Contact: Charles Bryant, Project Principal/Regional Manager  
2200 Eller Drive, Fort Lauderdale, FL 33316  
(337) 476-0158  
[cbryant@wittobriens.com](mailto:cbryant@wittobriens.com)

**ELECTRONIC COPY OF ORIGINAL**

Submission required by April 12, 2018, 10:00 a.m.

## Cover Letter

April 12, 2018

Danielle Zembruski  
The Village of Wellington  
Purchasing Department  
12300 Forest Hill Boulevard  
Wellington, Florida 33414

**RE: RFP No. 012-18/ED for Disaster Debris Management and Support Services**

Dear Ms. Zembruski and Evaluation Committee:

Witt O'Brien's appreciates the opportunity to offer this Request for Proposal response to The Village of Wellington to provide disaster debris management and support services to support the Village with the oversight and management of their debris recovery contractors on an "as needed" basis for either declared or non-declared events.

Witt O'Brien's builds resilience. We provide clients with extensive disaster monitoring services, and we routinely perform the specific services outlined in the RFP Scope of Services. We have a range of services to prepare clients before a disaster strikes, and services that will support their swift recovery efforts when disasters strike. We are exceptionally proficient at building necessary coalitions to link government agencies, first responders, business communities and residents. We are on the frontline, ensuring that public, private, and non-government organizations are fully prepared to manage challenges of any type or magnitude of a disaster, and we are prepared to activate within 24 hours of a notification to proceed.

Our principal point of contact regarding our technical and cost proposal is Charles Bryant, Regional Manager of Disaster Operations (337) 476-0158 or cbryant@wittobriens.com. Our principal point of contact regarding contractual matters is Cheryl Joiner, Director of Contracts and Compliance (281) 606-4721 or cdetillieu@wittobriens.com. You may also contact me at your convenience (404) 942-7750 or gfenton@wittobriens.com. Upon notification of award, Witt O'Brien's will actively work with the Village to negotiate and finalize any contracting needs in a fair and reasonable manner. We also acknowledge **Addendum 1** issued April 2, 2018.

We are confident that our proposal identifies us as the most capable candidate, and we look forward to your favorable review, which will allow us to continue providing the requested professional services to The Village of Wellington.

Respectfully yours,



Greg Fenton, Chief Operating Officer - *Authorized to Sign on Behalf of, and Bind the Company*  
Witt O'Brien's, LLC

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## Tab #1 – Proposal Checklist and Submittal Form

Please see Witt O'Brien's completed Proposal Checklist and Submittal Form on the following pages.

### PROPOSAL CHECK LIST (TAB# 1)

Please check each item and make sure that all required information is included in your Proposal submission. Failure to submit this information may result in your submission being rejected as being a non-responsive and responsible Proposer.

- YES ☒ NO ☐ 1. Original and five copies and (1) PDF Electronic copy (CD)
- YES ☒ NO ☐ 2. Cover Letter and Table of Contents
- YES ☒ NO ☐ 3. Proposal Checklist and Submittal Form
- YES ☒ NO ☐ 4. Evidence of Insurance Certification
- YES ☒ NO ☐ 5. Current Licenses/Certificates of Authorization
- YES ☒ NO ☐ 6. Qualifications and Experience including references (form attached)
- YES ☒ NO ☐ 7. Technical Approach and Methodology
- YES ☒ NO ☐ 8. Price Proposal
- YES ☒ NO ☐ 9. Proposer's Certification
- YES ☒ NO ☐ 10. Conflict of Interest Form
- YES ☒ NO ☐ 11. Questionnaire
- YES ☒ NO ☐ 12. Drug Free Workplace
- YES ☒ NO ☐ 13. Acknowledgment of Addendums

**PROPOSAL SUBMITTAL FORM (TAB #1)**

To:  
Wellington  
12300 Forest Hill Boulevard  
Wellington, Florida 33414

Witt O'Brien's, LLC

agrees to provide

(Vendor)

Disaster Debris Management and Support Services to Wellington as defined in this RFP in accordance with the requirements of the Specifications and RFP Documents.

**The undersigned Proposer has carefully examined the Specifications and Proposal/Contract Documents and is familiar with the nature and extent of the Work and any local conditions that may in any manner affect the Work to be done.**

The undersigned agrees to provide the service called for by the Specifications and RFP Documents, in the manner prescribed therein and to the standards of quality and performance established by the RFP.

The undersigned agrees to the right of Wellington to hold all Proposals for a period not to exceed (180) days after the date of Proposal opening stated in the RFP.

The undersigned accepts the payment policies specified in the RFP documents.

The undersigned agrees that within fifteen (15) days from the date of acceptance of this Proposal, to execute the agreement and provide the required certificates of insurance.

Dated this 11 day of April, 2018  
(Month) (Year)

**INDIVIDUAL, FIRM OR PARTNERSHIP**

By: \_\_\_\_\_ / \_\_\_\_\_  
(Signature) (Print name)

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

Telephone: (\_\_\_\_) \_\_\_\_\_ Fax: (\_\_\_\_) \_\_\_\_\_

Social Security Number or Taxpayer Identification Number: \_\_\_\_\_

**CORPORATION**

By:  / Greg Fenton, Chief Operating Officer  
(Signature) (Print name)

Address: 2200 Eller Drive  
Fort Lauderdale, Florida 33316

Telephone: ( 954 ) 523-2200 Fax: ( 954 ) 524-9185

Taxpayer (EIN) Identification Number: 27-2783923

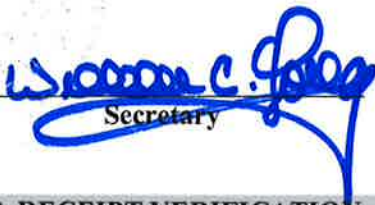
State Under Which Corporation Was Chartered: Delaware (County: Kent)

Corporate President: Tim Whipple  
(Print Name)

Corporate Secretary: William (Bill) Long  
(Print Name)

Corporate Treasurer: Lisa Manekin  
(Print Name)

CORPORATE SEAL

Attest By:   
Secretary

ADDENDA RECEIPT VERIFICATION

Proposer acknowledges the receipt of Addenda Nos. 1 issued April 2, 2018

## Tab #2 – Evidence of Insurance Certification

Please see Witt O'Brien's Evidence of Insurance Certification on the following pages.





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
10/3/2017

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

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

<b>PRODUCER</b> Crystal & Company Crystal IBC LLC 32 Old Slip New York NY 10005	<b>CONTACT NAME:</b> Nicole Denning	<b>FAX (A/C, No):</b> 713-621-6525	
	<b>PHONE (A/C, No, Ext):</b> 713-624-6302	<b>E-MAIL ADDRESS:</b> Nicole.Denning@crystalco.com	
<b>INSURED</b> WITTGR Witt O'Brien's LLC 1201 15th Street NW, Suite 600 Washington, DC 20005	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
	<b>INSURER A:</b> Starr Indemnity & Liability Co		38318
	<b>INSURER B:</b> Massachusetts Bay Insurance Company		22306
	<b>INSURER C:</b> Navigators Insurance Company		42307
	<b>INSURER D:</b> Arch Insurance Company		11150
	<b>INSURER E:</b> Lloyd's Syndicate 623		
<b>INSURER F:</b>			

## COVERAGES

CERTIFICATE NUMBER: 227629952

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			MASILNY00012317	6/30/2017	6/30/2018	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$50,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$1,000,000 \$
B	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			ADY982381005	6/30/2017	6/30/2018	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$10,000			SM17UMR848187IV	6/30/2017	6/30/2018	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
D	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N/A		ZAWCI4110101 N370350	10/1/2017 10/1/2017	6/30/2018 6/30/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A E	Maritime Employers Liability Contracotrs Pollution/Professiona			MASILNY00032717 W1BEA8170201	6/30/2017 6/30/2017	6/30/2018 6/30/2018	Combined Single Limit 1,000,000 Each Claim/Aggregate \$5MM/\$10MM

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Certificate holder is additional insured respects general liability and auto liability policies when required by written contract subject to the policies term and conditions and as permitted by law. General liability will be Primary and Non-Contributing when required by written contract. Waiver of subrogation is in favor of the certificate holder respects general liability, auto liability and workers' compensation policies when required by written contract subject to the policies terms and conditions and as permitted by law. Umbrella Liability is excess over the General Liability, Foreign General Liability, Foreign Auto Liability, Foreign Employers Liability, See Attached...

## CERTIFICATE HOLDER

## CANCELLATION

Evidence of Insurance Only

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

AUTHORIZED REPRESENTATIVE

*Crystal & Company*

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**ADDITIONAL REMARKS SCHEDULE**Page 1 of 1

AGENCY Crystal & Company		NAMED INSURED Witt O'Brien's LLC 1201 15th Street NW, Suite 600 Washington, DC 20005
POLICY NUMBER		
CARRIER	NAIC CODE	EFFECTIVE DATE:

**ADDITIONAL REMARKS****THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,****FORM NUMBER:** 25 **FORM TITLE:** CERTIFICATE OF LIABILITY INSURANCE

Commercial Auto Liability and Maritime Employers Liability. Umbrella Liability will follow form subject to the terms and conditions.

## Tab #3 – Current License (s)/Certificates of Authorization/Registrations

See the Current License/Certificates of Authorization/Registration listed below on the following pages.

- State of Florida Certificate of Good Standing
- State of Florida Amended Annual Report

# *State of Florida*

## *Department of State*

I certify from the records of this office that WITT O'BRIEN'S LLC is a Delaware limited liability company authorized to transact business in the State of Florida, qualified on July 14, 2010.

The document number of this limited liability company is M10000003124.

I further certify that said limited liability company has paid all fees due this office through December 31, 2016, that its most recent annual report was filed on April 15, 2016, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Twenty-seventh day of June,  
2016*



*Ken DeFoner*  
**Secretary of State**

Tracking Number: CU6697449496

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

**2017 FOREIGN LIMITED LIABILITY COMPANY AMENDED ANNUAL REPORT**

DOCUMENT# M10000003124

**Entity Name:** WITT O'BRIEN'S LLC

**Current Principal Place of Business:**

1201 15TH STREET NW, SUITE 600  
WASHINGTON, DC 20005

**Current Mailing Address:**

P.O. BOX 13038  
FORT LAUDERDALE, FL 33316 US

**FEI Number:** 27-2783923

**Certificate of Status Desired:** No

**Name and Address of Current Registered Agent:**

NRAI SERVICES, INC  
1200 S PINE ISLAND RD  
PLANTATION, FL 33324 US

*The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.*

**SIGNATURE:**

Electronic Signature of Registered Agent

Date

**Authorized Person(s) Detail :**

Title MANAGER  
Name FABRIKANT, CHARLES  
Address 2200 ELLER DRIVE  
City-State-Zip: FORT LAUDERDALE FL 33316

Title CEO  
Name WHIPPLE, TIM  
Address 1201 15TH STREET NW, SUITE 600  
City-State-Zip: WASHINGTON DC 20005

Title TREASURER  
Name MANEKIN, LISA  
Address 2200 ELLER DRIVE  
City-State-Zip: FORT LAUDERDALE FL 33316

Title MANAGER  
Name WEINS, BRUCE  
Address 2200 ELLER DRIVE  
City-State-Zip: FORT LAUDERDALE FL 33316

Title MANAGER  
Name FABRIKANT, ERIC  
Address 2200 ELLER DRIVE  
City-State-Zip: FORT LAUDERDALE FL 33316

Title CFO  
Name KIM, KELLIE  
Address CITYCENTRE TWO  
818 TOWN & COUNTRY BLVD. SUITE 200  
City-State-Zip: HOUSTON TX 77024

Title SECRETARY  
Name LONG, WILLIAM C  
Address 2200 ELLER DRIVE  
City-State-Zip: FORT LAUDERDALE FL 33316

Title PRESIDENT, CHIEF OPERATING OFFICER  
Name FENTON, GREGORY  
Address CITYCENTRE TWO  
818 TOWN & COUNTRY BLVD., #200  
City-State-Zip: HOUSTON TX 77024

*I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am a managing member or manager of the limited liability company or the receiver or trustee empowered to execute this report as required by Chapter 605, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.*

**SIGNATURE:** WILLIAM C. LONG

**SECRETARY**

**08/14/2017**

Electronic Signature of Signing Authorized Person(s) Detail

Date

## Tab #4 – Qualifications and Experience

### About Witt O'Brien's

**Witt O'Brien's builds resilience.** As a global leader in crisis and emergency management, our innovative solutions help governments, communities, and businesses during times of emergencies and crises. We make a difference by partnering with our clients to save lives, protect assets, and recover from disasters.

Witt O'Brien's was established through the combination of the nation's top preparedness, crisis management, and disaster response and recovery organizations: Witt Associates, founded in 2001 by former Federal Emergency Management Agency (FEMA) Director James Lee Witt, and O'Brien's Response Management, founded in 1983 by Jim O'Brien's, a premier leader in oil spill response management and debris management. Now, Witt O'Brien's is a limited liability company, incorporated in the State of Delaware, with over 500 full-time, part-time, and on-call employees nationwide with offices in Washington, DC, Texas, Florida, Puerto Rico, and a global office in Brazil.

With zero debt, strong cash flow, and a record of accomplishment of true partnership between the company and its clients, **Witt O'Brien's is a financially stable, 100% wholly owned subsidiary of SEACOR Holdings**, a \$1billion+ publicly traded company on the New York Stock Exchange under the symbol CKH. SEACOR had more than \$336mm of cash as of December 31, 2017. As a SEACOR subsidiary, we have stability and resources that surpass most of our peers.

Clients appreciate that Witt O'Brien's is small enough to be highly responsive to their needs, while also possessing the depth of resources, experience, and expertise necessary to produce the highest quality of work.

<b>Firm Name</b>	<b>Witt O'Brien's, LLC</b>
<b>Corporate Headquarters</b>	1201 15 <sup>th</sup> Street NW, Washington, DC 20005, 202-585-0780 (p)
<b>Florida Office</b>	2200 Eller Drive, Fort Lauderdale, FL 33316, 954-523-2200 (p)
<b>Year Established</b>	2013 (James Lee Witt and Associates, established in 2001, was acquired by Witt Group Holdings, LLC in 2009. Witt Group Holdings, LLC established in 2009, merged with O'Brien's Response Management, Inc., which was founded in 1983, and changed its name to Witt O'Brien's, LLC, on January 1, 2013.)
<b>Type of Ownership</b>	Witt O'Brien's, LLC is a 100% wholly owned subsidiary of SEACOR Holdings, a publicly traded company on the New York Stock Exchange under the symbol CKH. SEACOR and its subsidiaries are global providers of risk management, marine transportation equipment and logistics services primarily servicing the U.S. and international energy and agricultural markets.
<b>Parent Company</b>	SEACOR Holdings, Inc.
<b>Primary Authorized Negotiator</b>	Greg Fenton, Chief Financial Officer 404-942-7750 (p), vendors@wittobriens.com

### Experience

Witt O'Brien's has successfully responded to more than 25 different major disasters in the United States in the past 17 years. We have assisted our clients with disaster recovery challenges and maintain a proven track record of successfully completing many large and complex debris removal and disposal monitoring projects. We have worked with city, county, and state governments and private organizations in 11 states on debris monitoring, removal, and management and pre-event planning projects.

### Proven Success and Ability

Our success extends to supporting multiple clients at once—we have supported as many as 31 concurrent client deployments. **We recently supported recovery efforts as result of the 2017 Hurricane**

**events in Texas, Florida, Georgia, and the US Virgin Islands. On these, we have activated more than 1,500 personnel.** We have also successfully supported other large projects for major disasters, including Hurricanes Katrina, Rita, Gustav, Ike and Sandy - monitoring and documenting the removal of **more than 50 million cubic yards** of all types of disaster debris.

We consistently receive acclamations from our clients attesting to the professional way we implement improved practices; decrease unnecessary work; and facilitate accurate, safe, and FEMA-compliant completion of their debris management projects.

We are very proud of our results-based accomplishments and demonstrated successes. We have a remarkable portfolio of clients and an unrivaled record of service supporting our clients in developing, implementing, and managing effective disaster recovery programs.

### Successful Debris Management Project Examples

Our relevant past and current performance includes the projects listed below. The projects detailed in this section are representative examples and by no means all inclusive.

#### Debris Monitoring—Hurricane Irma; Multiple Clients in Florida and Georgia; September 2017–Present

Witt O'Brien's recently was active and fully engaged in debris monitoring and management of multiple client operations in Florida and Georgia because of Hurricane Irma that impacted the area in early September 2017. To date, for these projects, we have monitored the removal of **nearly 4.3 million CY ROW vegetative debris, approximately 208,000 CY of C&D debris, and hauled approximately 702,000 CY of mulch.**

Our operations for Irma projects are noted below:

- Alachua County, FL
- Broward County School Board, FL
- City of Atlanta, GA
- City of Bradenton, FL
- City of Coral Gables, FL
- City of Edgewater, FL
- City of Fernandina Beach
- City of Homestead, FL
- City of Gainesville, FL
- City of Lighthouse Point, FL
- City of North Lauderdale, FL
- City of North Miami Beach, FL
- City of Oakland Park, FL
- City of Ocala, FL
- City of Palmetto, FL
- City of Parkland, FL
- City of Stanford, FL
- City of Sanibel, FL
- City of Savannah, GA
- Hardee County, FL
- Indian Creek Village, FL
- Marion County, FL
- Nassau County, FL
- Orange County, FL
- Town of Davie, FL
- Town of Lauderdale by the Sea, FL
- Town of Loxhatchee Groves, FL
- Town of Miami Lakes, FL
- Town of Southwest Ranches, FL
- Town of Surfside, FL
- Village of Key Biscayne, FL
- Village of Virginia Gardens, FL

#### Debris Monitoring—Hurricane Harvey; Multiple Clients in Texas; August 2017–January 2018

Witt O'Brien's recently was active and fully engaged in debris monitoring and management of multiple client operations in Texas because of Hurricane Harvey that impacted the area in late August 2017. To date, for these projects, we have monitored the removal of **more than 543,000 CY of vegetative C&D debris and nearly 4,700 CY of household hazardous waste.**

Our operations for Harvey projects are noted below:

- City of Port Arthur
- City of West University Place
- County of Waller
- City of West Columbia
- Clear Brook City MUD
- Village of Jones Creek

Our project in Port Arthur was the largest of the six, with **487,974 CY** of debris plus E-Waste and White Goods.

### Debris Monitoring—Hurricane Matthew (DR-4283, 4284, 4285 and 4286) and Hurricane Hermine (DR-4280); Multiple Clients in Southeast; September 2016–April 2017

Witt O'Brien's was fully engaged in debris monitoring and management of multiple client operations in Florida, Georgia, South Carolina and North Carolina because of both Hurricane Hermine that impacted Florida in September 2016 and Hurricane Matthew that impacted multiple southeast states in early October 2016. For these projects, we mobilized over 950 personnel to monitor the removal of over 1,400,000 cubic yards of vegetative debris, 155,000 hanging limbs and 2,900 leaning trees from impacted communities.

Our operations for the Hermine and Matthew projects are as noted below:

- City of Edgewater, FL
- City of Fernandina Beach, FL
- City of Ponce Inlet, FL
- City of Stuart, FL
- City of Tallahassee, FL
- Citrus County, FL
- Leon County, FL
- Nassau County, FL
- Glynn County, GA
- City of Brunswick, GA
- City of Savannah, GA
- City of Thunderbolt, GA
- Fripp Island, SC
- New Hanover County, NC
- Wayne County, NC

### Debris Monitoring – Severe Storms and Flooding (DR-4277) Livingston Parish, Louisiana; August 2016–June 2017

Witt O'Brien's was retained by Livingston Parish, Louisiana to assist with the monitoring of debris removal after the historic level flooding event in August 2016. We helped the Parish manage the monumental task of the removal of over **850,000 cubic yards** of construction and demolition debris, 20,000 white goods, and over 338,000 pounds of putrescible waste, 26,000 pounds of e-waste and 34,420 pounds of hazardous waste resulting from water damaged homes and businesses. We are currently monitoring the removal efforts in the Parish and continuing to help with the long-term recovery of the communities within the Parish.

### Debris Monitoring—Severe Winter Storm (DR-4165); Columbia County, GA and New Hanover County, NC; February 2014–July 2014

Witt O'Brien's was contracted by Columbia County, Georgia and New Hanover County, North Carolina in the aftermath of a severe winter storm of snow and ice that struck Georgia, North Carolina, and South Carolina in February 2014. We helped the Counties recover from the disaster by managing debris operations and developing FEMA Project Worksheets for Category A debris removal. In Columbia County and New Hanover County, we monitored approximately **650,000 cubic yards** and **126,00 cubic yards** of debris removal, respectively.

In a client questionnaire, both Columbia County and New Hanover County rated Witt O'Brien's 10 out of 10 in ability to manage project costs; ability to maintain project schedule; quality of work; quality of consultative advice provided on the project; professionalism and ability to manage personnel; project administration; ability to verbally communicate and document information clearly and succinctly; ability to manage risks and unexpected project circumstances; ability to follow contract documents, policies, procedures, rules, and regulations; and overall comfort level with hiring Witt O'Brien's.

### Debris Monitoring and FEMA Public Assistance—Hurricane Sandy (DR-4086); Multiple Clients in New Jersey; October 2012–October 2013

When Hurricane Sandy swept through the East Coast in October 2012, New Jersey was significantly impacted, suffering more than a billion dollars in damages. Witt O'Brien's responded by providing debris monitoring and FEMA Public Assistance program consulting services to several local governments in New Jersey affected by Hurricane Sandy.



**Debris Monitoring** - Our Project Manager was operational in the State Emergency Operations Center immediately after the storm passed, to assist with the Office of Emergency Management's response and recovery coordination efforts and to assist local governments in identifying immediate needs and performing Preliminary Damage Assessments. On each of these projects, we provided project management and field personnel to monitor and document of the combined removal of **525,669** cubic yards of hazardous waste and materials, private property debris, white goods (including verification of Freon recovery), stumps, hanging limbs, trees, construction and demolition materials, and loose vegetative debris. Several of these projects also entailed electronic waste, recycling of materials, roll off container monitoring, sand removal and the clearing of drainage systems and basins.

Our services also included collecting and managing the large amount of data generated, providing each client with daily status reports on their debris removal projects and preparing daily and weekly reports for the New Jersey Department of Environmental Protection, which oversees all debris removal operations affected areas of the State.

The table below provides a summary of each project for our various New Jersey local government clients:

<i>Client</i>	<i>CYs</i>	<i>Tickets</i>	<i>DMS</i>	<i>Peak Staff</i>	<i>Monitoring Costs</i>
<i>Borough of Deal</i>	300	35	1	6	\$21,204
<i>Borough of Keansburg</i>	25,617	532	2	5	\$111,787
<i>Borough of Lavallette</i>	198,148	7,232	1	25	\$543,928
<i>Neptune Township</i>	82,920	2,278	1	8	\$208,999
<i>Borough of Sea Bright</i>	47,571	1,405	1	5	\$129,182
<i>Borough of Union Beach</i>	74,074	2,065	2	13	\$280,996
<i>Town of Holmdel</i>	85,765	1,542	2	11	\$119,871
<i>Ventnor City</i>	11,274	482	1	12	\$126,649
<b>Totals</b>	<b>525,669</b>	<b>15,571</b>	<b>11</b>	<b>85</b>	<b>\$1,542,615</b>

**FEMA Public Assistance-Category A-B-**We assisted the State of New Jersey as well as several local towns and boroughs directly with coordination, team development, and communication to maximize grant awards and to reduce the likelihood of problems. We implemented the program delivery by utilizing Public Assistance Specialist/Project Officers. We enhanced the overall recovery effort and assisted in maximizing funding from insurance and federal disaster programs by:

- Participating in applicant briefings and kickoff meetings;
- Providing information to the applicant to help determine possible program and damage eligibility;
- Inspecting damage sites and ensuring a properly documented damage inspection process that facilitated less burdensome applicant claims and quicker reimbursement;
- Providing eligibility guidance using our staff's comprehensive knowledge of federal Public Assistance and 406 mitigation program eligibility requirements; and
- Working with FEMA and applicant including, facilitating on-site visits when appropriate.
- Assisted in the project worksheet preparation, request for reimbursement review, scope of work validation, interim inspection completion, request for Improved and Alternate project submissions, overrun validation and final inspection completion. We provided insurance guidance and worked closely with the Applicant and their staff members to promote a professional forum for all parties and ensure the claims process moved forward. Additionally, we promptly reviewed documents to facilitate the reimbursement process and advocated for maximum benefits for the applicant with FEMA.

## Debris Monitoring—Hurricane Isaac (DR-4080); Multiple Clients in Louisiana; September 2012–February 2013

Long before Category 1 Hurricane Isaac struck the State of Louisiana in August of 2012, Witt O'Brien's had prepositioned personnel and equipment just outside of the region which was anticipated to be most affected. Our initial response team (which consisted of our Vice President of Debris Services, a Senior Project Manager, Project Managers for each client, Data Managers and administrative staff) was on the ground with two Mobile Command Units and ready to commence preliminary damage assessments within hours of the "all clear." Within just a few days, we had hired and trained residents to fill monitoring positions and had fully staffed several projects. We completed professional disaster debris monitoring and FEMA Public Assistance consulting projects for these local governments:

<i>Client</i>	<i>CYs</i>	<i>Tickets</i>	<i>DMS</i>	<i>Monitoring Costs</i>
<i>St. Bernard Parish</i>	48,038	2,269	2	\$470,000
<i>Livingston Parish</i>	15,155	402	3	\$139,710
<i>Lafourche Parish</i>	111,818	2,291	2	\$436,705
<i>City of Slidell</i>	22,449	1,609	2	\$171,940
<i>City of Mandeville</i>	11,000	289	1	\$77,104
<i>City of Central</i>	26,508	599	1	\$69,504
<i>City of Thibodaux</i>	22,026	396	1	\$124,153
<b>Totals</b>	<b>256,994</b>	<b>7,855</b>	<b>12</b>	<b>\$1,489,716</b>

On each of these projects, our debris management and monitoring specialist worked to ensure that FEMA, state and local requirements were adhered to by the debris removal contractors and that all work was performed efficiently, safely and in compliance with environmental regulations. All projects involved Right of Way debris removal and several had waterway and other special debris issues.

In St. Bernard Parish, our crews also monitored and managed private property debris removal programs involving Right of Entry and Hold Harmless agreements with residents, and some home demolitions, as well as the removal of debris from the Parish's waterways.

### Key Staff and Leadership

Witt O'Brien's has an impressive lineup of subject matter experts and seasoned debris monitoring specialists to our clients' projects. Our knowledge and experience has helped our clients deal with the complexities of managing crises and disasters. During project execution, our executive management team performs high-level oversight to provide our project teams with organizational and planning guidance. We understand what can be expected and leverage their experiences to aid our clients in full, long-term recovery. We retain, as permanent full-time employees, a staff of debris monitoring specialists who are ready to mobilize on behalf of our clients on short notice. Each is highly qualified and very accustomed to managing large projects for government entities, especially multiple local governments simultaneously.

Our proposed project team includes:

- Charles Bryant, Project Principal/Regional Manager
- Ryan Booth, Project Manager
- Curt Johnson, Operations Manager
- Chris Denney, Data Manager/Billing–Invoice Analyst
- Mike Burgeson, Field Supervisor
- Alexandra Hestilow, GIS Analyst
- Lynne Storz, FEMA Debris Specialist
- Valarie Philipp, Project Manager
- Ralph Lawrence, Senior Grant Management Consultant
- James Crouch, Grant Management Consultant
- Shaletha Smith, Grant Management Analyst

Resumes of the key personnel listed above can be found in the **Appendix**.

## Special Disaster Recovery Program Management Experience

### ROW, ROE, PPDR and Demolition Recent Program Support

Witt O'Brien's has monitored and documented the removal of over 50 million cubic yards of all types of disaster debris including Right of Way (ROW), Right of Entry (ROE), and private property debris removal (PPDR). When destruction is widespread and FEMA renders permission, we will assist the Village in taking the initiative to enter private property after signed ROE agreements have been executed. Witt O'Brien's has extensive experience in implementing, managing and monitoring ROE programs and we would assist the Village in identifying private properties which may be eligible for debris removal, work with FEMA to ensure that local ordinances and proper procedures are followed and secure ROE agreements from residents. If demolition of private or public structures is warranted, Witt O'Brien's would also guide the Village in the proper implementation, documentation and monitoring of that program.

### Special Debris—Stumps, Limbs, Trees, and Other Issues

Certain types of hazardous debris (such as leaning tree and hanging limb removal, hazardous material removal, vessel and vehicle recovery, and asbestos abatement) require special pre-removal validation and documentation to be eligible for removal cost reimbursement from FEMA or FHWA. Witt O'Brien's has extensive experience with all debris types and will provide expert consulting services to the Village regarding unique debris challenges.

We have extensive experience with:

- Vegetative debris, including stumps, hanging limbs and leaning trees
- Construction and Demolition (C&D) debris
- White goods, appliances and electronics
- Waterborne debris in canals, lakes, drainage systems, marinas
- Sediments, sand, mud, seaweed, beach restoration
- Waterways/wetland clean-up and reimbursement
- Abandoned and derelict vessels
- Oil, chemical and ash spills
- Asbestos abatement, removal and disposal
- Hazardous materials and waste
- Demolition programs—homes, buildings, mobile homes, boats
- Recycling programs for disaster debris
- Animal carcasses and putrescent debris

### Data Management and Reporting

We will produce, manage and organize all project documents, and ensure that all data is complete, secure and up to date in our DebrisPro™ system. We make it a priority to manage load ticket population correctly, whether through generation by monitors in our electronic handheld system or physically written paper tickets. We will produce accurate electronic database files of all pertinent information from the debris removed, which we use to reconcile records against those of the debris removal contractor and to certify approval of the removal contractor's invoices.

### Hauler Invoice Reconciliation

Not only will Witt O'Brien's work with haulers to reconcile invoice discrepancies, but we also take a proactive approach by coordinating daily with debris haulers to immediately resolve disputes or problems. For example, after severe snow storms in Massachusetts in 2011, we completed 20 debris monitoring projects, which included reconciling invoice discrepancies with the haulers. As an added

benefit, our automated debris management system electronically audits and reconciles hauler invoices for consistency and accuracy assurance.

### FEMA Reporting and Appeals Assistance

Our priority is to protect the Village's interests and federal funding by ensuring that all work to remove hazardous debris 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, Witt O'Brien's would coordinate closely with FEMA debris specialists in the field to pre-validate these types of debris before removal takes place, and would document – with digital photographs, GPS coordinates, logs and reports – the locations and eligibility of storm debris. We propose using a team approach to appeals and arbitration, to leverage the broadest expertise possible for each appeal. This makes it important that the Appeals Specialist perform in a coordination and facilitation role, involving sub-grantees, Public Assistance Program Assistance Liaisons, Technical Assistance Liaisons, and others to gather all the relevant information and craft arguments that can enhance the likelihood of achieving positive results.

### Overall Financial Recovery and Grants Management Services

Witt O'Brien's offers a complete range of planning, mitigation, and prevention services to better prepare an organization before a crisis occurs as well as response and recovery services to ensure an organization can respond appropriately afterward. These services range from on-call consulting to full-scale program development and implementation conducted by personnel with demonstrated expertise in EOC operations, damage assessment, Hazard Mitigation Grant Programs, Individual Assistance Program, Public Assistance Program among other areas of expertise.

No firm that provides disaster recovery consulting services at the state and local level is more experienced than us when it comes to advising clients on disaster recovery needs and providing a full range of recovery services under the Stafford Act. The most daunting and challenging issues faced by states and local governments during disaster recovery following a significant event are exactly the issues and problems we have tackled and have been successful in resolving over the past 15 years.

Our experts help manage and implement critical recovery programs for disaster-impacted communities. Since 2001, we have assisted in the management and implementation of **more than \$25 billion in PA Program funding**, representing **more than 80,000 Project Worksheets (PWs)**. We have helped manage and implement **more than \$3.1 billion in HMA funds** for more than a thousand mitigation projects. Witt O'Brien's experts have helped clients justify, secure, and utilize **more than \$12 billion in disaster supplemental funding** – funding beyond PA and HMA – including monies from the Community Development Block Grant Program (CDBG).

Witt O'Brien's provides a suite of Recovery services, including:

- Long-Term Recovery Planning
- FEMA Public Assistance Program Support and Technical Assistance
- Financial and Grant Management
- FEMA Hazard Mitigation Program Support and Technical Assistance
- Staff Augmentation
- Insurance Recovery & Adjusting
- FEMA Close-out and Audit Support
- FEMA 1PstP and 2PndP Appeal Assistance
- Federal Disaster Recovery Grants
- Disaster Housing Assistance

Witt O'Brien's provides a suite of Preparedness, Planning and Training services including:

- Assessment and Gap Analysis

- Emergency Management Accreditation Program Support Services (EMAP)
- Emergency Management Capability Assessments
- Physical and Cyber Security Assessments
- Emergency Response Planning; All-Hazard and Hazard-Specific
- Continuity of Operations/Government Planning
- In-Person and Computer-Based Training
- Emergency Operations Center Planning, Training, Exercising
- Public Health Preparedness
- HSEEP-Based Exercises

### Successful Financial Recovery and Grants Management Project Examples

Through our disaster recovery and grant management activities, we have produced measurable results and demonstrated tangible benefits by helping Recipients and Subrecipients receive maximum funding for the repair and replacement of eligible facilities. For example:

#### School Board of Broward County, Florida – Hurricanes Frances, Jeanne, Katrina, Wilma

Witt O'Brien's has been contracted by the SBBC since 2008. We prepared a comprehensive, district-wide Disaster Debris Management Plan, provided technical assistance, program implementation and strategic advice for its FEMA Public Assistance grants. We assisted SBBC in preparing initial projects and versions, as well as gathering, reviewing, and compiling the relevant documentation for final inspection and closeout and financial reconciliation and reimbursement for all Project Worksheets generated for the 2004 through 2008 disasters.

The declared disasters include Hurricanes Frances, Jeanne, Katrina and Wilma, and Tropical Storms Rita and Fay. The funds for these projects amount to the management of over \$50 million in Public Assistance grants representing approximately 540 projects made up of FEMA Category A, B, E and G projects. Our responsibilities included:

- Coordinating with FEMA, state, and SBBC staff on interim site inspections, improved project requests, time extension requests, and preparation of project versions where required;
- Working with all departments and other agencies to obtain all costs and necessary backup documentation to develop, revise, and/or submit project worksheets and closeouts to FEMA and the State of Florida Division of Emergency Management (DEM) personnel;
- Working with FEMA and the State of Florida DEM personnel to provide additional information needed to process project worksheets, requests for reimbursement, or resolve any issues and/or questions related to project worksheets;
- Representing the SBBC at meetings with FEMA, state, and/or at internal department meetings;
- Writing, compiling, and submitting appeals;
- Providing comprehensive executive briefing regularly;
- Providing all-inclusive grants management assistance;
- Preparing a FEMA-approved districtwide comprehensive disaster debris management plan;
- Completing the final inspection and closeout of 177 large FEMA Project Worksheets;
- Reconciling documentation, conducting validation, preparing the summary of documentation and the Joint Closeout Toolkit documents for review and approval, and tracking the closeout versions through obligation;
- Reconciling the SBBC insurance claims for Hurricane Wilma resulting in the submittal of new claims processed and paid by the carriers seven years after the disaster occurrence; and

- Supporting the SBBC in an official Department of Homeland Security Office of Inspector General (DHS OIG) audit of 2005 disaster funding in the amount of almost \$15 million in grant funds.

Our efforts resulted in SBBC's recovery of more than \$3.2 million in additional funds recovered from the insurance carriers and the recovery of more than \$9.4 million in funds from FEMA grants to date, with an approximately \$8 million pending final obligation and reimbursement as well as appeal determinations.

We assisted SBBC with the preparation of a comprehensive, all-hazards emergency operations plan, which we completed and exercised in 2016. Additionally, we continue to assist SBBC with emergency preparedness efforts involving training initiatives, system process improvements, and in garnering departmental and executive leadership participation in future disaster events.

#### City of Pompano Beach, Florida – Grant Consulting Services and Hurricane Matthew

Witt O'Brien's was retained by the City of Pompano Beach in 2011 to assist with the final inspection and closeout of the City's Hurricane Katrina and Wilma FEMA Project Worksheets. Based on experience from the 2005 hurricanes, we then were tasked with assisting the City with their pre-disaster preparedness efforts to create an electronic Disaster Claims Management System. This system was created to store City policies, disaster recovery regulations, templates, guides, etc. on the City computer server and to set up pre-populated projects and folders for use by Department in the case of a future event. We created a user manual and training for City staff to implement and discuss these efforts with staff that could have responsibilities in future disaster recovery.

We were subsequently engaged by the City to provide appeals support for insurance de-obligations that the City sustained over 10 years after the occurrence Hurricane Wilma due in part to negative OIG findings against Applicants in the State of Florida. Most recently, we were activated to assist the City with grants management services for their response to Hurricane Matthew that occurred in October 2016. We were tasked with the review and compilation of packages for both Category A debris removal and Category B emergency measures costs incurred for in-house labor, equipment, materials and generator usage.

#### City of Galveston, Texas – Hurricane Ike

Witt O'Brien's provided support with a broad spectrum of emergency management and recovery needs, including FEMA's Public Assistance program, Hazard Mitigation Grant Program, and the debris oversight process. Damages were estimated in the tens of billions of dollars. We ensured that debris operations were handled efficiently and in conformance with program requirements, eased problems and maximized debris-related reimbursement from FEMA.

Some of the critical ways in which we assisted the City of Galveston included:

- Provided general grant management advice and assistance in development of a disaster recovery team, and development of a comprehensive recovery strategy;
- Provided eligibility guidance, working with the City of Galveston to develop justifications for presentation to FEMA and the state, working with the City to resolve disputes;
- Assisted in the preparation of Project Worksheets;
- Inspection of damaged sites;
- Assisted affected applicants with completing debris removal documents;
- Advocating for maximum benefits for the City with both the state and FEMA;
- Assisted with requests for time extensions to FEMA;
- Advised the City on requests for Improved or Alternate projects;
- Advised the City on processing appeals within federally mandated deadlines; and



- Suggested and identified hazard mitigation projects for damaged facilities, working with City departments to develop HMGP project applications for consideration by the state and FEMA.

Shortly after the Galveston efforts began, the City was already crediting us with securing substantial amounts of additional funding for them, and advancing complex and politically sensitive recovery projects that had languished since the hurricane devastated Galveston Island. Specifically, we changed the cleaning of the City's Storm Drainage System category from the permanent category "C" to the debris removal category "A," and increase the City's reimbursement of debris removal expenses by millions of dollars.

### University of Texas Medical Branch at Galveston (UTMB) Texas – Grant Consulting and Multiple Hurricane Recovery Services

Witt O'Brien's assisted UTMB in developing, documenting, managing, and submitting grant applications for funds available in FEMA's disaster programs. We provided strategic advice and technical assistance to UTMB by planning, recovery management, and oversight. We also provided strategic advice and assistance for pre-event preparedness and pre-declaration activities regarding the declaration process and provided information regarding the financial implications of strategic and programmatic operational decisions, with total damages estimated at nearly \$1 billion.

The primary focus of our work was providing counsel to UTMB on critical aspects of the Public Assistance program, highlighting nuances of federal regulations to maximize UTMB's disaster recovery awards. We worked with UTMB staff and department managers and identified damages; conducted site inspections; developed documentation and verification of damages; compiled project worksheet packages; managed public assistance applications; quantified cost details, championing opportunities for UTMB under the 406 hazard mitigation provisions of public assistance. Acting as UTMB's representative, we negotiated with FEMA resolving eligibility issues and gained FEMA's support to increase public assistance awards, including scope alignment to projects that were missed in FEMA's initial assessments and made successful appeals of FEMA's decisions. We were integral in negotiating the funding of a new \$100 million elevated clinical service wing as a way of mitigating critical functions of the hospital complex.

Our efforts have resulted in more than \$800 million in FEMA funded projects to UTMB thus far, \$400 million of which was originally denied by FEMA. UTMB has been better able to oversee work effort and documentation to maximize reimbursements, support project claims processing, facilitate project reporting, and effectively support appeals and audits. We also helped UTMB secure more than \$50 million in Hazard Mitigation Grant Program funding, and facilitated the development of UTMB's first FEMA-approved hazard mitigation plan.

We have provided financial assistance to UTMB in insurance coordination and claim reconciliation, and the capture, documentation and management of direct administrative costs that maximized reimbursement. We also provided close-out support through financial reconciliation of project documentation.

Please see Witt O'Brien's completed Reference Form in the **Appendix**.

### Litigation

Witt O'Brien's is not currently a party to, and has not been a party to, any claim, controversy, legal dispute, litigation, bankruptcy, planned office closures, impending merger or other related legal matter where the basis of the claim involves the same or similar services as those referenced in this Request for Proposal. The company is involved in litigation from time to time in the ordinary course of business, however, there has been no material litigation involving the company or officers in relation to our professional work.

## Tab #5. – Technical Approach and Methodology

### Proposed Strategy

After our initial meeting to discuss and review immediate and near-term needs, we will appropriately define and assign personnel to support the Village's disaster event, and efficiently scale up and down to meet the Village's needs during disaster recovery. The primary interface between the Village and Witt O'Brien's will be our Project Manager—your day-to-day point of contact who will assure that our personnel are performing within the scope of services and are addressing the needs and priorities identified by the Village. The Project Manager will also be the focal point on contract issues and will ensure that all reports and deliverables mandated under the terms of the contract are appropriately provided. This structure will be in place from the initial notification phase through the mobilization, support and final demobilization of the project.

We will coordinate with federal, state, and local emergency agencies and we will attend all meetings to represent the Village. Throughout the lifecycle of the disaster recovery period, we will directly engage with FEMA, FHWA, and any other applicable federal, state, or local emergency agencies, Village staff and designated debris removal contractors to:

- Minimize confusion and miscommunication
- Provide required and requested documentation
- Explain the Village's intent and project status
- Solve problems that may arise

Our experts will work with the Village to establish a regular meeting schedule with our federal, state, and local counterparts, to discuss issues, share ideas, and identify priorities for the immediate future. For each meeting, we will help prepare your officials with all necessary background information and materials, discuss strategy, and provide support.

### Disaster Debris Monitoring - Plan and Approach

Witt O'Brien's has 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 the Village with the finest debris monitoring and federal grants management services available. We are an extension and partner to the Village, and will serve to augment and strengthen your capabilities. Our approach is designed to allow us to coordinate and integrate rapidly and effectively with all participants in a major debris removal and grants management operation while maintaining the highest level of customer service and accountability, while remaining flexible and scalable to allow us to adapt to ever changing project requirements. The following sections describe our customized technical approach to fully respond to the services expected by the Village. We have also included details of our valued-added services where pertinent.

### Daily Briefings

Our Project Manager and/or Deputy Project Manager will attend daily meeting with the Village'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 to enhance safety, control costs, increase efficiencies or better comply with FEMA guidelines.

### TDSRS Site Selection and Permitting

Witt O'Brien's would assist with pre-event selection of Temporary Debris Storage and Reduction Sites (TDSRS) suitable to handle the quantities and types of debris forecast during the planning session and would advise the Village on obtaining all necessary environmental or other permits, in coordination with



local and state environmental agencies. We 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.

### Scheduling Work

Debris operations can be the single costliest task associated with a disaster. Scheduling the monitoring services to be provided along with the debris removal is a vital step to ensure efficient implementation of debris operations. A representative schedule of services to be provided is listed below:

Service	Schedule
<b>Pre-Event Coordination, Planning and Training</b>	Prior to Storm Season
<b>Post-Event Project Management</b>	24 – 48 hours from a Notice to Proceed
<b>Damage Assessments and Debris Quantity Estimations</b>	24 – 48 hours
<b>Debris Clearance Coordination and Monitoring</b>	First 70 hours of clearance work
<b>Truck Measurement and Certification</b>	Within first two days, then as needed
<b>Health and Safety/Quality Assurance Program</b>	48 – 72 hours
<b>Public Information</b>	First two weeks
<b>Hire and Train Local Debris Monitors</b>	Within 48 hours, then as needed
<b>Debris Management Site Establishment and Staffing</b>	48 – 72 hours
<b>Debris Collection Site Monitors</b>	48 – 72 hours
<b>Field Supervisors</b>	48 – 72 hours
<b>Roving Monitors</b>	48 – 72 hours
<b>Federal Aid Roadway Debris Removal Program</b>	Week 3
<b>Special Debris Program</b>	Two – three weeks
<b>Data and Document Management and Reporting</b>	Within 48 hours and for project duration
<b>Contractor Invoice Reconciliation</b>	Within three days of receiving invoices
<b>Final Pass Completion</b>	Last weeks of debris collection operations
<b>Mulch and Processed Debris Haul-out</b>	Last two weeks
<b>Debris Management Site Closure</b>	After DMS cleared of debris
<b>FEMA Claims Support</b>	Project duration
<b>Handover Final Deliverables</b>	Project conclusion
<b>After Action Report</b>	Within 30 days of project completion

### Hiring, Scheduling, and Managing Field Staff

Witt O'Brien's responsibility to its disaster-affected clients goes beyond project management. We understand that disasters impose economic hardships on communities, and we are committed to hiring as many local personnel as possible on our projects, to both minimize travel expenses and to spread employment opportunities locally.

When potential disasters loom, our management activates Witt O'Brien's standard procedures for broadcasting job announcements in a storm's path – via radio, newspapers, unemployment offices, college job boards, churches, and the internet. We also consult with our clients to determine if any recently retired or laid-off government employees - from the Solid Waste, Public Works, Parks and Recreation, Police or Fire Departments – might be available to assist with the recovery effort.

We carefully screen our monitoring staff with background checks and drug tests to ensure that any with felony convictions, drug use or questionable moral character are excluded. Witt 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 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 our client or our firm. The Village can always dismiss any of our field staff from the project, for any reason.

### Health and Safety Program

One of our primary responsibilities is to remain vigilant for ways to avoid accidents and enhance safety. The company takes safety seriously and works with clients and removal contractors on ways to ensure that all debris removal and monitoring operations are conducted in the safest manner possible. Supervisory and monitoring staff will be trained in internal safety guidelines for monitoring projects. Safety guidelines include 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 always carry first aid kits in the field with them, 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 are required 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. Witt O'Brien's will document and report any serious unsafe activities or conditions witnessed in the field and halt debris operations immediately until corrective measures are taken.

### Monitoring Recovery Operations and Continuous Improvement

Witt O'Brien's is committed to customer service and project success. At the core of our 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 remain vigilant to load ticket errors or omissions and quickly report them to field supervisors, who in turn contact monitors and take corrective measures. As an added measure, we frequently deploy trained roving monitors/quality control inspectors 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, and inspect debris zones for "hot spots" and zone closure status. Their primary roles would be to ensure that only FEMA-eligible debris is collected and hauled and that removal contractors do not enter onto private property. Designated personnel would also provide QA/QC 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, confirm clearance of all roadways and map any remnants, and provide written confirmation of debris removal completion. Periodically, a Witt O'Brien's project analyst would also perform internal project inspections on our documentation and data management functions to ensure full compliance with company standards, the Village's requirements and federal reimbursement guidelines – to intercept and swiftly correct any potential deficiencies. We focus on the need to find better ways in which to operate and solve problems. A significant element of our success in this area is the commitment of both managers and line staff in continual process improvement. We foster a communicative atmosphere

among its deployed personnel, regularly holding meetings, conference calls, and other engagements to allow us to discuss issues they face in the field, and brainstorm on ways in which to address them that will result in more efficient and effective project delivery.

### Public Information Emergency Response

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 Village to implement a Public Information Plan. We will work with the Village 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 and assist with the Village efforts to efficiently disperse information to any target audience including the community, media, elected officials, police and fire personnel, field staff, contractors, and federal authorities. We also will make staff available to the Village to distribute and disperse public information on the debris project and may deploy our field monitoring staff to disseminate fliers to residents.

### Truck Measurement and Certification Program

As the debris removal contractor's trucks and equipment begin to arrive at the disaster scene, Witt 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 follow the latest FEMA 327 standards and methodologies for measuring and calculating the capacity of debris removal trucks. We also will provide FEMA compliant truck placards and truck certification forms. Original truck certification forms signed by our Truck Certification Manager, with photographs of each truck showing its placard and any modifications, would be provided to the Village in a binder along with electronic "PDF" copies and a summary spreadsheet. Our roving monitors/quality control inspector will also periodically spot check and re-certify trucks during the project to deter and detect fraudulent alteration of truck capacities or placards. In addition, the truck certification and measurement information is easily verified using our electronic debris management system, DebrisPro™.

### Electronic Debris Management System

Witt O'Brien's success in managing debris monitoring projects is based on our ability to provide responsive, efficient service. Our electronic debris management solution, DebrisPro™, is a securely hosted, multi-device supported, web-enabled system. It integrates the best of the breed technology, tools, server infrastructure, hand-held devices, and a web portal to simplify the basic tasks of managing debris monitoring and removal, contracts management, and office operations. DebrisPro™ provides a distributed as well as a central database-driven platform to create different rosters, manage contracts and contractors, load tickets, and deliver business results in a timely, productive, and customizable manner.

DebrisPro™ effectively captures field operations and synchronizes information to the central server over the internet. This allows our leadership to view reports, charts, and summaries relevant to their level of authority through a web portal. The system automates the tracking, documentation and quantification of disaster debris. Our electronic, "ticketless" system collects data in the field using smartphone or tablet devices which monitors use to capture data on each debris load. DebrisPro™ allows automatic integration of global positioning system (GPS) / geographic information system (GIS) data and streamlines the documentation and data collection process. A simple bar-coded ticket is produced for the truck's driver to take to the tower, where a final receipt is printed out for each load. Witt O'Brien's can warrant that our database of debris volumes, types, locations and removal costs is sound, secure, and accurate and would allow the Village and FEMA to easily review, validate and audit the project. We currently have on-hand over 300 electronic devices, and enough portable printers to equip our field staff for this project. We also can acquire additional devices and printers quickly, to meet any additional operational demands that may arise. Our electronic debris management system is designed to automate

and streamline the tracking and documentation of all elements of debris removal work and costs, including for these operational and programmatic elements:

1. Truck certifications
2. Federal Aid roadway debris collection for FHWA reimbursements
3. Removal of hazardous stumps, leaning trees, hanging limbs
4. Monitor hour and activity tracking
5. Right of Way (ROW) debris removal
6. Debris haul-out and disposal
7. Canal and waterway debris removal
8. Private property debris removal

DebrisPro™ automatically loads all field data into our secure web-based data management program and allows real-time reports to be generated on any set of metrics for the debris projects. Authorized client personnel can access their data using secure web portals and generate their own reports, while all data is stored on multiple redundant servers to ensure safety and security. Our electronic debris management system was developed to conform to US Army Corps of Engineers technical specifications and FEMA documentation requirements, and it meets or exceeds all the detailed specifications found in the USACE electronic debris management system requirements.

#### Paper Load Tickets

Witt O'Brien's is also proficient with the use of the standard paper load ticketing system. The paper load tickets serve as the basis for payment for the removal contractors and are carefully handled and managed by us. Load tickets document and certify the loading location of the debris, its eligibility under FEMA guidelines and its type and quantity. Our field supervisors 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 daily.

#### Daily Operational Reports

Daily detailed summaries of the previous day's debris removal activities and data are provided to the Village's Debris Manager by 10 a.m., which will contain, at a minimum, the following information:

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

#### Maps and GIS Applications

Our monitors and field supervisors map out debris locations, 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 we can assist with the development of a web-based mapping system to upload to an internet site. We would utilize DebrisPro™ for automated GIS data integration and mapping. Our technology generates an automatic link of GPS and GIS data and photos to each load, tree stump, hanging limb, leaning tree, vessel, or other type of debris requiring validation for FEMA reimbursement.

### Comprehensive Review, Reconciliation, and Validation of Debris Removal Contractor(s) Invoices Prior to Submission to the Village for Processing

Witt O'Brien's will reconcile each of the debris removal contractor's invoices and backup documentation with our database of debris quantities and project costs. We ensure that all costs presented on the invoices conform to the removal contract's scope of work, unit prices, performance parameters and timelines. We inspect and audit the invoice backup documentation to ensure that it reconciles with our own database for the specified period and work. Any discrepancies are brought to the attention of the Village immediately in the form of an Invoice Discrepancy Report. We will coordinate with the hauling contractor to resolve any discrepancies or disputes and, upon resolution, we will provide you with a final reconciliation and payment approval report highlighting the target date for payment and any other fees that may be outstanding. Included with this payment approval report is a complete load ticket summary from our database to support the invoice amount, as well as details of any adjustments or corrections which had to be made.

### Project Worksheet and Other Pertinent Report Preparation Required for Reimbursement by FEMA and Any Other Applicable Agency for Disaster Recovery Efforts by the Village Staff and Designated Debris Removal Contractors

Documentation of project costs maintained by Witt O'Brien's would meet or exceed federal and state agency requirements, to ensure that all FEMA, FHWA, NRCS and other disaster response and recovery claims are properly documented and able to withstand scrutiny during the project preparation, final inspection, and closeout process. We will prepare Category A (debris removal and monitoring), Category B (debris clearance) FEMA Project Worksheets, FHWA Detailed Damage Inspection Reports, and other applicable reports.

### Invoice Reconciliation and Final Payment Approval

Witt O'Brien's will reconcile each of the debris removal contractor's invoices and backup documentation with our independently maintained database of debris quantities and project costs. First, we ensure that all costs presented on the invoices conform to the removal contract's scope of work, unit prices, performance parameters and timelines. We 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 are brought to the attention of the Village immediately, in the form of an Invoice Discrepancy Report. We 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 database to support the invoice amount, as well as details of any adjustments or corrections which had to be made.

### Final Disposal Confirmation and Documentation Presentation

Witt 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 Federal, State and Local regulatory guidelines. Our monitors inspect loads of reduced debris leaving the TDSRS, issue a load ticket to each truck and maintain a log of ticket numbers and volumes. If requested, we 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, then we would confirm that all the required documentation and environmental permits are in place and that Federal, State and Local authorizations are secured. We would also coordinate with Federal, State and Local environmental agencies to ensure the integrity and regulatory compliance of all final disposal activity. After the project, we will provide all documentation of debris clearance, removal, management, reduction, disposal and monitoring costs, sufficient to fully and accurately support federal grant program claims. As stated in the RFP, we will maintain adequate

records to justify all charges, expenses, and costs incurred in estimating and performing the work for three years after completion of the contract, and the Village will have access to all records, documents, and information collected and/or maintained.

### Debris Estimating Methodology

Witt O'Brien's utilizes the US Army Corps of Engineers (USACE) debris estimating model for developing debris estimates, for purposes of pre-event planning and understanding initial resource requirements for Hurricane events. The USACE developed this model based on debris generated by Hurricanes Frederic, Hugo and Andrew. The model contemplates the number of households in an urban/suburban area, as well as the category of storm, vegetative characteristics, commercial density and precipitation and is accurate within +/- 30% for Hurricane events. In these instances, and for other events such as flooding Witt O'Brien's works with available GIS data and perform an analysis using industry standard calculations based on historical data for residential housing based on square footage, flood plain layers, and windshield surveys and other demographic data.

Witt O'Brien's can also utilize the HAZUS<sup>®</sup>MH is the Federal Emergency Management Agency's (FEMA) nationally applicable software program that estimates potential building and infrastructure losses from hurricanes, riverine and coastal floods, and hurricane winds. HAZUS<sup>®</sup>MH loss estimates reflect state-of-the-art scientific and engineering knowledge and can be used to inform decision-making at all levels of government by providing a reasonable basis for developing mitigation, emergency preparedness, and response and recovery plans and policies. HAZUS<sup>®</sup>MH uses geographic information system software (ArcGIS) to map and display hazard data, the results of damage and economic loss analyses, and potential effects on area populations. HAZUS<sup>®</sup>MH analyses also can be run in real time to support response and recovery actions following a disaster event.

Witt O'Brien's will meet with the Village representative and coordinate the preliminary debris assessment and obtain a list of the areas to be inspected, local contacts and local damage estimates. We will visually inspect all major damage sites and develop a representative sample of all damage locations to the extent necessary to develop an accurate preliminary debris estimate.

### Procurement Assistance *as may be needed*

Witt O'Brien's can provide the Village with professional consultants to work with the Village to secure pre-event contracts for services that are anticipated to be required in the aftermath of a disaster as well as post-event contracts and purchases of services on an emergency procurement basis. Our technical consultants are available to assist the Village with all steps of the procurement process from bid formulation and advertisement through contract execution and activation of services.

On various projects, we have worked with our clients to provide invaluable advice, guidance, and staff support to local communities struggling to deal with procurement issues, eligibility questions, the facilitation of the development of Project Worksheets (PWs), and the review and reconciliation of financial documentation to ensure eligibility and promote the timely and complete reimbursement of funds.

## Mobilization and Equipment

### Rapid Response Assurance

Clients rely on us 24/7/365 rapid response guarantee. We are always poised to respond. Our assets at various offices—pre-packaged mobilization packages in trailers and Mobile Command Unit posts—keep core management staff on standby, maintain a national emergency call center, and coordinate with the Village staff to ensure that lines of communication are always open. Our mobile command posts, consist of 4 modified RV-style vehicles equipped with generators, computers, printers, communication and safety equipment, and sleeping quarters, which allows the management team to deploy rapidly and to be self-sufficient for several days until base utility services are restored to the disaster area; mobile



command assets include all supplies and equipment necessary to initiate a debris monitoring project in pre-packaged bundles at office facilities and warehouses.

We have responded to hundreds of incidents on behalf of clients, always within hours of the event or can be located on-site prior to an anticipated event if requested. Scheduling the expected monitoring services along with the debris removal is a vital step to ensure efficient implementation of debris operations.

We will contact the Village's representative 96, 48, and 24 hours prior to a disaster. A Project Management team will arrive on-scene to assist the Village within 24 hours of notification, such notification shall include at a minimum a written notice to proceed and a purchase order committing funds to the services. Additional management and monitoring staff will arrive as needed within 48 to 72 hours when local hiring and debris monitor training will commence.

### Response Times from Notice to Proceed

- < **24 Hours: Rapid Response Team:** Project Manager, Operations Manager, Clearance Monitors
- < **48 Hours:** Truck Certification Crew, Lead Supervisors, FEMA Program Consultant
- < **72 Hours:** Field and Site Monitors, Data Manager, Environmental Specialist
- < **96 Hours:** GIS Analyst, Data Entry Clerks, Billing/Invoice Analyst

### Project Plan Timeline/Activities | "The Master Plan" (Subject to Change)

Project Management Plan Summary and Timeline (Subject To Change)		
Task	Time Frame	Scope of Work
<b>Pre-Event Coordination, Planning and Training</b>	Prior to Storm Season or an anticipated event	Train client's debris staff; review/revise debris management plan; review ordinances and codes.
<b>Pre-Event Project Management</b>	12 – 48 Hours from a Notice to Proceed	Coordinate with client, debris removal contractors, FEMA, State; Devise Action Plan.
<b>Damage Assessments and Debris Quantity Estimations</b>	8 – 48 hours	Coordinate with FEMA, State and Client to scout affected area and document damages; estimate debris quantities and removal costs identify hazardous and dangerous debris for immediate removal.
<b>Debris Clearance Coordination and Monitoring</b>	First 70 hours of clearance work	Prioritize roads, facilities and areas for initial debris clearance; document T&M contract work and force account expenses. Track costs for Federal Aid roads separately.
<b>Truck Measurement and Certification</b>	Initiated within first two days and continued as needed	Measure capacity, mark, certify, log, photograph collection trucks as they arrive on scene; Periodically "spot check" trucks for compliance and accuracy of volume measurement to reveal and deter tampering.
<b>Health and Safety / Quality Assurance Program</b>	48 – 72 hours	Initiate Health and Safety awareness and compliance program; ensure debris sites and personnel are equipped with proper safety gear; Implement Quality Assurance program to ensure contract compliance and maintain performance standards and goals.
<b>Public Information</b>	First two weeks	Establish Debris Hotline phone center to field questions from residents and record complaints; devise and disseminate information about debris removal program requirements and timelines.
<b>Hire and Train Local Debris Monitors</b>	48 hours in and as needed for duration of project	Recruit, screen and train locally hired monitoring, clerical and administrative personnel

Project Management Plan Summary and Timeline (Subject To Change)		
Task	Time Frame	Scope of Work
<b>Debris Management Site Establishment and Staffing</b>	48 – 72 hours	Inspect sites, document conditions, secure permits, prepare safety report, coordinate set-up with contractors; Staff each DMS with at least 2 experienced and trained monitors to assess load volumes and inspect debris.
<b>Debris Collection Site Monitors</b>	48 – 72 hours	Pair monitors to collection crews and dispatch to debris removal sites as needed to complete and issue load tickets.
<b>Field Supervisors</b>	48 – 72 hours	Deploy experienced Field Supervisors to oversee monitoring activities and implement quality assurance program at a ratio of 1:10.
<b>Roving Monitors</b>	48 – 72 hours	Deploy roving monitors to locate, document and map special debris (hazardous, stumps, leaning trees, white goods, etc.); report on ineligible debris and contractor caused damages.
<b>Federal Aid Roadway Debris Removal Program</b>	1st pass	Initiate the collection of debris from Federal Aid System roadways; track and document all costs separately for FHWA ER program.
<b>Special Debris Program</b>	2 – 3 weeks' in	Deploy specially trained and equipped monitors to document (with photos and GPS) the proper removal of special debris types (stumps, hanging limbs, leaning trees, hazardous waste, white goods, etc.)
<b>Data and Document Management and Reporting</b>	48 hours in and for duration of project	Data collection, entry, management, and daily reporting; document collection, management, scanning and storage.
<b>Contractor Invoice Reconciliation</b>	Within 3 days of receiving invoices	Review contractor invoices and database for accuracy and reconcile with Witt O'Brien's independently maintained database; provide written discrepancy reports and payment approvals.
<b>Final Pass Completion</b>	Last weeks of debris collection operations	Publish public announcements of last pass schedules; Deploy roving monitors to confirm clearance of all roadways and map any remnants; Provide written confirmation of debris removal completion.
<b>Mulch and Processed Debris Haul-out</b>	Last two weeks	Monitor and document the removal of reduced and processed debris from DMS; Confirm final disposition of debris and document.
<b>Debris Management Site Closure</b>	After DMS cleared of debris	Document and confirm removal of all debris, equipment, towers and materials; document site restoration work and costs; confirm compliance with environmental regulations.
<b>FEMA Claims Support</b>	For Duration of Project	Witt O'Brien's works with the Client, the State and FEMA from the initiation of the project to ensure that all eligible costs for debris removal are documented and submitted for reimbursement, including for Immediate Needs Funding estimates.
<b>After Action Report</b>	Within 30 days of project completion	Prepare a report detailing project specifics, highlights, data, lessons learned and recommendations for next event.

The project schedule and response times set forth in this proposal are subject to change due to various conditions which are outside of the **PROPOSER's** control, including but not limited to availability of hauling assets, evacuation orders, persistent extreme weather conditions, flooding, access/entry to the impacted area, and unsafe entry conditions.



## Managing and Monitoring Concurrent Debris Projects

Historically, Witt O'Brien's debris monitoring services project planning integrates simultaneously assembling hundreds of personnel on short notice for concurrent regional disasters and our confidence in how we quickly mobilize and effectively respond to the disasters. Our attention to planning involves multiple strategies and factors:

- **Central program management locations.** Program managers launch local staging areas near the impacted active areas, and with Witt O'Brien's executive team, convene initial meetings with project managers and debris monitoring teams; assigned project managers and debris monitoring staff disperse to active areas;
- **DebrisPro™ daily communication and coordination.** Project managers are charged with maintaining daily communication with the field supervisors; record and upload all vital data for real-time access by each client using **DebrisPro™**; regularly consult and coordinate meetings with each client and their respective debris removal contractors to ensure readiness;
- **Debris forecasting.** Run debris forecast models for each client designing our staffing, and mobilization plans around a "worst case scenario";
- **Activation, mobilization planning.** Based on debris forecast models run for each client and their locations, customize a project management plan and assign a regional manager for each client;
- **Pre-event recruiting.** Prior to hurricane season, advertise (print, radio, internet) for stand-by debris monitors and supervisors; maintain lists of potential employees according to location for addition to our call-down roster;
- **Network maintenance.** Hire, screen, train and deploy debris monitors and supervisors - we maintain contact with the best of them to assess their availability to serve on future projects; prior to each hurricane season, call ex-project personnel to determine their status and put those likely available on our call-down roster;
- **Contract employees.** Proven competent project managers, data analysts, supervisors and other personnel from past projects are often retained as part or full-time contracted staff;
- **Full time staff.** Retain a full-time staff of permanent, trained and experienced management and consulting personnel;
- **Cross training.** Continuously engage staff in our aggressive internal general training programs and certify our personnel are cross trained;
- **Mobile Command Posts.** Ensure our teams are operational particularly in the most severely damaged post-disaster areas; ensure our Mobile Command Posts, which serve as temporary headquarters and offices until facilities and utilities become available are ready to deploy on short notice;
- **Temporary staffing agencies.** When necessary participate in agreements with staffing agencies to ensure that in the unlikely event we are unable to mobilize adequate staff, we enact our contingency plan to quickly screen, process, hire and train hundreds of additional employees if needed;
- **Refined hiring and training programs.** Rapidly identify, screen, hire, train and deploy large numbers of personnel to multiple active locations; our many off site managerial resources also ensures that our project management teams have needed support and they can quickly and efficiently process new hires.

We have consistently demonstrated our ability to simultaneously execute, manage and adequately staff multiple large-scale debris monitoring projects with experienced, qualified managers and personnel.

Substantial examples include:

- ***Response to Hurricanes Harvey and Irma***

- Activated more than 30 separate contracts in Florida and six in Texas. Trained, deployed and managed over 1,500 monitoring and supervisory personnel for these simultaneous projects.
- **Response to Hurricane Gustav**
  - Activated five separate contracts with Louisiana Department of Transportation and Development Districts, trained, deployed and managed over 1,600 monitoring and supervisory personnel and concurrently managed additional projects in Texas and Arkansas.
- **Response to Hurricanes Charley, Frances and Jeanne**
  - Managed multiple, simultaneous projects in Hardee, Charlotte, Hillsborough, Palm Beach, Lee and other counties in Florida.
- **Response to Massachusetts severe snow storm and tornado events**
  - Deployed over 700 personnel in 20 separate cities and towns in Western Massachusetts; managed over 100 field monitors after multiple tornadoes struck several counties in Central Massachusetts.

### Approach to Financial Recovery and Emergency Management Related Services

After the contracting phase is complete, Witt O'Brien's and the Tribe will have an initial meeting to discuss and review immediate and long-term needs. Witt O'Brien's will then be able to appropriately define and assign personnel to support the Village as required.

Witt O'Brien's can advise the Village on all aspects of disaster preparedness and recovery including, but not limited to:

- Identification of eligible emergency and permanent work (Category A-G)
- Damage Assessment
- Assistance in attaining Immediate Needs Funding (INF)
- Prioritization of recovery workload
- Loss measurement and categorization
- Insurance evaluation, documentation adjusting and settlement services
- Project Worksheet generation and review
- FEMA, FHWA, HMGP, CDBG, NRCS and additional reimbursement support
- Staff augmentation with experienced Public Assistance Coordinators and Project Officers
- Interim inspections, final inspections, supplemental Project Worksheet generation and final review
- Appeal services and negotiations
- Reconstruction and long-term infrastructure planning
- Final review of all emergency and permanent work performed

### Identification of Eligible Emergency and Permanent Work (Category A-G)

Witt O'Brien's will engage with the Village as well as state and federal agencies to determine eligible work. Our team's knowledge of and experience working with these varied programs has proven extremely valuable for our clients, in that we can often avoid or shorten the duration of misunderstandings between federal agencies regarding who has responsibility for certain damages (which can significantly delay recovery funding). Once responsibility for damages has been determined, our team uses our vast experience to help document and administer program funds from relevant programs to ensure recovery resources are maximized and utilized only on eligible work. We consistently ensure operations are within FEMA guidelines for Public Assistance. Witt O'Brien's will write and review Category A through G Project Worksheets and resolve and identified problems or deficiencies.

### Assistance in Attaining Immediate Needs Funding

Immediate Needs Funding (INF) applications require fast and accurate information to ensure the Village receives funding for urgent operations. Because of our extensive experience working disasters across the United States, Witt O'Brien's brings a detailed and thorough understanding of eligible emergency work. Our team will work with the Village to help you complete the Preliminary Damage Assessments and expedite the INF process through our relationships with FEMA so that you can receive funding and continue with recovery operations.

### Prioritization of Recovery Workload

After a disaster event, Witt O'Brien's Project Manager will set up a kickoff meeting to meet with the Village's designated recovery staff to identify initial priorities, establish a common understanding of expectations for personnel and work products, and discuss contract terms and conditions. This step in the start-up process is critically important, in that Witt O'Brien's and the Village need to evaluate whether assumptions and expectations are understood and attained. Once obtained, this information will be utilized to prioritize management efforts and provide the most applicable guidance to members of the consultant team.

Witt O'Brien's uses several project management tools to prioritize, report, and document the recovery workload. We have configured Microsoft's SharePoint, a web-based project management and project collaboration platform, to provide up-to-date accounting of team performance and project worksheet status.

### Loss Measurement and Categorization; Insurance Evaluation, Documentation Adjusting and Settlement Services

Witt O'Brien's team includes insurance and risk management professionals who have experience in reviewing and applying insurance benefits to specific projects in the FEMA public assistance process. These professionals will review the determinations made by FEMA to ensure they are accurate, correctly applied and in compliant with current FEMA policies. Witt O'Brien's can further provide assistance in gathering and documentation of current insurance proceeds and the identification of insurance purchase requirements for buildings and its contents.

Our insurance recovery services include:

- Review and assess the insurance policy and provide the client with a detailed overview
- Contact the insurance company adjuster to schedule future meeting and formulate the scope of damages
- Conduct onsite evaluation of the damaged property and create a detailed written estimate of damages for submission to the insurance company adjuster according to insurance company's standard accepted practices
- Create short-term/long-term goals and recommendations regarding the future handling of the insurance recovery process
- Contact with the Tribe advising them of the settlement status
- Expedite the claim recovery process in order to avoid shortfalls of cash flow
- Negotiate a favorable settlement (with Village's approval)

### Project Worksheet Generation and Review

Witt O'Brien's uses only seasoned professionals when staffing its projects. Our proposed team's expertise includes supporting hundreds of city and local jurisdictions with the Public Assistance process. Witt O'Brien's personnel have worked on more than 80,000 Project Worksheets since 2001 (valued at more than \$25 billion), and on more than 3,000 Hazard Mitigation Grant Program projects (totaling

more than \$3.5 billion). No other firm can claim anywhere near this level of experience or the ability to bring such broad national experience to support the Tribe. Witt O'Brien's personnel use their knowledge and experience of the programs and of precedent to resolve problems on behalf of our clients.

Our experiences working with communities in Florida, Louisiana, Texas, Missouri, Iowa, Indiana, New Jersey and numerous other locations across the country in the aftermath of actual disaster events makes Witt O'Brien's services valuable; we bring practical experience that can help the Village avoid common problems that often stand in the way of recovery and to help turn plans into constructive action.

Witt O'Brien's has used its staff of disaster recovery experts, and their combined technical expertise to ensure compliance with rules, guidelines and standards, as well as to address and resolve problems before they stand in the way of recovery.

This approach has allowed Witt O'Brien's and our clients to come together with expertise that is often more reliable and experienced than the personnel utilized by FEMA in the resolution of Public Assistance program claims. The result is Project Worksheet packages that are professionally documented to capture the maximum available funding, appeals that are well thought out and grounded in sound logic and reasoning, which have an established basis in governing policies, laws and regulations.

### FEMA, FHWA, HMGP, CDBG, NRCS Reimbursement Support

As FEMA, through their Public Assistance and Hazard Mitigation Grant Program, will not reimburse expenditures for the removal of debris or permanent restoration projects which are eligible for funding under any other federal or state disaster recovery grant programs or through an insurance policy, it is imperative from the beginning of the response and recovery phases to track and document costs accurately and separately, if required.

With respect to alternative funding sources, Witt O'Brien's can provide expertise to identify work with those opportunities that may be available through the Federal Highway Administration (FHWA), U.S. Department of Housing and Urban Development (HUD) and Natural Resources Conservation Service (NRCS).

- FHWA Emergency Relief (ER) program funding can be utilized for specific eligible activities on or related to Federal Aid System classified roadways for aspects of their Emergency Restoration and Permanent Restoration programs.
- HUD Community Development Block Grant (CDBG) Disaster Recovery (DR) funding is a good source of funds used to address unmet needs in the three core aspects of recovery – housing, infrastructure, and the economy.
- NRCS Emergency Watershed Protection Program (EWP) funding can be used to relieve imminent watershed hazards to life and property caused by flood and other occurrences such as debris removal, bank erosion repair and repairs to damaged drainage structures.

### Staff Augmentation with Experienced Public Assistance Coordinators and Project Officers

Witt O'Brien's is prepared to staff the Village's project at a level commiserate with the magnitude of the disaster and the amount of recovery to be completed and presented for grant funding in the event that funding becomes available. The amount of staffing provided will also be dependent upon the availability and participation of personnel from various Village departments responsible for both the direct response and recovery activities and the oversight of those activities. Our typical grants management structure lends to a Project Manager providing general oversight and high-level communication and issue resolution to the Village with placement of a Public Assistance Coordinator level team member directly reporting on a daily or as needed basis to the Village's main representative for the grants recovery. Additional Project Officer level team members will be added as necessary to supplement and

provide detailed oversight of assessing damages, preparing scopes of work and cost estimates and collection of appropriate supporting documentation.

### Interim Inspections, Final Inspections, Supplemental Project Worksheet Generation and Final Review

Witt O'Brien's can assist in developing an effective grant management system consisting of grant reviewers and financial specialists. The grant managers will be responsible for maintaining support documentation for all FEMA project worksheets and for mitigation opportunities; and will be tasked with review requests for reimbursements, scope of work compliance, interim inspections, and requests for scope changes, overruns validation, and final inspections.

From the onset of the recovery process, Witt O'Brien's will work with the Village to prepare for the period of closeout by providing the critical guidance needed to diligently document recovery efforts. This allows the Village to streamline the final project closeout process and retain maximum federal funding. We have executed numerous FEMA disaster program closeouts. Our experience will ensure that the Village will have the support and expertise available to minimize or eliminate any potential problems as funded projects are financially reconciled.

As projects are completed, we will work with the Village to conduct preliminary reviews of the documentation and files, complete a final site inspection, and assist with the financial and programmatic closeout of the project. Our personnel ensure that all documentation is organized to justify all project expenditures per the approved scope of work. When final closeout teams or auditors review the project, all documentation will be available in a form that meets both FEMA and state requirements.

### Appeal Services and Negotiations

At first glance, it may seem that the appellate provisions of the Stafford Act and its implementing regulations are so straightforward that outside expertise should not be essential to ensure that eligible Public Assistance applicants receive all the benefits they are entitled to receive after presidentially-declared emergencies and major disasters. However, the provisions of the Stafford Act and its implementing regulations provide a tremendous amount of discretion in interpretation. Witt O'Brien's staff have years of experience at all jurisdictional levels implementing the provisions of the Stafford Act. These provisions include sections 402 (General Federal Assistance), 403 (Essential or Emergency – Assistance), 404 (Hazard Mitigation), 406 (Repair, Restoration and Replacement of Damaged Facilities), 407 (Debris Removal), 422 (Simplified Procedure), 423 (Appeals), and 424 (Dates of Eligibility) of the Stafford Act. In addition, the regulations implementing these Public Assistance-related provisions of the Stafford Act are lengthy and complex.

In order to provide comprehensive advice and assistance relating to the Public Assistance program, an Appeals Specialist must be thoroughly knowledgeable about the entire Stafford Act and all of its implementing regulations, and must take on the responsibility of informing applicants about the appeals process so that all parties understand their roles and responsibilities, and have an appreciation for related timelines. Our comprehensive knowledge of and experience in implementing the Public Assistance program uniquely qualifies us to provide advice and assistance to the Village, its political subdivisions, and eligible private nonprofit organizations, in the course of appellate activities relating to the Public Assistance program.

After an appeal is prepared, the Appeals Specialist will be involved in supporting the Village with the review of the appeal that is filed, and assist with the development of supplemental analysis that will accompany the appeal when it is sent to FEMA for consideration. The Witt O'Brien's approach to this task is again to involve the team – Public Assistance Program Assistance Liaisons, Technical Assistance Liaisons, and the Village staff – in the effort so that all angles are covered and the strongest possible case can be assembled. To the extent that the appeal is supportable, the Appeals Specialist will then

utilize the Village's extensive legal and regulatory background to craft a response that maximizes the likelihood of appeal approval.

### Reconstruction and Long-Term Infrastructure Planning

Recovery is highly complex, often taking months or years to implement and can consume the time and energy of existing staff. Witt O'Brien's helps the Village and its stakeholders organize and plan for recovery. Our experience with developing and implementing long-term recovery plans allows the community's planning efforts to result in more complete and effective reconstruction and recovery.

### Hazard Mitigation Program Support

Witt O'Brien's Mitigation Specialist would coordinate with the Village's disaster recovery team to review Hazard Mitigation Program compliance factors and application requirements, current mitigation efforts and issues, FEMA's policies on mitigation funding, the status of state mitigation funding priorities and assets, and other pertinent background information.

Our approach to mitigation includes performing an assessment of 406 and 404 Program opportunities and coordinating with state and local mitigation strategy groups to maximize the use of the available funds. Key elements that represent the strength of the mitigation team are the implementation of vulnerability assessments; the inclusion of considerations, such as climate changes, that create incidents like storm surge; and experience with the concept of community safe rooms and evacuation versus sheltering. These insights into mitigation allow for enhanced development of hazard resistant communities through an alliance between the public and private sectors.

Witt O'Brien's Mitigation Specialists will assist with these programs:

#### Pre-Disaster

- Pre-Disaster Mitigation Grant Program (PMD)
- Flood Mitigation Assistance Program (FMA)
- Repetitive Flood Claims (RFC)
- Severe Repetitive Loss Pilot Program (SRL)

#### Immediately Post-Disaster

- Hazard Mitigation Grant Program (HMGP)

Our Hazard Mitigation program technical assistance capabilities and services include:

- Hazard Mitigation Program Management and Monitoring Support
- Hazard, Risk and Vulnerability Assessments and Profiling
- Mitigation Capability Assessments and Gap Analyses
- Loss Estimation & Consequence Analyses
- Floodplain Management and Environmental Analyses
- Cost-Benefit Analyses and Cost Estimating
- HMGP (Sections 404 and 406) Grant Program Support
- Mitigation Program and Planning Training
- Special Considerations Technical Assistance

### Provide Information Technology, Data Management and Reporting Support

Witt O'Brien's will assist the Village in managing and administering all aspects of IT, data management, and reporting support including:

- Design and develop IT solutions that support the management and implementation of the disaster recovery programs;



- Provide experience managing data for disaster recovery programs;
- Provide expertise using systems to report information to assist in the management of the disaster recovery programs; and
- Provide expertise to analyze data and information for process improvement and optimization.

### Provide Insurance Adjusting and Coordination

Witt O'Brien's assists policyholders with their insurance recovery efforts when they sustain an insurable loss. As insurance companies have adjusters representing their financial interests, Witt O'Brien's has licensed representatives assisting its clients with maximizing their insurance recovery efforts.

Our trained staff ensures our clients' right to recovery are satisfied to their fullest and they are "made whole" as a result of the loss. Witt O'Brien's offers professional loss adjusting services by providing a coordinated claim management strategy designed to maximize insurance claim benefits and federal disaster assistance programs including the FEMA Public Assistance Grant Program reimbursements.

Our team of expert public insurance adjusters have a proven and demonstrated track record of maximizing insurance claims and coordinating benefits. Witt O'Brien's will:

- Identify, investigate and analyze all losses to buildings, contents, machinery and equipment, improvements and betterments, and vehicles and other motorized equipment;
- Prepare concise and detailed documentation to support all claims;
- Prepare and document actual cost value (ACV) and replacement cost (RC) damage estimates;
- Calculate appropriate depreciation where required;
- Prepare and manage all aspects of Time Element Coverage claims including Business Interruption and Extra Expense;
- Prepare and manage all documentation required for the entirety of an insurance portfolio;
- Offer sound and well-reasoned mitigation and loss prevention strategies; and
- Provide full coordination of benefit activities among various insurance coverage provisions and with federal disaster assistance programs including but not limited to FEMA, FHWA and CDBG funding.

### Develop Eligible Scopes of Work

Our Public Assistance experts will develop eligible Scopes of Work from descriptions provided by the Village and/or its contractors. Witt O'Brien's can call upon an extensive variety of subject matter experts, engineers, architects, environmental specialists, insurance experts and personnel with the experience of meeting the diverse and complex needs of developing FEMA Public Assistance project worksheets. These team members will develop the scope of proposed work to be completed within their areas of expertise. They will gather the necessary information, review, and make recommendations for approval of the technical components of the project worksheet scope on all permanent work and on alternate or improved projects. This approach has proven successful in the more than 80,000 project worksheets our staff experts have helped manage for our many clients since 2001.

### Provide Financial and Grant Management Support

Our team will assist the Village with financial and grant management support including: Advise on FEMA's rules, practices and procedures, how to track costs, including direct administrative costs to facilitate reimbursement for all eligible client costs; Provide general grant management advice; Conduct pre-audit activities and prepare documentation for audit; Meet as necessary with Village/State/Federal representatives in connection with the programmatic, financial, contracting and accounting services necessary to meet federal and state regulations; Prepare reports for the state and FEMA; Provide oversight of contractors' billing to ensure that that costs eligible for disaster grant funding are

documented and claimed, categorize, and record, track and file costs in support of the financial reimbursement process.

### Document Direct and Indirect Costs

Using Witt O'Brien's proprietary time keeping system, Time Tracker, much of Witt O'Brien's costs are reimbursable by FEMA for consultant assistance associated with a Presidentially-declared disaster. Time Tracker permits our staff to track time in as small as 15-minute increments, linking each block of time to a description of the work that was done and information about specific projects and worksites. All of our team partners will be held to the same standard of detail and all reports and invoices will include similar supporting time documentation.

Time Tracker is a significant update to our previous proprietary system, WittTrak, which was developed in consultation with FEMA's Office of the Inspector General, and was one of the few systems proven to maintain documentation regarding consultant time in a manner sufficient to justify and maximize reimbursements under both Direct and Indirect Administrative Costs allowed under all FEMA grant programs. This allows our clients to maximize reimbursement of contractor costs under our engagements, thus saving our clients' money.

Time Tracker captures the documentation required to justify our consultants' time and attribute our time to specific funded projects. The same strict allocation of time and expense will also be required of any subcontractor that we utilize on our team. In this way, costs are added to eligible Project Worksheets or HMGP projects. The documentation provided in the Time Tracker system can be used in a successful manner to justify and obtain client reimbursement because it can properly document and justify Direct Administrative Costs.

### Develop Project Worksheets to Maximize Allowance and Minimize Costs

Witt O'Brien's will develop a Project Worksheet strategy to maximize the administrative allowance and minimize the cost to the institution using our time-tested and proven methodology. We will assess the impact of each event on a case-by-case basis, sorting damages into each of the FEMA Public Assistance categories, developing and recommending a recovery strategy based on the nature and impact of the event, and incorporating the long-term goals. The ultimate result is Project Worksheet packages that are professionally documented to capture the maximum available funding, and which have an established basis in governing policies, laws and regulations.

### Review Estimates of Incurred Costs to Determine Eligibility for Grant Funding

As part of our Public Assistance services, we review all estimates of incurred costs for damages to facilities, debris removal, repair, emergency protective measures, and all other costs associated with all Project Worksheets to determine eligibility for funding through FEMA. Witt O'Brien's will review the estimates, assure that the estimates and all accompanying documentation including, but not limited to: engineering reports and surveys; architectural reports and documents; materials testing and associated reports; damage surveys and assessments; and procurement documentation, is complete and satisfactory for submission to FEMA with each Project Worksheet documentation package.

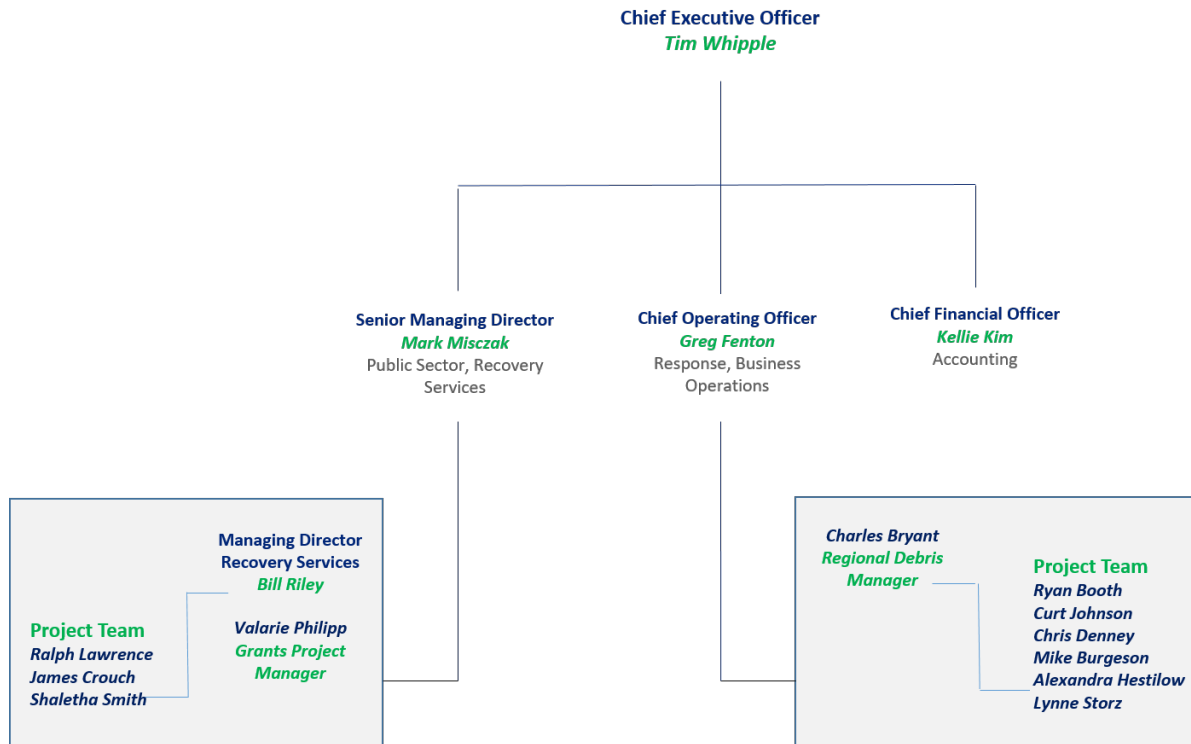
### Final Review of All Emergency and Permanent Work Performed

Witt O'Brien's will produce a final "After Action Report" for all response and recovery activities we actively assist the Village with related to the disaster. The debris operations team typically anticipates being able to provide a report within 30 days of the completion of debris removal operations (including closure and remediation of the temporary debris management sites). This report will be a comprehensive "lessons learned" 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 and debris management planning efforts. This report will serve as the basis for subsequent coordination and planning meetings on the debris monitoring side. The timeframe to report on the permanent restoration and FEMA recovery process will vary based on the magnitude of the disaster and may be further out in the process when the work is near completion and the full extent of the financial recovery is known.

## Debris Monitoring and Grant Management Project Organization Chart



## Tab #6 – Price Proposal

Witt O'Brian's is presenting its price proposal on the following pages.

## SCHEDULE OF VALUES (TAB #6)

### PRICE PROPOSAL 1 – DEBRIS MONITORING

PROPOSER shall provide a price on every item listed in the Schedule of Values, or shall be deemed non-responsive

<b>PROPOSED FEES</b> <b>(based on estimated one (1) million cubic yards)</b>			
ITEM NO / POSITION DESCRIPTION	ESTIMATED ANNUAL HOURS	UNIT PRICE PER HOUR	EXTENSION
1. Project Office/Principal	66	\$ 00.00	\$ 0.00
2. Project Manager	230	\$ 69.00	\$ 15,870.00
3. Operations Manager	630	\$ 58.00	\$ 36,540.00
4. FEMA Reimbursement Manager	165	\$ 95.00	\$ 15,675.00
5. Operations Specialist	230	\$ 40.00	\$ 9,200.00
6. Field Supervisor	2,640	\$ 38.00	\$ 100,320.00
7. Engineer/Scientist/Professional	130	\$ 145.00	\$ 18,850.00
8. Environmental Consultant	230	\$ 125.00	\$ 28,750.00
9. Environmental Field Technician	230	\$ 85.00	\$ 19,550.00
10. Data Manager	230	\$ 55.00	\$ 12,650.00
11. GIS Analyst/Specialist	66	\$ 53.00	\$ 3,498.00
12. Administrative Support	400	\$ 29.00	\$ 11,600.00
13. DMS Monitor	7,260	\$ 32.50	\$ 235,950.00
14. Field Monitor	14,200	\$ 32.50	\$ 461,500.00
15. Call Center Operator	1,420	\$ 27.50	\$ 39,050.00
16. Data Entry Clerk-Paper Ticket	165	\$ 27.50	\$ 4,537.50
<b>TOTAL PROPOSAL PRICE FOR DEBRIS MONITORING (Items 1 - 16):</b>			<b>\$ 1,013,540.50</b>

Proposed fees shall be fully loaded and include all expenses and equipment, including but not limited to, ADMS, travel related expenses, meal allowances, hotel rooms, and any other relevant out of pocket expenses, as well as vehicles, electronics, communications equipment and any other equipment, facilities, or infrastructure necessary to carry out the task.

## PRICE PROPOSAL 2 – CONSULTING SERVICES

PROPOSER shall provide a price on every item listed in the Schedule of Values, or shall be deemed non-responsive.

<b>PROPOSED FEES</b> <b>(hours based on 40 hour week x 10 weeks)</b>			
<b>ITEM NO / POSITION DESCRIPTION</b>	<b>ESTIMATED ANNUAL HOURS</b>	<b>UNIT PRICE PER HOUR</b>	<b>EXTENSION</b>
1. Administrative/Clerical	400	\$40.00	\$ 16,000.00
2. Inspector	200	\$ 130.00	\$ 26,000.00
3. Engineer I	50	\$ 165.00	\$ 8,250.00
4. Grant Management Analyst	200	\$ 130.00	\$ 26,000.00
5. Grant Management Consultant	400	\$130.00	\$5,200.00
6. Engineer III	50	\$ 140.00	\$ 7,000.00
7. Senior Grant Management Consultant	400	\$ 150.00	\$ 60,000.00
8. Principal	50	\$260.00	\$ 13,000.00
9. Project Manager	50	\$168.00	\$ 8,400.00
10. Legislative Affairs Consultant	50	\$260.00	\$ 13,000.00
11. FEMA Policy Consultant	50	\$155.00	\$ 7,750.00
12. Grant Consultant	400	\$ 120.00	\$48,000.00
13. Safety Consultant	400	\$115.00	\$46,000.00
14. Data Management Consultant	50	\$ 115.00	\$ 5,750.00
15. Accounting Consultant	400	\$ 114.00	\$ 45,600.00
<b>TOTAL PROPOSAL PRICE FOR CONSULTING SERVICES (Items 1- 15):</b>			<b>\$ 382,750.00</b>

Proposed fees shall include all expenses and equipment, including but not limited to travel related expenses, meal allowances, hotel rooms, and any other relevant out of pocket expenses, as well as vehicles, electronics, communications equipment and any other equipment, facilities, or infrastructure necessary to carry out the task.

### PRICE PROPOSAL SUMMARY:

<b>DESCRIPTION OF SERVICES</b>	<b>TOTALS</b>
PRICE PROPOSAL ONE (1) -DEBRIS MONITORING SERVICES TOTAL PRICE	\$ 1,013,540.50
PRICE PROPOSAL TWO (2) - CONSULTING SERVICES – TOTAL PRICE	\$ 382,750.00
GRAND TOTAL PRICE OF PRICE PROPOSAL ONE (1) AND TWO (2)	\$ 1,396,290.50

The Selection Committee shall utilize the total of both Price Proposal one (1) and Price Proposal two (2), as a basis for evaluation.

## Tab #7 – Proposer's Certification Form

Please see the following page for Witt O'Brien's completed Proposer's Certification Form.

### PROPOSER'S CERTIFICATION (TAB #7)

I have carefully examined the Request for Proposal, General Information, Specifications and any other documents accompanying or made a part of this Request for Proposal.

I hereby propose to furnish the goods or services specified in the Request for Proposal. I agree that my proposal will remain firm for a period of up to 180 days in order to allow the Village of Wellington adequate time to evaluate the proposals.

I certify that all information contained in this proposal is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this proposal on behalf of the firm as its act and deed and that the firm is ready, willing and able to perform if awarded the contract.

I further certify, under oath, that this proposal is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation submitting a proposal for the same product or service; no officer, employee or agent of the Village of Wellington or any other proposer is interested in said proposal; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crimes may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to public entity, may not be awarded or perform work as a contractor, supplier, sub-contractor or consultant under a contract with a public entity, and may not transact business with any public entity in excess of the threshold amount provided in Sec. 278.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

Witt O'Brien's, LLC

Name of Business

By:

Signature

Greg Fenton, Chief Operating Officer

Name & Title, Typed or Printed

2200 Eller Drive

Mailing Address

Fort Lauderdale, Florida 33316

City, State, Zip Code

(404 ) 942-7750 gfenton@wittobriens.com

Telephone Number Email Address

(281 ) 320-9700

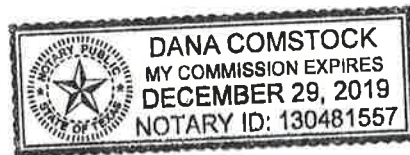
Facsimile Number

Sworn to and subscribed before me

This 11<sup>th</sup> day of  
April, 2018

Notary Public

State of Texas



## Tab #8 – Conflict of Interest Statement

Please see the following page for Witt O'Brien's completed Conflict of Interest Statement.



### CONFLICT OF INTEREST STATEMENT (TAB #8)

This Proposal/Agreement (whichever is applicable) is subject to the conflict of interest provisions of the policies and Code of Ordinances of WELLINGTON, the Palm Beach County Code of Ethics, the Florida Statutes and Chapter 2 of the Code of Federal Regulations, Part 200. During the term of this Agreement and any renewals or extensions thereof, the VENDOR shall disclose to WELLINGTON any possible conflicts of interests. The VENDOR's duty to disclose is of a continuing nature and any conflict of interest shall be immediately brought to the attention of WELLINGTON. The terms below shall be defined in accordance with the policies and Code of Ordinances of WELLINGTON, the Palm Beach County Code of Ethics, and Ch. 112, Part III, Florida Statutes.

#### CHECK ALL THAT APPLY.

☒ To the best of our knowledge, the undersigned business has no potential conflict of interest for this Agreement due to any other clients, contracts, or property interests.

☒ To the best of our knowledge, the undersigned business has no employment or other contractual relationship with any WELLINGTON employee, elected official or appointed official.

☒ To the best of our knowledge, the undersigned business has no officer, director, partner or proprietor that is a WELLINGTON purchasing agent, other employee, elected official or appointed official. The term "purchasing agent", "elected official" or "appointed official", as used in this paragraph, shall include the respective individual's spouse or child, as defined in Ch. 112, Part III, Florida Statutes.

☒ To the best of our knowledge, no WELLINGTON employee, elected official or appointed official has a material or ownership interest (5% ownership) in our business. The term "employee", "elected official" and "appointed official", as used in this paragraph, shall include such respective individual's relatives and household members as described and defined in the Palm Beach County Code of Ethics.

☒ To the best of our knowledge, the undersigned business has no current clients that are presently subject to the jurisdiction of WELLINGTON's Planning, Zoning and Building Department.

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#### CONFLICT:

☐ The undersigned business, by attachment to this form, submits information which may be a potential conflict of interest due to any of the above listed reasons or otherwise.

THE UNDERSIGNED UNDERSTANDS AND AGREES THAT THE FAILURE TO CHECK THE APPROPRIATE BLOCKS ABOVE OR TO ATTACH THE DOCUMENTATION OF ANY POSSIBLE CONFLICTS OF INTEREST MAY RESULT IN DISQUALIFICATION OF YOUR BID/PROPOSAL OR IN THE IMMEDIATE CANCELLATION OF YOUR AGREEMENT, WHICHEVER IS APPLICABLE.

Witt O'Brien's, LLC

COMPANY NAME

  
AUTHORIZED SIGNATURE

Greg Fenton

NAME (PRINT OR TYPE)

Chief Operating Officer

TITLE

## Tab #9 – Questionnaire

Please see the following page for Witt O'Brien's completed Questionnaire Form.

## QUESTIONNAIRE (TAB #9)

PROJECT: Disaster Debris Management and Support Services

OWNER: VILLAGE OF WELLINGTON

CONSULTANT:

---

### INSTRUCTIONS

- A. All questions are to be answered in full, without exception. If copies of other documents will answer the question completely, they may be attached and clearly labeled. If additional space is needed, additional pages may be attached and clearly labeled.
- B. The Village of Wellington shall be entitled to contact each and every person/company listed in response to this questionnaire. The proposer, by completing this questionnaire, expressly agrees that any information concerning the proposer in possession of said entities may be made available to the Village.
- C. Only complete and accurate information shall be provided by the proposer. The proposer hereby warrants that, to the best of its knowledge and belief, the responses contained herein are true, accurate, and complete. The proposer also acknowledges that the Village is relying on the truth and accuracy of the responses contained herein. If it is later discovered that any material information given in response to a question was provided by the proposer, knowing it was false, it shall constitute grounds for immediate disqualification, termination, or rescission by the Village of any subsequent agreement between the Village and the proposer.
- D. If there are any questions concerning the completion of this form, the proposer is encouraged to contact Danielle Zembrzusi: (561) 791-4107.

## QUESTIONNAIRE

Proposer's Name: Witt O'Brien's, LLC

Principal Office Address: 2200 Eller Drive

Fort Lauderdale, Florida 33316

Official Representative: Greg Fenton

Individual  
Partnership (Circle One)  
Corporation

If a Corporation, answer this:  
When Incorporated: October 29, 2009

In what State: Delaware

If Foreign Corporation:

Date of Registration with  
Florida Secretary of State: \_\_\_\_\_

Name of Resident Agent: \_\_\_\_\_

Address of Resident Agent: \_\_\_\_\_

President's Name: \_\_\_\_\_

Vice President's Name: \_\_\_\_\_

Treasurer's Name: \_\_\_\_\_

Members of Board of Directors: \_\_\_\_\_

If a Partnership:

Date of Organization: \_\_\_\_\_

General or Limited Partnership\*: \_\_\_\_\_

Name and Address of Each Partner:

Name

Address

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

\*Designate general partners in Limited Partnership

1. Number of years of relevant experience in operating similar business: 14

2. Have any similar agreements held by proposer for a similar project to the proposed project ever been canceled?

Yes ( ) No (✓)

If yes, give details on a separate sheet.

3. Has the proposer or any principals of the applicant organization failed to qualify as a responsible proposer, refused to enter into a contract after an award has been made, failed to complete a contract during the past five (5) years, or been declared to be in default in any contract in the last five (5) years? NO

If yes, please explain:

4. Has the proposer or any of its principals ever been declared bankrupt or reorganized under Chapter 11 or put into receivership? NO

If yes, give date, court jurisdiction, action taken, and any other explanation deemed necessary.

5. Person or persons interested in the proposal and Questionnaire Form \_\_\_\_\_ (have) ✓ (have not) been convicted by a Federal, State, County or Municipal Court of any violation of law, other than traffic violations. To include stockholders over ten percent (10%). (Strike out inappropriate words).

Explain any convictions on a separate sheet.

6. Lawsuits (any) pending or completed involving the corporation, partnership or individuals with more than ten percent (10%) interest:

A. List all pending lawsuits

N/A

B. List all judgments from lawsuits in the last five years:

N/A

C. List any criminal violations and/or convictions of the proposer and/or any of its principals:

N/A

7. Conflicts of Interest. The following relationships are the only potential, actual or perceived conflicts of interest in connection with this proposal: (If none, so state). Please also include a list of any clients within the boundaries of the Village of Wellington that the proposer or its firm has had within the last five (5) years. NONE

The proposer understands that information contained in this Questionnaire will be relied upon by Wellington in awarding the proposed Agreement and such information is warranted by the proposer to be true. The undersigned proposer agrees to furnish such additional information, prior to acceptance of any proposal relating to the qualifications of the proposer, as may be required by the Village Manager.

*The proposer further understands that the information contained in this questionnaire may be confirmed through a background investigation conducted by the Palm Beach Sheriff's Department. By submitting this questionnaire, the proposer agrees to cooperate with this investigation, including but not necessarily limited to fingerprinting and providing information for credit check.*

I certify that the information and responses provided on this Questionnaire are true, accurate and complete. The Owner of the Project or its representatives may contact any entity or reference listed in this Questionnaire. Each entity or reference may make any information concerning the Contractor available to the Owner.

Dated April 11, 2018

By:  / Greg Fenton, Chief Operating Officer  
(Signature) (Print name)

## Tab #10 – Drug Free Workplace Form

Please see the following page for Witt O'Brien's completed Drug-Free Workplace Form.



### **DRUG FREE WORKPLACE (TAB #10)**

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more Bids which are equal with respect to price, quality, and service are received by Wellington for the procurement of commodities or contractual services, a Bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie Bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, 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 violations 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 contractual services that are under Bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under Bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so 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 the statement, I certify that this firm complies fully with the above requirements.



Greg Fenton

Vendor's Signature

## Tab #11 – Acknowledgement of Addendums

Please see the following page for Witt O'Brien's completed Acknowledgement of Addendums Form.

**Council**

Anne Gerwig, Mayor  
John T. McGovern, Vice Mayor  
Michael Drahos, Councilman  
Michael J. Napoleone, Councilman  
Tanya Siskind, Councilwoman

**Manager**

Paul Schofield

**RFP 012-18/ED**

**Title:** Disaster Debris Management and Support Services

**Opening Date:** April 12, 2018 at 10:00

**Request for Information Date:** April 2, 2018

**Request for Information #1**

1. **Question:** Do Proposers submit the 10 pages as front (pg. 1) and back (pg. 2) for a total of 5 pages?  
**Response:** No, a total of 10 pages back and front.
  
2. **Question:** In place of a CD, can we submit a USB/Flash/Thumb Drive with the proposal on it instead?  
**Response:** Yes.

## Appendix

Please see the items listed below on the following pages.

- Reference Form
- Resumes

**REFERENCE FORM (TAB # 4)**

COMPANY NAME, ADDRESS, CITY, STATE, ZIP PHONE & FAX NUMBER		
Company Name:	City of Savannah, Georgia	
Address:	P.O. Box 1027, Savannah, Georgia 31402	
Contact Name:	Gene Prevatt, Bureau Chief Sanitation Bureau	
Phone:	Fax:	E-Mail:
912-651-6579		gprevatt@savannahga.gov
Company Name:	Livingston Parish Gravity Drainage District No. 1	
Address:	8114 Florida Boulevard, Denham Springs, Louisiana 70726	
Contact Name:	Mark Harrell, Director, Livingston Parish Office of Homeland Security and Emergency Preparedness	
Phone:	Fax:	E-Mail:
225-686-3066		lohsep1@lpgov.com
Company Name:	Columbia County, Georgia	
Address:	650-B Ronald Reagan Drive, Evans, Georgia 30809	
Contact Name:	Suzie Hughes, Administrative Specialist	
Phone:	Fax:	E-Mail:
706-868-3303		shughes@columbiacountyga.gov
Company Name:	New Hanover County, North Carolina	
Address:	230 Government Center Drive, Wilmington, North Carolina 28403	
Contact Name:	Kim Roane, Business Officer	
Phone:	Fax:	E-Mail:
910-798-4402		kroane@nhcgov.com

## Resumes

Please see resumes of the following proposed key personnel for Witt O'Brien's on the following pages:

- Charles Bryant, Project Principal/Regional Manager
- Ryan Booth, Project Manager
- Curt Johnson, Operations Manager
- Chris Denney, Data Manager/Billing – Invoice Analyst
- Mike Burgeson, Field Supervisor
- Alexandra Hestilow, GIS Analyst
- Lynne Storz, FEMA Debris Specialist
- Valarie Philipp, Project Manager
- Ralph Lawrence, Senior Grant Management Consultant
- James Crouch, Grant Management Consultant
- Shaletha Smith, Grant Management Analyst

## Qualifications Profile

Charles Bryant is a highly qualified debris and emergency response specialist. His 35 years of experience in emergency response services, and 10 years of experience in debris monitoring and emergency management, include leading debris management operations in Louisiana, Georgia, New Jersey, and Texas. He is fully qualified and experienced in providing problem resolution assistance and coordination for FEMA Public Assistance (PA) Category A and B grant funding, and liaising with state agencies for public assistance grant funding and project development.

His expertise also includes serving as debris technical advisor providing technical assistance for development of FEMA project worksheets for Category A debris removal projects. He served as technical advisor for FEMA eligibility determinations providing contractor oversight of debris management site and monitoring operations. He was also subject matter expert for debris operations aiding in development, management and operations for wet debris removal for environmental protection agencies, has assisted local government applicants and private citizens with debris removal, and served as a private property demolition technical advisor.

Prior to joining Witt O'Brien's, Charles owned and operated C. Bryant, Inc., an emergency management consulting firm. He performed various contracted emergency management response and recovery planning services and provided technical assistance for local, state and federal governments. His primary areas of service were debris operations and planning, as well as private property debris removal program development. He also performed project management and development and oversaw the FEMA public assistance process. Charles is also certified in hazard analysis and mitigation. He has also designed Homeland Security Exercise and Evaluation Program (HSEEP) exercises, as well as instructional and educational services.

Charles is a national certified instructor for E202 National Debris Management Planning Course and is an Advanced Level ICS Instructor – E449 ICS Curricula. He served on the course development team for the 2007 and 2012 rewrites of the National Debris Course, E202.

Additionally, Charles is a senior adjunct instructor for the National Emergency Response and Rescue Training Center, a division of Texas A&M University. He teaches exercise design and facilitation for the Weapons of Mass Destruction (WMD) exercise program and hurricane exercise design.

Charles served 25 years with the Sulphur Fire Department (SFD) in the city of Sulphur, Louisiana. For 18 of those years, he was the fire chief and emergency manager. Charles was responsible for the overall management and coordination of the fire department. Part of his responsibilities entailed the development of organizational goals and objectives for the department. He also oversaw SFD's

### Areas of Expertise

Debris Management Operations; Disaster Recovery and Debris Specialist; Public Assistance; Grant Funding; Technical Advisor

### Registrations and Certifications

EMI NIMS Advanced Level ICS Curricula Train the Trainer E449, Certified Instructor

EMI E202 National Debris Management Planning Course, Certified Instructor

EMI National Debris Management, Training

FEMA Pilot Program Train the Trainer, Training

FEMA Hazardous Materials Contingency Planning, Training

FEMA Introduction to Emergency Management, Training

FEMA Liability Issues in Emergency Management, Training

National Fire Academy Fire Service Financial Management and Planning, Training

Hazardous Materials Tactical Considerations, Training

Hazardous Materials on Scene Coordinator, Training

Fire Department Insurance Rating, Training

### Education

Associate Fire Science Degree, Louisiana State University at Eunice

### Year Joined Witt O'Brien's

2014



budgetary and staffing concerns, and coordinated and developed the department's emergency management and response efforts.

## Relevant Project Experience

### Hurricane Harvey, Texas DR 4332 (2017-2018)

Served as Witt O'Brien's Regional Operations Manager for all Texas Debris Operations because of Hurricane Harvey. He is project manager for 6 concurrent client projects including Village of Jones Creek, City of West Columbia, Waller County, Clear Brook Municipal Utility District, City of West University Place, and City of Port Arthur TX.

### City of New Orleans Tornado (February 2017)

Senior Project Manager for tornado event, which occurred in New Orleans-East.

### Florida - Hurricane Hermine DR 4280

Technical Advisor, Logistics Support and Operational Support initially, and later as Project Manager in Tallahassee and Leon County, FL.

### Livingston Parish, LA Flood Event DR 4277

Technical Advisor, Logistics Support and Operations support in Livingston Parish, LA.

### Louisiana Flood Event DR 4263

Served as the State of Louisiana Public Assistance Debris Manager for Debris Operations, with the responsibility for overall coordination of debris operations for the State of Louisiana as technical advisor for Local Applicants, provided FEMA Liaison support and Problem Resolution.

### Georgia Severe Winter Storm Pax, DR-4165 (2014)

Served as a debris technical advisor and provided technical assistance to Columbia County, Georgia, for development of FEMA project worksheets for Category A debris removal. He also served as technical advisor for FEMA eligibility determinations, and provided contractor oversight of debris management site and monitoring operations.

Prior to joining Witt O'Brien's, Charles' project experience included:

### State of New Jersey, Hurricane Sandy, DR-4086 (2012-2013)

Served as a subject matter expert for debris operations after Hurricane Sandy. He worked as a technical advisor to the New Jersey Governor's Office of Recovery and Rebuilding and aided in development, management and operations for wet debris removal for the New Jersey Department of Environmental Protection. Charles also assisted local government applicants and private citizens with debris removal. He served as a private property demolition technical advisor and provided problem resolution assistance and coordination for Public Assistance Category A and B grant funding, while serving as liaison for state agencies for public assistance grant funding and project development.

### Hurricane Isaac for State of Louisiana, DR-4080 (2012)

After Hurricane Isaac pummeled Louisiana in 2012, Charles worked as technical advisor to the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP). He provided planning and operational support for recovery operations and served as subject matter expert for debris operations. Charles also provided technical assistance and operational support and problem resolution to all local applicants for right-of-way debris removal, private property debris removal and private property demolition. He also provided problem resolution assistance and coordination for Public Assistance Category A and B grant funding and developed and reviewed project worksheets.

### FEMA, AECOM (2011)

Charles was a technical assistance contractor who provided FEMA with technical assistance during the development of a debris management pilot program. In that capacity, he reviewed and assessed proposed policies and procedures. He served as the lead instructor for the delivery of the pilot program to state and local governments. He also served as a debris specialist and instructor for the National Debris Planning and Management Course, given to representatives from various local and state agencies. At the regional level, he performed a debris management plan review for FEMA Region X, which includes the states of Alaska, Idaho, Oregon and Washington. During the review, he developed the plan crosswalk and criteria for the plan's review. He also conducted reviews on more than 60 local debris management plans, including the Urban Area Security Initiative Plan for the Seattle, Washington area.

As a trainer, Charles served as a debris specialist and instructor for the National Debris Planning and Management Course, which is given to representatives from various local and state agencies. He also conducted debris management training for FEMA Region IX, training that was given to representatives from the Hawaiian state government and the government of Guam.

Charles served as a debris monitor and trainer for five months in Joplin, Missouri, following the EF5 tornado that destroyed much of the town in 2011.

### Louisiana Hurricanes Gustav and Ike, DR-1786; DR-1791 (2008 - 2009)

Charles was deputy debris manager responsible for overall coordination of debris operations for the State of Louisiana following hurricanes Ike and Gustav. His responsibilities included the coordination of debris removal, identification of staffing and monitoring levels as well as the establishment of a monitoring operations plan. Charles also developed and managed project worksheets and provided environmental and historical guidance for all debris operations.

### Cities of Houston and Galveston, TX, Texas A&M, Galveston (2008)

In the wake of Hurricane Ike, Charles provided technical assistance to the cities of Houston and Galveston, Texas and to the Texas A&M University Galveston Campus. He coordinated debris removal, developed and managed project worksheets and provided project oversight, as well as environmental and historical guidance for all debris operations.

### Louisiana Hurricanes Katrina and Rita, DR-1603; DR-1607 (2005)

In the wake of hurricanes Katrina and Rita, Charles served as the state of Louisiana's deputy debris planning manager, and was responsible for the overall coordination of the state's debris operations. He identified necessary staffing and monitoring levels, established a plan for monitoring operations, developed and managed project worksheets and provided environmental and historical guidance for all debris operations. Charles also provided oversight of projects and supervised structural demolition activities and private property debris removal throughout the state. He coordinated and developed planning strategies and operational objectives, as they related to debris removal.

### Baltimore Metropolitan Council (2014)

Charles developed the Baltimore Metropolitan Council's first debris removal operations and coordination specific Homeland Security Exercise and Evaluation Program (HSEEP)-compliant exercise. The exercise allowed the regional planning body — which includes the City of Baltimore as well as Ann Arundel, Baltimore, Harford and Howard counties — to evaluate multi-jurisdictional efforts to recover from a major incident.

## Qualifications Profile

Ryan Booth has 8 years of experience as a Debris Management Specialist. He has held many central positions in debris monitoring projects, including recent efforts managing operations for the City of Sanibel, Hardee County, City of Bradenton, City of Palmetto, City of Ocala, Marion County, City of Gainesville, Alachua County in 2017-2018. City of Tallahassee, New Hanover County, NC, and Wayne County, NC resulting from Hurricanes Hermine and Matthew in 2016.

He was the Project Manager of Hurricane Isaac debris monitoring projects in Louisiana, where he managed crews that monitored private property debris removal programs involving rights of entry and hold harmless agreements with residents, structure demolitions, and removal of debris for parish waterways; he ensured debris removal contractors adhered to all laws and regulations. The storm's cleanup involved three parishes and four cities, totaling more than \$2 million in removal costs for more than 230,000 cubic yards of debris. He was on our team that was on the ground within hours of the event, providing preliminary damage assessments, hiring and training residents, and ensuring that all federal, state, and local requirements were adhered to during the removal process.

Ryan's effective management has provided safe debris monitoring operations and he has managed multiple simultaneous projects, such as the Massachusetts storms and tornadoes, where he was a project manager with the Massachusetts Emergency Management Agency managing several debris projects in 20 cities and towns in western Massachusetts.

He served as a division supervisor for Mobile and Escambia Counties in Alabama on the BP Deepwater Horizon Oil Spill response project, where he coordinated cleanup efforts with the state and local municipalities. Ryan taught boom deployment strategies to response staff and was instrumental in overseeing more than 1 million feet of boom being deployed throughout the region. He also implemented safety, health, and security procedures and requirements.

Ryan worked at the Naval Air Station Pensacola in Florida, overseeing the decontamination station for the US Coast Guard ships at the naval base's shipyard during the cleanup, and as a member of the Rapid Strike Force Response Team, where he oversaw all first-response vessels that responded to and investigated oil contaminated areas. He oversaw the beach cleanup in Escambia County, utilizing innovative oil removal machinery such as the E5 and E7 oil removal filters. This machinery could be programmed to sift and clean oil out of the beaches as deep as six feet. At the height of the response, Ryan coordinated the work of more than 750 beach tech workers.

### Areas of Expertise

Debris management, project management

### Registrations and Certifications

FEMA IS-100, IS-200, IS-230, IS-235, IS-240, ISO-254, IS-300, IS-400, IS-700, IS-703, IS-704

Hazardous Materials Emergency Response Training (HAZWOPER 40-Hour)

Occupational Safety and Health Administration (OSHA) Training (30-Hour)

Hazardous Communications Training

American Red Cross First Aid & CPR Certified

HSC Basic Plus Safety Course

Transportation Security Administration  
Transportation Worker Identification  
(TWIC) Card

Confined Space Attendant

Firewatch Attendant

Breathing Air Bottleneck Attendant

### Education

Bachelor of Arts, Business, University of Alabama

Associate of Science, Faulkner State  
Community College

Year Joined Witt O'Brien's  
2011

### Base Location

Houston, Texas

## Relevant Project Experience

### Florida - Hurricane Irma (2017 - 2018)

Ryan served as Project Manager for City of Sanibel, Hardee County, City of Bradenton, City of Palmetto, City of Ocala, Marion County, City of Gainesville and Alachua County after Hurricane Irma affected the entire state. He facilitated staffing for the debris operations and that staff were fully trained. He managed and ensured all contractual obligations were met for these clients, advised clients on FEMA policy, and ensured that they met all FEMA guidelines to maximize reimbursement.

### Florida, Georgia, South Carolina and North Carolina Hurricanes (2016- 2017)

Ryan has served in a Project Manager position for coordinating Witt O'Brien's response on the recovery efforts in the City of Tallahassee, New Hanover County, NC, and Wayne County, NC from Hurricanes Hermine and Matthew that impacted the Southeast in 2016. He helped to ensure debris operations were staffed, trained and that all our contractual obligations were being met to the satisfaction of our clients and all efforts were coordinated with state and FEMA appropriately.

### Livingston Parish, Louisiana (October 2015- December 2015)

Ryan oversaw the removal of waterway debris in Livingston Parish, Louisiana. Over 10,000 cubic yards were removed from over 80 miles of shoreline. Since the debris was scattered in many locations, he worked with contractors and developed efficient methods to remove and transport the debris to FEMA-approved locations. The project was finished ahead of schedule and under budget.

### US Department of Agriculture (June 2015- July 2015)

Ryan was part of the USDA's response team for the Avian Influenza outbreaks. He oversaw the composting efforts of infected turkeys and chickens. He helped develop the method that USDA used to compost all remains and ensure that the virus naturally decomposed and did not spread to other farms. He also worked with experts and veterinarians to make sure the process was effective and could be duplicated on a large scale.

### New Hanover County, North Carolina (March 2014- May 2014)

As the Project Manager, Ryan was one of the initial first responders into the State. He was responsible for collecting more than 100,000 cubic yards of debris. He also hired and trained all monitors. This project utilized hand-held tablets and printers.

### St. Bernard Parish, Louisiana (2012- 2013)

Ryan was part of the initial response team that was on the ground with two mobile command units ready to begin preliminary assessments within hours of "all clear" being sounded after Hurricane Isaac. He hired and trained local residents to fill monitoring positions, ensured adherence to federal, state, and local requirements, and monitored and managed public and private property debris removal, as well as waterway removal and private structure demolitions.

### The City of Springfield, Massachusetts (June 2011 – December 2011)

Ryan was the Project Manager for 2 debris monitoring projects in western Massachusetts in response to a severe tornado and snowstorm. He led planning and coordination between clients, FEMA and contractors. Storm cleanup totaled 41,792 tickets and 1,726,420 cubic yards of debris; the storm created 96,696 hanging limbs and left 4,093 leaning trees, for a total cost of \$74,769,145.

### BP Deepwater Horizon Oil Spill (April 2010- April 2011)

Ryan implemented safety, health, and security procedures and requirements as part of the response to the BP Deepwater Horizon Oil Spill. He managed response teams for cleanup efforts, and purchased/leased equipment — ATVs, absorbent boom, personal protective equipment, boats, trucks, etc. — to enhance the cleanup effort, as well as taught booming strategies to personnel. He also conducted weekly safety training for responders and coordinated efforts with local municipalities and communities. He collected and submitted samples for analysis and investigated and managed cleanup of oil-contaminated areas. Additionally, Ryan conducted incident investigation on injuries, illnesses and near misses. He implemented hurricane preparedness plans, and ensured compliance with Federal and State air quality, water quality, and waste regulations, in addition to OSHA and US Coast Guard regulations.

## Qualifications Profile

Curt Johnson is responsible for debris monitoring and removal projects in response to major disasters. Curt was the Assistant Project Manager in New Hanover County, North Carolina supervising the debris removal operations following a severe winter ice storm. He also served as Assistant Project Manager for the State of Louisiana during Hurricane Isaac, and for the State of New Jersey's Hurricane Sandy debris monitoring projects.

### Areas of Expertise

Disaster recovery, debris specialist, and staff management

### Year Joined Witt O'Brien's

2014

### Base Location

Slidell, Louisiana

He has the proven ability to produce quickly under pressure, without sacrificing quality and using his full range of managerial and leadership skills. Curt works to coach, train, and develop staff to their full potential. To-date, he has overseen thousands of cubic yards of various types of debris.

Prior to joining Witt O'Brien's, Curt worked in environments where he appropriately and efficiently developed schedules, created reports, hired and trained staff, managed contracts, and worked with diverse groups of people.

Curt also served in the US Coast Guard.

## Relevant Project Experience

### New Hanover County, North Carolina, DR-4167 (2014)

Curt managed the debris removal effort in New Hanover County, North Carolina in response to severe winter storms, and overseeing debris removal operations of close to 100,000 cubic yards of vegetative debris.

### State of New Jersey, DR-4086 (2012 – 2013)

Curt served as Assistant Project Manager in the overall debris monitoring operations for the Borough of Union Beach, New Jersey during Hurricane Sandy recovery efforts.

### St. Bernard Parish, Louisiana, DR-4080 (2012)

Curt served as Assistant Project Manager responsible for the debris monitoring operations for St. Bernard Parish, Louisiana in the recovery from Hurricane Isaac.

### Plains All American Pipeline (2015)

Curt was a Division Supervisor for Witt O'Brien's, overseeing all oil cleanup efforts by contractors for the oil spill in Santa Barbara, California.

## Qualifications Profile

Chris Denney has 11 years of experience in debris monitoring, and data management, and thoroughly trained in monitoring processes, procedures and best practices. Chris began his recovery services career as a field monitor during the recovery efforts of Hurricane Katrina in 2005 for St. Tammany Parish, Louisiana, and he now serves as a disaster recovery data manager.

He led the electronic ticketing process from its inception, which involves determining cubic yard estimations, managing upwards of 3,000 tickets, and 20,000 cubic yards daily as a data manager on large-scale projects. He worked as a roving monitor and supervisor across five parishes in Louisiana, after Hurricane Isaac in Louisiana, and led the handheld ticketing project using Motorola MC-75 equipment. While there, he was also the assistant data manager remotely for Lavallette, New Jersey, following Super Storm Sandy.

Chris also has three years of experience providing technical assistance, and financial reconciliation with logistical and operational coordination of disaster recovery for projects like the State of Georgia after the severe winter ice storm in February 2014.

Chris has direct field experience with assigning and mobilizing large numbers of monitors and debris trucks on high priority projects.

### Areas of Expertise

Debris monitoring, financial reconciliation, and data management

### Registrations and Certifications

Occupational Safety and Health Association (OSHA) Training Certified

First Aid & CPR

### Year Joined Witt O'Brien's

2012

### Base Location

Brea, CA

## Relevant Project Experience

### Livingston Parish, Louisiana (2016 – Present)

Chris served as the Data Manager for debris recovery efforts from Hurricane Isaac. His responsibilities included reconciliation of the removal of more than 10,000 cubic yards of approved debris, including white goods and vessels, valued at more than \$600,000 in removal costs.

### Hurricanes Matthew in Florida (2016 –2017)

Chris served as data manager on Witt O'Brien's response and reporting team on the recovery efforts from Hurricanes Hermine and Matthew that impacted the Southeast in 2016.

### Plains All-American Refugio Incident (June 2015 – November 2015)

During the spill, Chris operated the badging system to ensure safety and security of the incident. He was responsible for producing ICS-211 and ICS-205A documentation. After the incident, he assisted with electronic documentation of the incident.

### Columbia County, Georgia, Severe Winter Storm EM-3368), Data Manager (February 2014 - May 2014)

Chris was data manager, monitoring debris removal and cleanup following winter storms that crippled the area. He implemented handheld ticketing for debris removal and managed ticket and volume data.



### St. Bernard Parish, Louisiana, Debris Monitoring (2012 –2013)

Chris was responsible for mobilizing Witt O'Brien's team members for private property debris removal (PPDR). He also trained and implemented the use of handheld devices used for electronic ticketing.

### Louisiana Hurricane Isaac, Debris Technical Advisor (2012 –2013)

Chris mobilized Witt O'Brien's team members for private property debris removal (PPDR) after Hurricane Isaac devastated the area, leaving large amounts of hazardous storm debris strewn throughout several parishes. Trained and implemented handheld devices used for electronic ticketing.

### Louisiana Hurricane Katrina (DR-1603), Recovery Services (October 2005 – December 2005)

Chris worked as a contracted field monitor during the recovery efforts of Hurricane Katrina for The Shaw Group (now CB&I) in St. Tammany Parish, Louisiana.

### Relevant Project Experience

- Hurricanes Hermine and Matthew in Florida
- Hurricane Isaac, Livingston Parish, Louisiana
- Winter Storm Pax, Columbia County, Georgia
- Hurricane Katrina, St. Tammany Parish, Louisiana
- Hurricane Sandy, State of New Jersey

## Qualifications Profile

Mike Burgeson is a debris supervisor for Witt O'Brien's having worked on monitoring projects in Florida and Georgia following Hurricanes Matthew and Hermine in 2016. Prior to joining Witt O'Brien's, Burgeson worked for Solid Resource, Inc., monitoring debris following a severe ice storm in Tulsa, Oklahoma in 2007.

### Relevant Work Experience

- Witt O'Brien's, 2016-present, Hurricanes Matthew and Hermine
- Project Manager DR-4280
- Operations Manager DR-4280
- Field Supervisor DR-4284
- Solid Resources, Inc., Tulsa, OK, 2008-2009
- Field Supervisor DR-1786
- Project Coordinator DR-1786
- Debris Monitor, Tulsa Ice Storm

#### Areas of Expertise

Disaster monitoring and management

#### Registrations and Certifications

None

#### Education

Associates Degree, Health and Human Performance, Applied Sciences, Tulsa Community College, 2010

#### Year Joined Witt O'Brien's

2016

## Qualifications Profile

Alexandra Hestilow is a GIS specialist with Witt O'Brien's, and has over five years' experience in geographic mapping and data compilation. She is proficient with multiple types of GIS software, including ArcGIS and ERSI ArcSDE 10.4.1.

Alexandra currently supports a full suite of GIS services related to oil spill contingency planning, response and recovery. She also supports the development of facility response plans, regional response plans, spill prevention, control, and countermeasure plans, oil spill response plans, storm water pollution prevention plans, and recovery. She is the GIS support for the preparation and conducting of Oil Spill Drills and exercises, as well as managing the Common Operating Picture / Platform during events. Alexandra creates Oil Spill Trajectories, Environmentally Sensitivity maps, and can also help manage debris tickets with web applications.

### Areas of Expertise

GIS

### Software

ArcGIS, Arc Catalog, ERSI ArcSDE 10.4.1, MS Access, MS Office, ASA Oil Map, Adios, Aloha, Hazus

### Registrations and Certifications

ICS – 100, ICS – 200, ICS – 300

### Education

Master of Science in Geographic Information Systems, Sam Houston State University, Huntsville, Texas

Bachelor of Arts in Geography, Texas Tech University, Lubbock Texas

### Year Joined Witt O'Brien's

2016

### Base Location

Houston, Texas

Prior to joining Witt O'Brien's, Alexandra was a GIS specialist for the Hess Corporation where she worked with land negotiators by mapping areas of interest and leases in Ohio and California. She helped speculators determine what parts of the Appalachian Basin showed potential for natural gas exploration. She also assisted Hess' subsurface department with identifying desirable drilling locations by using their information and calculations to create specific map themes. Alexandra digitized information for gas leases in the Utica shale formation, uploaded it into ArcGIS, and mapped offshore oil leases in the Gulf of Mexico, as well as in some of Hess' international holdings, like Australia, Ghana and Indonesia. She maintained and updated reliable data in ArcGIS for all wells, well pads and pooling units.

Alexandra served as a GIS analyst for the Houston Airport System in Houston, Texas, where she combined AutoCAD files, surveys and paper maps to create a map laying out all of the utilities at Houston's two airports -- Houston George Bush Intercontinental and Houston Hobby. She also worked with surveyors to determine utility needs for existing and proposed structures; served as the airport system's point of contact for all commercial development; helped update the floor plans of both airports, and created and facilitated training materials and seminars for co-workers.

She also served as a GIS specialist for Landworks Inc., where she provided land asset management and GIS solutions for a variety of industries, including oil and gas exploration firms like Apache and Anadarko. Alexandra helped the companies map leases, wells and rights of way, as well as overseeing contracts and working and royalty interests.

## Relevant Experience

### GIS Analyst, Witt O'Brien's, Houston, Texas (2016 - Present)

Alexandra is currently a GIS Analyst for Witt O'Brien's where she helps provide a full suite of GIS services related to oil spill contingency planning, response and recovery. She also supports the development of facility response plans, regional response plans, spill prevention, control, and countermeasure plans, oil

spill response plans, storm water pollution prevention plans, and recovery. She is the GIS support for the preparation and conducting of Oil Spill Drills and exercises, as well as managing the Common Operating Picture / Platform during events. She creates Oil Spill Trajectories, Environmentally Sensitivity maps, and can also help manage debris tickets with web applications.

### GIS Specialist, Hess Corporation, Houston, Texas (2011 - 2016)

Alexandra was a GIS specialist for the Hess Corporation where she worked with land negotiators by mapping areas of interest and leases in Ohio and California. She helped speculators determine what parts of the Appalachian Basin showed potential for natural gas exploration.

She also assisted Hess' subsurface department with identifying desirable drilling locations by using their information and calculations to create specific map themes. Alexandra digitized information for gas leases in the Utica shale formation, and uploaded it into ArcGIS.

Alexandra also mapped offshore oil leases in the Gulf of Mexico, as well as in some of Hess' international holdings, like Australia, Ghana and Indonesia. She maintained and updated reliable data in ArcGIS for all wells, well pads and pooling units.

### GIS Analyst, Houston Airport System, Houston, Texas (2008 - 2011)

Alexandra served as a GIS analyst for the Houston Airport System in Houston, Texas. She combined AutoCAD files, surveys and paper maps to create a map laying out all of the utilities at Houston's two airports -- Houston George Bush Intercontinental and Houston Hobby.

She also worked with surveyors to determine utility needs for existing and proposed structures and served as the airport system's point of contact for all commercial development. She helped update the floor plans of both airports and created and facilitated training materials and seminars for co-workers.

### GIS Specialist, Landworks Inc., Houston, Texas (May 2008 - November 2008)

Alexandra served as a GIS specialist for Landworks Inc. where she provided land asset management and GIS solutions for a variety of industries, including oil and gas exploration firms like Apache and Anadarko. She helped the companies map leases, wells and rights of way, as well as overseeing contracts and working and royalty interests.

## Qualifications Profile

Lynne Storz has thirteen years of experience in FEMA programs and disaster recovery operations. Her experience includes managing disaster debris monitoring operations, acting as a State Agency Liaison for the State of New Jersey, providing statewide planning and training on FEMA debris regulations, preliminary damage assessments, and providing technical assistance for project closeouts to local and state agencies.

Lynne currently serves as a consultant responsible for managing disaster debris monitoring operations, providing direction and oversight to field staff and coordinating with the private sector and local government. She also provides technical assistance to local and state governments relevant to the FEMA Public Assistance Program reimbursement process. Lynne provides planning expertise in the development of disaster debris management plans for state and local governments.

Prior to joining Witt O'Brien's,

Lynne managed an 11 city recycling program for the county of Washington in Oregon, where she developed and implemented waste reduction, curbside, yard debris, multi-family and commercial recycling programs for more than 400,000 area residents.

### Areas of Expertise

Project management, debris operations, planning, training, preliminary damage assessments, grant management

### Registrations and Certifications

FEMA IS-001, IS-003, IS-026, IS-100, IS-120, IS-130, IS-200, IS-253, IS-393, IS-403, IS-546, IS-547, IS-548, IS-559, IS-630, IS-631, IS-632, IS-700, IS-800, IS-801, IS-802, IS-803, IS-804, IS-805, IS-806, IS-807, IS-808, IS-809, IS-810, IS-811, IS-812, IS-813, IS-814

FEMA Classroom Training: G-318 (Mitigation Planning), NIMS ICS 300 (Intermediate ICS for Expanding Incidents), NIMS ICS 400 (Advanced ICS)

### Education

Bachelor of Science, Sociology, Portland State University

Master of Urban and Regional Planning, Portland State University

### Year Join Witt O'Brien's

2004

### Base Location

Fort Lauderdale, Florida

## Relevant Project Experience

### Debris Management Planning – Various Clients (2007 – Present)

Lynn was responsible for developing disaster debris management plans based upon individual client requirements. Each plan is prepared after consultation with the client and the participating departments that are involved in the debris removal project. Planning efforts typically involve discussion with outside agencies (state and federal governments and/or agencies) and private entities, as required, and discussion and coordination with the internal departments ranging from public works, solid waste, transportation, planning, GIS, finance/accounting (grants management) to environmental resources and historic preservation. Plan development has been performed for the following local, state, and tribal governments: Seminole Tribe of Florida; State of Maine; City of Fernandina Beach Florida; Broward Health Hospital; City of North Miami Florida; Cooper City Florida; Town of Davie Florida; Florida Department of Transportation

### New Jersey Office of Emergency Management (2012 –2014)

Lynn worked with 25 New Jersey state agencies, primarily the New Jersey Department of Transportation (NJDOT), providing technical assistance to the agencies in the FEMA Public Assistance (PA) program following Hurricane Sandy. She provided technical assistance – including Project Worksheets (PW)

formulation, reimbursement requests, time extensions, and quarterly reports – for NJDOT’s approximately \$30 million in PS claims.

### Lafourche Parish, Louisiana (August 2012 – October 2012)

Lynne provided oversight of debris monitoring operations for Lafourche Parish, Louisiana during the recovery efforts from Hurricane Isaac in 2012. She also provided the Parish with technical assistance with the FEMA PA Program and was responsible for ensuring compliance with Louisiana Department of Environmental Quality reporting requirements.

### Florida Department of Transportation (FDOT) (2007 – 2013)

As a Senior Consultant and Project Manager, Lynne provided long-term disaster recovery, emergency management, and planning expertise to the Florida DOT. She provided technical assistance and planning to local governments in the areas of FEMA PA and FHWA Emergency Relief programs. In this role, she served as Public Assistance Coordinator (PAC) for the FDOT and oversaw project closeout, appeals and project worksheet formulation. Lynne assisted in securing approximately \$100 million in grant reimbursement for the FDOT, assisting more than 80 local governments with preparing documents for Detailed Damage Inspection Reports (DDIR), which were submitted to the FHWA for reimbursement. Lynne also managed the development of FDOT’s statewide debris management plan, which was approved by FEMA Region IV and also developed seven district Debris Operations Plans, as well as the development and delivery of training on the implementation of those plans. Lynne also assisted in the development of FEMA PA and FHWA Emergency Relief training, which was delivered to more than 2,000 local government personnel in Florida.

### State of New Jersey (2011)

Lynne assisted the State of New Jersey in the response to Hurricane Irene and performed preliminary damage assessments.

### Washington County, Oregon (1991 – 2002)

As the Solid Waste Management Coordinator, Lynne managed a 11 city recycling program, developed and implemented waste reduction, curbside, yard debris, multi-family and commercial recycling programs for more than 400,000 area residents. Her fields of expertise include program administration and management, program planning, facility capacity (landfill/materials recovery) planning, public policy development, program development and implementation, ordinance development, rate regulation, and franchise negotiation.

## Qualification Profile

Valarie Philipp is a Director for Witt O'Brien's with more than 13 years of experience in emergency management. Throughout her tenure, Valarie has assisted various governmental and non-governmental organizations with disaster planning, response, and recovery efforts, and provided insight into successfully navigating Federal grant management programs through training and education efforts. She has steadily guided dozens of local governmental applicants in South Florida to a successful completion and closeout of the multiple disasters that have afflicted the state from 2004-2016. Valarie also regularly assists government clients with annual contract maintenance activities, as well as planning and training initiatives. She oversees appeals resolution, procurement compliance, and FEMA grant and disaster closeouts. She also assists clients with debris planning efforts and pre-event contract procurement activities. Valarie recently provided a training session to local governments in FDEM Region 5 on navigating federal procurement regulations and corresponding FEMA guidance.

Valarie currently serves as Project Manager for the School Board of Broward County's long-term recovery efforts after the various disasters that impacted the School Board from 2004 to 2012. During her term she has overseen the reconciliation and closeout of debris removal projects, emergency protective measures, and permanent work that totaled more than \$70 million. Valarie assisted the School Board with gathering, reviewing, and compiling the relevant documentation for the final inspection and closeout of PWs. She also assisted in identifying, and pursuing, more than \$9 million in unclaimed FEMA funds and project cost over-runs, as well as more than \$3 million in insurance benefits. When FEMA's Office of the Inspector General (OIG) conducted an audit of 32 of the School Board's projects, which were repairing \$15 million in damages, Valarie assisted the by gathering and submitting supporting documentation. She also prepared formal appeals to FEMA to dispute adverse funding decisions. Most recently Valarie has assisted the School Board with efforts to comply with updates to the FEMA program guidelines including updating procurement policies and procedures to be in line with Federal procurement regulations as well as implementing disaster expenditure recording procedures to capture damages to facilities throughout the County by Department, location, and by FEMA category of work.

Valarie has also worked with the State of Florida, Florida Department of Transportation, Miami-Dade County, and the Cities of Miami and Orlando providing guidance, oversight, and successfully navigating their FEMA Public Assistance programs. As Project Manager, Valarie provided oversight and guidance for the City of Miami's long-term recovery efforts. She assisted City staff with all aspects of the debris planning and preparation process, from project inception through disaster closure and financial audits. She assisted the City with the final inspection and closeout of 27 large PWs that represented more than \$34 million in obligated funds. The majority of the PWs were related to debris removal and emergency protective measures. Valarie helped secure more than \$9.5 million in unclaimed obligated funds and cost overruns, which resulted in successful project closeouts. To secure the funds, Valarie collected, reviewed, and prepared all pertinent documentation from various City departments. Additionally, she assisted the City in preparing a response to the findings from an audit by FEMA's Office of the Inspector General. Valarie's assistance led to the recovery of more than two-thirds of the \$3.8 million of funds in

### Areas of Expertise

Project Management, Public Assistance, Grants Management, appeals, closeout, debris planning, training, procurement compliance

### Registrations, Certifications & Training

FEMA IS-008, IS-056, IS-100, IS-156, IS-200, IS-253, IS-279, IS-300, IS-318, IS-340, IS-386, IS-393, IS-400, IS-403, IS-547, IS-613, IS-631, IS-632, IS-700, IS-800, IS-801, IS-803

FEMA Classroom Training: Operations I, Cost Estimating Format, G-202 Debris Management

Registered Professional Engineer, Florida and Georgia

### Education

Master of Engineering, Structures, University of Florida

Bachelor of Science, Civil Engineering, University of Florida

**Year Joined Witt O'Brien's**  
2006

### Base Location

Fort Lauderdale, FL



question. She worked with the City to complete a FEMA-approved Disaster Debris Management plan and provided assistance during the bidding and contracting phase. She also helped select and approve a temporary debris management sites and facilitated annual debris coordination meetings with city staff and contracted vendors.

Valarie was the Project Manager assisting FDOT with their recovery efforts from the Spring 2014 flooding that impacted North Florida. She previously served as FDOT's PAC helping the department perform closeout activities for 110 large PWS, related to nine State of Florida declared disasters from 2004-2008 representing more than \$75 million in obligated funds. She assisted with final inspections, appeals, and grant reimbursements, and also provided QA/QC services. She worked with FDOT districts in Southeastern Florida to compile supporting documents to ensure the successful allocation of obligated funding. Valarie also prepared and reviewed documentation to file Detailed Damage Inspection Reports (DDIRs) with the Federal Highway Administration (FHWA) for multiple jurisdictions throughout the Miami-Dade County area, which totaled more than \$8 million in federal disaster aid. She assisted with the development of FEMA public assistance and Federal Highway Administration (FHWA) emergency relief training materials for FDOT and other local government applicants. She also delivered training to more than 3,000 representatives.

As the Project Manager on the City of Baltimore project, she helped identify and collect documentation for expenditures related to debris removal, emergency protective measures and damages to roadways, sidewalks and parks totaling over \$10 million.

She assisted the Borough of Allendale, New Jersey with their recovery efforts from Hurricane Sandy, working with the borough, state, and FEMA to prepare PWs, and to prepare subsequent reimbursement requests and final closeout packages. She reviewed disasters that remained open prior to Sandy and prepared reports on their completeness to provide to the state in order to complete disaster closures. Most recently she prepared the borough's FEMA project packages for Winter Storm Jonas that occurred in February 2016.

Valarie served as a PAC for FDEM, and was responsible for recovery efforts in Miami-Dade County, which included 218 municipal and private non-profit organizations applying for more than \$560 million in federal funds. She oversaw the PA program activities for six State of Florida declared disasters, which impacted the Miami metro area in 2004 and 2005.

Prior to joining Witt O'Brien's, Valarie served as a FEMA Technical Assistance Contractor (TAC) from 2004-2006, where she performed building damage assessments, prepared cost estimates, wrote Project Worksheets, managed building assessment team members and served as the Deputy PAC for debris operations for Hurricane Katrina in South Florida. Valarie began her professional career as a structural engineer for the firm of Wiss, Janney, Elstner and Associates.

## Relevant Project Experience

- The School Board of Broward County, Florida (2009-Present)
- Ponce Inlet, Florida (2016-Present)
- Baltimore, Maryland (2016-Present)
- Orlando, Florida (2015-Present)
- Allendale, New Jersey (2013-Present)
- Coral Springs, Florida (2011-Present)
- Davie, Florida (2010-Present)
- Florida Department of Transportation (2009-2014)
- Pompano Beach, Florida (2008-Present)
- The City of Miami, Florida (2008-2011)
- Florida Division of Emergency Management (2006-2009)

## Qualification Profile

Ralph Lawrence is a Disaster Program Manager with Witt O'Brien's. He has extensive experience in project management and Public Assistance (PA) coordination for local and state governments and for private non-profit entities. Ralph has actively worked in the response and recovery efforts for many disasters, including Hurricanes Jean, Francis, Ivan, Charley, Dennis, Katrina, Rita, Irene and Sandy. He also assisted in the response to Tropical Storm Debbie, the Joplin, Missouri Tornado Disaster, the 2008 Floods in Iowa and Indiana and the BP Deepwater Horizon Oil Spill response and recovery. A skilled communicator, Ralph provides comprehensive technical assistance to his clients, and has helped applicants work their way through the entire PA process, from initial response to long-term recovery and closeout of all projects.

Ralph has closed more than 500 PWs covering all categories of work. He has also written PWs for applicants to fund repairs to and replacement of facilities. Ralph has comprehensive experience assisting applicants in writing PWs, submitting requests for versions of PWs, developing Improved and Alternate projects and writing appeals for PWs. He has managed disasters with budgets in excess of \$600 million, with individual projects valued at \$40 million to \$60 million. Ralph is also trained and skilled in the developing and submission of applications for hazard mitigation funding under Section 406 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

Ralph was responsible for coordinating response to the June 2008 Midwest Floods, which was the state of Indiana's single largest disaster. Flooding caused \$200 million in damages across Indiana. With \$140 million in damages, Columbus Regional Hospital was the largest sub-grantee. The hospital system suffered damage to its building and equipment and the destruction of patient records and medical supplies. Ralph, along with hospital staff, FEMA personnel and other contractors, wrote, submitted and obligated 246 PWs in six months. Because of this effort, Columbus Regional Hospital was able to re-open its emergency medicine department in just nine months. The hospital was able to fully re-open only 18 months after the flood.

## Relevant Project Experience

### City of Savannah, Georgia (2016-Present)

Ralph worked with the City of Savannah, Ga. as Team lead/Project Specialist for Hurricane Matthew. He was responsible for meeting with City Department Managers who directed multiple City departments: City Facility Maintenance Division, City Sanitation/Debris division, City Water & Sewer Divisions, City Parks & Recreation division & City Cemeteries division to identify damaged City facilities, work with City Department mgrs. And their Engineering firm to develop scopes of work for repairs & cost estimates and or complete replacement projects & costs, depending on the severity & magnitude of the damages.

### Areas of Expertise

Disaster recovery, disaster response, Public Assistance, 406 hazard mitigation, project management, staff management, special considerations,

### Registrations and Certifications

FEMA IS-003, IS-010, IS-030.a, IS-100.b, IS-100.HC.b, IS-120.a, IS-130, IS-139, IS-200.b, IS-200.HC.a, IS-208, IS-230, IS-235, IS-240, IS-241, IS-242, IS-244, IS-253, IS-288, IS-292, IS-301, IS-302, IS-324, IS-346, IS-393.1, IS-546.a, IS-547.a, IS-630, IS-632.a, IS-700.a, IS-701.a, IS-800.b, IS-805, IS-808, IS-814, IS-860.c, IS-1900

MB-3 system

FEMA's National Emergency Management Information System (NEMIS)

FEMA's Emergency Management Mission Integrated Environment (EMMIE)

NIMS-compliant

### Education

Associates Degree, Accounting, Pensacola State College

### Year Joined Witt O'Brien's

2009

### Base Location

Fort Lauderdale, FL

Ralph assisted the City Parks dept. and Collins Engineering in successfully justifying a full Golf Course Bridge replacement vs. a repair by his expertise in the use of applicable Codes & Standards that applied to the damaged bridge that existed at the time of the disaster, but could not be repaired to pre-disaster conditions due to it not meeting today's current Codes & Standards and resulted in an additional \$85,000.00 to the project worksheet and a "new replacement" bridge to be built for the City. To date the City of Savannah has submitted to FEMA an estimated \$19 million dollars in cost estimates for all projects in Hurricane Matthew.

### Joplin School District, Missouri (2011-Present)

Ralph served as the Project Manager and Subject Matter Expert for the Joplin, Missouri School District following the EF-5 tornado that struck Joplin, Missouri. The tornado damaged or destroyed 15 school district buildings and facilities. As project manager and lead subject matter expert, Ralph was responsible for project development and tracking costs and reimbursements for submittal to FEMA. He also met with contractors, engineers and experts regarding the development of the temporary facilities for the school district. The temporary facilities had to be designed and built within 85 days so as not to delay the start of the fall semester. Ralph and his team worked with FEMA PA staff to properly account for the correct scopes of work and costs associated with replacing/rebuilding the schools to pre-disaster conditions, as well as adding current codes and standards concerns. In addition, Ralph was able to secure a disaster-specific waiver under Section 406 of the Stafford Act, which allowed FEMA to fund the construction of new safe rooms in the newly-built schools.

### State of New Jersey (2012-2015)

Ralph was the Recovery Project Manager for Hurricane Sandy in the State of New Jersey. For this \$2 billion disaster, he was responsible for managing and overseeing more than 40 staff members assigned to work FEMA's Public Assistance Program and the Hazard Mitigation Grant Program., as well as maintaining the position of technical and subject matter expert for Public PA Policy. As a result of these efforts, the State of New Jersey and their applicants received an additional \$800 million in obligated funding from FEMA, funding that FEMA had initially deemed ineligible or was unaccounted for in the project formulation process.

### BP Deepwater Horizon Oil Spill (2010)

Ralph served as Lead Project Specialist responsible for project development and tracking of costs and reimbursements for Okaloosa County, Florida for submittal to BP in response and recovery operations during the 2010 BP Deepwater Horizon Oil Spill. Ralph tracked the spill's effects on the beaches, wildlife and economy for all of Okaloosa County and its municipalities. He met with contractors, engineers and other experts to discuss necessary techniques and technologies to prevent oil from entering area waterways and associated cleanup operations. He also assisted in cost and reimbursement tracking system related to items purchased and contractors hired.

### Passaic Valley Sewerage Commission (2012-2014)

Ralph served as the Project Manager and Subject Matter Expert for the Passaic Valley Sewerage Commission (PVSC) in Newark, New Jersey, during the reconstruction efforts after Hurricane Sandy. Situated on a 140-acre campus with 2.5 miles of tunnels below ground, PVSC is the fourth largest wastewater treatment plant in the country. During the storm the entire property was inundated with storm surge, suffering more than \$360 million dollars in damages. During the response process, Ralph was responsible for three Witt O'Brien's staff members/project specialists as well as four sub-contracted sewage engineers. Ralph also oversaw PVSC personnel and provided the commission with technical and subject matter expertise regarding FEMA policies and procedures. As a result of his management and

assistance, PVSC received one of the largest project obligations under Section 406 of the Stafford Act. FEMA obligated \$256 million to PVSC for various mitigation measures, including a floodwall, standby power generation plant, motor control center switches, flood-proofing individual buildings, and installation of waterproof submarine doors in tunnels, corridors, and galleries.

### State of Iowa Homeland Security and Emergency Management (August 2008-November 2008)

During the recovery from Iowa's 2008 floods, Ralph worked as a State Public Assistance Coordinator (PAC). As a State PAC, Ralph managed project officers and oversaw project writing for all categories of work, and reviewed project worksheets covering damages from repairs of small to large complex projects for total replacements, quality and accuracy. He handled all areas of special considerations, involving environmental, historical, floodplain management, and insurance information to determine FEMA eligibility. Additionally, he conducted applicant kickoff meetings, applicant briefings and applicant exit briefings. He created PWs for all categories of work for the flooding disaster, Ralph also assisted cities, counties, school districts, and private non-profit organizations with comprehensive information, explanations and technical assistance for all areas of the PA program.

### State of Indiana Department of Homeland Security (2008-2010)

Ralph served as the State's PA Coordinator and Project Manager for four state primary agency committees and managed 10 FEMA project officers and oversaw project writing for all categories of work. He also wrote PWs for the initial projects, as well as for first and second round appeals to the FEMA Regional Administrator for projects that had originally been denied funding. Ralph also reviewed PWs covering damages from repairs of small projects to larger, more complex projects for quality and accuracy, and worked on special considerations involving environmental, historical, floodplain management, and insurance data to determine programmatic eligibility.

Ralph also worked on the single largest PA project ever put forward by the state of Indiana — Columbus Regional Hospital — which had flood damages in excess of \$110 million. He served as the point of contact for all the entities working on the repairs to the hospital. He set up and conducted meetings and provided guidance on FEMA policy and funding eligibility for various aspects of the project. He oversaw 10 project officers, wrote project worksheets for repairs to the hospital, helped the applicant and their contractors collect information necessary to submit to FEMA for the projects and reviewed each and every document composed for FEMA prior to the applicant reviewing and approving for signature.

Prior to Joining Witt O'Brien's, Ralph had the following experience:

### Florida Division of Emergency Management (2006-2008)

Ralph served as a State PAC for the Florida Department of Emergency Management (FDEM) during the reconstruction process for Hurricanes Charley, Frances, Ivan, Jeanne, Dennis, Katrina and Wilma. Ralph managed project officers and oversaw PW development for all categories of work; He also reviewed PWs for quality and accuracy. Ralph dealt with areas of special considerations involving environmental, historical, floodplain management, and insurance information to determine programmatic eligibility. He assisted local and state agencies and not-for-profit organizations with all areas of the PA program. He provided comprehensive technical assistance as needed through the complete PA process. Ralph closed more than 100 PWs, covering all categories of work. He served on a State Agency Task Force, charged with closing projects for the Florida Department of Transportation. He also assisted applicants with writing debris management plans, in response to FEMA's PA Pilot Program, and served on a post-disaster assessment team for Florida's State Emergency Response Team.

## Qualification Profile

James Crouch is an environmental and historic preservation specialist as well as a Recovery Specialist with more than 20 years of experience. He has extensive experience with the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public and Individual Assistance Programs, and has worked to expedite and unify interagency review processes to ensure compliance with environmental and historic requirements under federal law relating to disaster recovery projects, and to expedite the recovery process, consistent with applicable law.

His responsibilities include coordinating environmental and historic preservation reviews to accelerate planning and decision-making for disaster recovery projects, which can improve federal assistance to states, local, and tribal governments, communities, families and individual citizens as they recover from presidentially declared disasters. He provides environmental and historic preservation technical assistance to FEMA staff, local, state and federal partners, and grantees and sub-grantees.

James is also a Public Assistance Officer, who performs grants management functions such as preparing Category B Force Account labor claims.

## Relevant Project Experience

### City of Savannah, Georgia (2017 - Present)

James is a Public Assistance Officer performing grants management functions to assist the city with its recovery from 2016 Hurricane Matthew. He is assisting with the preparation of the Category B Force Account labor claims with the Fire and Police Departments as well as with other departments as necessary. He will also be supporting historic preservation efforts due to damage to many areas in the city of historical significance.

### State of Louisiana and State of New Jersey, Environmental and Historic Preservation (2011 - 2015)

James provided environmental and historic preservation expertise to hazard mitigation grant program projects related to disaster impacted areas following Hurricanes Katrina, Rita and Sandy.

Prior to joining Witt O'Brien's, James had the following experience:

### State of Louisiana, Historic Preservation (2009 - 2011)

James was a contractor servicing the Louisiana Hazard Mitigation Grant Program for the Office of Community Development (OCD). His primary duty was to represent OCD interests in helping develop a state-specific programmatic agreement for the Louisiana Hazard Mitigation Grant Program. Other duties included coordinating data with FEMA EHP staff and supervising data gathering required for Section 106 Consultation.

#### Areas of Expertise

Environmental/Historic Preservation;  
Public Assistance; Individual Assistance;  
Grants Management; Hazard Mitigation

#### Registrations and Certifications

FEMA IS-100.b, IS-200.b

#### Education

Master of Architecture, Tulane University,  
New Orleans, LA, 1995

Bachelor of Arts, English/Art History,  
Austin Peay State University, Clarksville,  
TN, 1990

#### Year Joined Witt O'Brien's

2014

#### Base Location

Houston, TX

### Louisiana Division of Historic Preservation, Historic Building Recovery Grant Program Officer (2010 - 2011)

James' duties included project management for grantees receiving National Park Service funds for historic buildings damaged by Hurricanes Katrina and Rita, and ensuring that work completed met NPS standards and financial statements were in order. His other duties included determining eligibility for grant funding and mitigation of problem projects, including Section 106 review. In addition, articles outline historic preservation concerns at the program were published by Preservation in Print, and linked to the National Council of State Historic Preservation Officers and the American Institute of Architects websites. This led to invitations to lecture at the Preservation Resource Center.

### Federal Emergency Management Agency, Standing Structure Team Lead (2006 - 2007)

James managed a staff of historic preservation specialists reviewing public assistance and hazard mitigation projects. His duties included assignment and tracking of project review and oversight of all SHPO consultation related to standing structures, as well as individual project work.

### Architectural Historian Servicing NISTAC contract for FEMA (2005 - 2006)

James assisted public assistance project officers on projects in Orleans Parish, attending kick-off meetings and site visits with project officers, giving guidance for NHPA compliance with detailed site visit notes combining technical knowledge and knowledge of local architectural history with an understanding of the programmatic agreement between FEMA and the Louisiana SHPO.

His Section 106 responsibilities included determination of National Register eligibility on numerous properties, writing SHPO and tribal consultation, often in conjunction with FEMA archaeologists. Major applicants assigned were Orleans Parish Justice (police, fire department and criminal sheriff), the Housing Authority of New Orleans (HANO), and the Orleans Levee District, as well as numerous private, non-profit (PNP) applicants.

### Intern Architect (2005 - 2011)

James worked on a variety of preservation projects (both residential and commercial) in the Vieux Carre' Commission and Historic District Landmark Commission jurisdictions, complying with required design guidelines of these agencies.



## Qualifications Profile

Since joining Witt O'Brien's, Shaletha Smith has worked as a Disaster Recovery Specialist focused on the State of Louisiana's recovery efforts as a Closeout Specialist. Her experience additionally includes working directly for the Louisiana Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP), responsible for certifying that all recovery work was completed, appeals were resolved, and all eligible costs were reimbursed. In addition, she was responsible for closing projects and auditing reports by determining if each sub-grantee met eligibility requirements and documentation standards according to federal and state regulations. She also provided applicants with clear, accurate information regarding disaster recovery programs, and performed payment reconciliation to ensure accuracy and request refund for de-obligated funds.

Shaletha developed, managed, negotiated, and awarded contracts, subcontracts, and agreements awarded to vendors. She developed acquisition plans and maintained acquisition databases, tracked contractual requirements, and monitored deliverables. She was responsible for ensuring the accountability of all sub-grantees and that they meet all applicable grant requirements, and for performing detailed analysis of bids and proposals received from vendors, contractors, and subcontractors. In addition, she prepared and processed all related documentation for Public Assistance (PA) grants in accordance with applicable regulations, rules, policies, and procedures.

## Relevant Project Experience

### State of New Jersey (2013 - Present)

Shaletha was responsible August 2013 validating and verifying funding authorizations and expenditures by analyzing financial reports for accuracy and determinations of potential obligations or de-obligations of federal funding. As a Closeout Specialist, she conducted final reviews of all submitted invoices, contracts, procurement packages, and other closeout documentation. She prepared and recommended final grant versions before closeout, and advised applicants of grant management and audit requirements, as described in federal regulations. She monitored and maintained allowable grant costs as submitted by applicants, and provided weekly reports of closeout activities and final inspection reports submitted to FEMA.

Prior to joining Witt O'Brien's, Shaletha had the following experience:

### Louisiana Governor's Office of Homeland Security & Emergency Preparedness (2006 –2013)

Shaletha was responsible for certifying that all recovery work was completed, appeals were resolved, and all eligible costs were reimbursed. In addition, she was responsible for closing projects and auditing reports by determining if each sub-grantee met eligibility requirements and documentation standards according to federal and state regulations. She also provided applicants with clear, accurate information regarding FEMA/State disaster recovery programs, and performed payment reconciliation to ensure

#### Areas of Expertise

Disaster recovery, Public Assistance, grant closeout, audit, project monitoring, financial management

#### Registrations and Certifications

FEMA IS-100, IS-120, IS-130, IS-200, IS-212.a, IS-230.d, IS-242.b, IS-253.a, IS-276, IS-324.a, IS-393.a, IS-403, IS-453, IS-552, IS-554, IS-559, IS-631, IS-634, IS-700, IS-703.a, IS-775, IS-800.a, IS-910.a, IS-1100, IS-1104, IS-1112

#### Education

Bachelor of Science, Business Administration / Accounting, Northwestern State University

#### Year Joined Witt O'Brien's

2014

#### Base Location

Houston, TX

accuracy and request refund for de-obligated funds. Shaletha entered payment vouchers for electronic payment to applicants affected by disasters into LouisianaPa.com, maintained Smartlink records of all expenses processed by grant administrators, submitted payment requests to the Louisiana Department of Treasury, and copied and filed documentation mailed to applicants after payments were processed.

### US Small Business Administration (2005 –2006)

Shaletha assisted administrative officers in preparation of the Disaster Area Office's annual budget, maintained accounting records, and reviewed invoices, statements, and travel vouchers for payments to the appropriate vendors and travelers. As directed by her supervisor, she answered questions and assisted supervisors, loan officers, loss verifiers, and other staff regarding policy and regulations governing travel vouchers and proper overtime requests.

### Other Experience

- Closeout Specialist (November 2015 – Present) | Colts Neck, NJ
- Disaster Recovery Specialist, Finance Department (May 2014 – October 2015) | Trenton, NJ
- Closeout Lead (August 2013 – August 2014) | Eatontown, NJ

### Combined Responsibilities as Closeout Specialist/Closeout Lead

- Assisted in the formulation of Closeout SOPs and Final Inspection Report that are currently being used by the Closeout Specialists in the State of New Jersey Public Assistance division.
- Supervised 9 Witt O'Brien's Closeout Specialists working in northern New Jersey counties closing pre-Sandy declared disasters.
- Reviewed final inspection reports submitted by closeout staff prior to submitting for final payment to ensure accuracy and thoroughness.
- Trained both staff and applicants on project closeout and the proprietary system that was being used—MB3 (NJEMGrants.com). Sole person in the New Jersey office with this specific knowledge and experience.

### Combined Responsibilities as Disaster Recovery Specialist

- Manage multiple projects simultaneously, and provide recovery consulting services for State of New Jersey encompassing 14 declared disasters including Hurricane Sandy. Worked remotely several months assisting the Finance Department in Trenton, NJ.
- Train applicants affected by the ravaging flood waters of Hurricane Sandy on how to use the NJEMGrants software system.
- Provide technical, regulatory compliance, and multimillion-dollar grants management assistance to the New Jersey Office of Emergency Management finance staff.
- Process reimbursement requests in compliance with state guidelines and approved FEMA scope of work.
- Proficient in grant tracking programs—National Emergency Management Information System (NEMIS) and Emergency Management Mission Integrated Environment (EMMIE), as well as MB3 (EMGrantsPro) for management of federal grants awarded for disasters.