

DEPARTMENTAL INPUT
CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION

New Contract OTR Sole Source Bid Waiver Emergency Previous Contract/Project No. NA
 Re-Bid Other: Access another governmental contract LIVING WAGE APPLIES: YES NO
Requisition No./Project No.:RQFN1200001 TERM OF CONTRACT 3 YEAR(S) WITH 2 YEAR(S) OTR

Requisition /Project Title: Disaster Management and Recovery Services

Description: To establish a contract for Finance Department to close-out hurricane projects pending from Katrina and Wilma to avoid de-obligating the funds. Finance Department has been mandated by the State of Florida to close-out pending hurricane projects.

Issuing Department: DPM Contact Person: Herman Ramsey Phone: (305) 375-2851
Estimate Cost: \$500,000 GENERAL FEDERAL OTHER

Funding Source: General Fund

ANALYSIS

Commodity Codes: 918-81

Contract/Project History of previous purchases three (3) years
 Check here if this is a new contract/purchase with no previous history.

	<u>EXISTING</u>	<u>2ND YEAR</u>	<u>3RD YEAR</u>
Contractor:			
Small Business Enterprise:			
Contract Value:	\$	\$	\$
Comments:			

Continued on another page (s): YES x

RECOMMENDATIONS

	Set-aside	Sub-contractor goal	Bid preference	Selection factor
SBE				

Basis of recommendation:
 [Redacted]

Signed: <i>Herman Ramsey</i>	Date sent to SBD: 10/05/2011
	Date returned to DPM: [Redacted]



**Cooper City Commission Meeting
Agenda Item Request Form**

Date: 9-16-09

Requesting Commissioner/Department: Public Works

Commission Regular Meeting Date: 9-21-09

Commission Workshop Meeting Date: _____

AGENDA

Presentation Consent Regular Discussion

BACKGROUND & RECOMMENDATION (attach backup material to Item Request Form)
Award of RFP for Disaster Management and Recovery Services. Memo attached.

APPROVALS:

Finance Director

X. J. ... 9/17

City Manager

City Clerk

Approved by Commission on 9/21/09 SF

COOPER CITY PUBLIC WORKS Memorandum

TO: Bruce Loucks
City Manager

DATE: September 16, 2009
FILE:

SUBJECT:

FROM: Jim Bowman 
Director of Public Works

REFERENCE: Award of RFP

The City solicited Requests For Proposals to provide Disaster Management and Recovery Services. The scope of services included a wide range of related services including damage assessment, training, planning and oversight and management of debris recovery contractors. The proposals were to be evaluated based on the following matrix:

Firm qualifications	20%
Qualifications on similar projects	15%
Key staff project understanding	15%
Management / reporting systems	10%
Cost Proposal	40%

The proposals were scored by giving up to 10 points in each category, multiplied by the weighted percentage, resulting in a total cumulative score for the proposal. Two proposals were received. The companies were Beck Disaster Recovery (BDR) and Solid Resources, Inc. (SRI). Both companies possess a strong background, highly qualified personnel, and a wide range of experience in the field. The cost proposal portion of the matrix was based on the hourly rate to be charged for 13 different positions. Each position was assigned estimated hours that may be required in a typical post disaster situation. Calculations of these projected costs are attached. The proposals were evaluated and scored in each of the five categories above. The resulting final cumulative score for each company was:

Beck Disaster Recovery	9.45
Solid Resources, Inc.	9.55

It is recommended that Solid Resources, Inc. be selected to contract with the City for Disaster Management and Recovery Services. This matter is requested to be placed on the agenda for the September 21 City Council meeting.



Cost Proposal

RFP# 2009-7
 Disaster Management & Recovery Services

SRI

**Disaster Management & Recovery Services
 RFP # 2009-7**

COST PROPOSAL FORM/FEE SCHEDULE

The hourly labor rates shall include all applicable overhead and profit. All non-labor related project costs will be billed to the City at cost without mark-up.

Positions	Estimated Hours (1)	Hourly Rates (2)
Project Manager	200	\$ 90.00 =
Operations Managers	250	\$ 75.00
Scheduler/Expeditors	250	\$ 35.00
GIS Analyst	40	\$ 70.00
Field Supervisors	550	\$ 62.00
Debris Site/Tower Monitors	4,500	\$ 37.00
Environmental Specialist	40	\$ 80.00
Project Inspectors (Citizen Drop-Off Site Monitors)	10,000	\$ 37.00
Field Coordinators (Crew Monitors)	20,000	\$ 37.00
Load Ticket Data Entry Clerks (QA/QC)	5,000	\$ 25.00
Billing/Invoice Analysts	150	\$ 45.00
Project Coordinators	150	\$ 40.00
Data Manager	50	\$ 45.00
Public Assistance Coordinator	_____	\$ 115.00
Project Officer	_____	\$ 98.00
FEMA/FHWA Specialist	_____	\$ 98.00

18,000
 18,750
 8,750
 2,800
 34,100
 166,500
 3,200
 376,000
 740,000
 125,000
 6,750
 6,000!
 2,250

 1,502,100

OTHER REQUIRED POSITIONS

Proposer may include other positions, with hourly rates and attach a job description for each position, if necessary.

NOTES:

- 1) Estimated hours are NOT intended to represent the actual contract amount, but are an estimate of a typical work month and will be used for the sole purpose of evaluating proposals.
- 2) Rates are subject to a 2.5% increase for each annual renewal exercised under the Bid Specifications.

Tina Hudson

From: Kerri Anne Fisher
Sent: Friday, August 21, 2009 12:19 PM
To: ARMONDII@aol.com
Cc: Tina Hudson
Subject: RE: Disaster Debris Management
Attachments: RFP 2009-7, Disaster Management & Recovery Services (Debris Monitoring).pdf

Mr. Armond,

Thank you for your interest. Attached is the RFP.

Kerri Anne Fisher
Purchasing Agent
City of Cooper City
t: (954) 434-4300 x268
f: (954) 434-5099

From: ARMONDII@aol.com [mailto:ARMONDII@aol.com]
Sent: Friday, August 21, 2009 12:04 PM
To: Kerri Anne Fisher
Subject: Disaster Debris Management

Dear Ms Fisher:

It is my understanding that the City will be issuing an RFP/RFQ for contractors specializing in debris removal operations in the near future. I would appreciate our being placed on the bidder's list for that project and forwarded all necessary documents. We can be reached at this e mail address or charlene@taggrinding.com.
Thanks

A. F. "Sonny" Armond
Director of Field Operations
TAG Grinding Services, Inc.
Emergency Response Division

8/21/2009

SUN-SENTINEL
PUBLISHED DAILY
FORT LAUDERDALE, BROWARD COUNTY, FLORIDA
BOCA RATON, PALM BEACH COUNTY, FLORIDA
MIAMI, MIAMI-DADE COUNTY, FLORIDA

STATE OF FLORIDA
COUNTY OF BROWARD/PALM BEACH/MIAMI-DADE

BEFORE THE UNDERSIGNED AUTHORITY, PERSONALLY APPEARED LINDA HALL, WHO, ON OATH, SAYS THAT SHE IS A DULY AUTHORIZED REPRESENTATIVE OF THE CLASSIFIED DEPARTMENT OF THE SUN-SENTINEL, DAILY NEWSPAPER PUBLISHED IN BROWARD/PALM BEACH/MIAMI-DADE COUNTY, FLORIDA, THAT THE ATTACHED COPY OF ADVERTISEMENT, BEING A:

NOTICE TO BIDDERS

THE MATTER OF:

CITY OF COOPER CITY DIASTER MANAGEMENT &
RECOVERY SERVICES RFP #2009-7

IN THE CIRCUIT COURT, WAS PUBLISHED IN SAID NEWSPAPER IN THE ISSUES OF:

AUGUST 18, 2009

13781857

AFFIANT FURTHER SAYS THAT THE SAID SUN-SENTINEL IS A NEWSPAPER PUBLISHED IN SAID BROWARD/PALM BEACH/MIAMI-DADE COUNTY, FLORIDA, AND THAT THE SAID NEWSPAPER HAS HERETOFORE BEEN CONTINUOUSLY PUBLISHED IN SAID BROWARD/PALM BEACH/MIAMI-DADE COUNTY, FLORIDA, EACH DAY, AND HAS BEEN ENTERED AS SECOND CLASS MATTER AT THE POST OFFICE IN FORT LAUDERDALE, IN SAID BROWARD COUNTY, FLORIDA, FOR A PERIOD OF ONE YEAR NEXT PRECEDING THE FIRST PUBLICATION OF ATTACHED COPY OF ADVERTISEMENT: AND AFFIANT FURTHER SAYS THAT SHE HAS NEITHER PAID, NOR PROMISED, ANY PERSON, FIRM, OR CORPORATION, ANY DISCOUNT, REBATE, COMMISSION, OR REFUND, FOR THE PURPOSE OF SECURING THIS ADVERTISEMENT FOR PUBLICATION IN SAID NEWSPAPER.

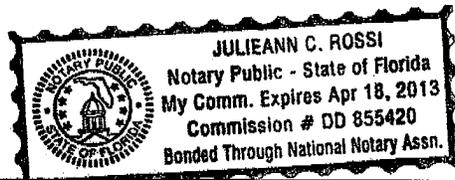
Linda Hall

(SIGNATURE OF LINDA HALL, AFFIANT)

SWORN TO AND SUBSCRIBED BEFORE ME
ON 18 AUGUST 2009, A.D.

Julieann Rossi

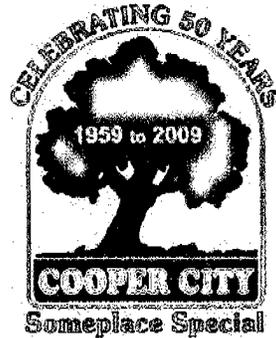
(SIGNATURE OF NOTARY PUBLIC)



(NAME OF NOTARY, TYPED, PRINTED, OR STAMPED)

PERSONALLY KNOWN (X) OR PRODUCED IDENTIFICATION ()

NOTICE TO BIDDERS
NOTICE IS HEREBY GIVEN that the City of Cooper City, Florida will be accepting sealed bids until three o'clock (3:00 p.m.) on Monday, August 31, 2009 for:
DISASTER MANAGEMENT & RECOVERY SERVICES RFP #2009-7
Invitations to bid may be obtained from the City Clerk's Office, 4099 Southwest 50th Place, Cooper City, Florida 33328, 8:00 a.m. through 5:00 p.m., Monday through Friday. Questions and requests for information relative to this bid should be directed to Kerri Fisher, Purchasing Agent, at 954-434-4300 x 263.
Submittals must be received no later than 3:00 p.m. (EST) on Monday, August 31, 2009 and the outside of the envelope containing the bid must be clearly marked "RFP #2009-7 DISASTER MANAGEMENT & RECOVERY SERVICES."
The City Commission of the City of Cooper City reserves the right, for any reason, to reject any and all bids and to make awards in the best interest of the City.
Bids shall be opened and read in the City Hall Auditorium, 3090 Southwest 36th Place, Cooper City, at three o'clock (3:00) p.m. on Monday, August 31, 2009. Award of bid will be made at the next available Commission meeting.
CITY OF COOPER CITY
Susan Poling, City Clerk
August 18, 2009



CITY OF COOPER CITY, FLORIDA
Request for Proposals

Disaster Management & Recovery Services
RFP# 2009-7

Responses Due:
August 31, 2009 @ 3:00 P.M.

For information contact:
Kerri Anne Fisher
Purchasing Agent
9090 SW 50th Place
Cooper City, FL 33328

Date Issued: August 18, 2009

PURPOSE:

The City of Cooper City, Florida is soliciting sealed proposals to provide Disaster Management and Recovery Services.

INSTRUCTIONS TO PROPOSERS:

Firms or companies desiring to provide services, as described in the Scope of Work, shall submit sealed proposals in an original and five (5) complete copies no later than 3:00 PM local time on August 31, 2009 to:

The Office of the City Clerk
9090 SW 50th Place
Cooper City, FL 33329-0910

Offers by telephone or telegram shall not be accepted. Also, proposers are instructed NOT to fax their proposal. Faxed proposals shall be rejected as non-responsive regardless of where the fax is received.

Respondents are cautioned that they are responsible for delivery to the specific location cited above. Therefore, if your bid, proposal or quotation is delivered by an express mail carrier or by any other means, it is your responsibility to ensure delivery to the above address. This office will not be responsible for deliveries made to any place other than the specified address.

It is the sole responsibility of the bidder to ensure that his or her Proposal reaches the Purchasing Department. The time and date for receipt of Proposals will be scrupulously observed. The City shall not be responsible for late deliveries or mail delays. All proposals will be opened publicly.

TERMS AND CONDITIONS:

1. The City reserves the right to accept or reject any or all proposals, with or without cause, to waive technicalities, or to accept the proposal which, in its sole judgment, best serves the interest of the City, or to award a contract to the next most qualified proposers if a successful proposer does not execute a contract within thirty (30) days after approval of the selection by the City.

City reserves the right, and the Purchasing Department has absolute and sole discretion, to cancel a solicitation at any time prior to approval of the award by the City.

2. The City reserves the right to request clarification of information submitted and to request additional information of one or more applicants.

3. Any proposal may be withdrawn until the date and time set above for the submission of the proposals. Any proposals not so withdrawn shall constitute an irrevocable offer, for a period of ninety (90) days, to provide to the City the services set forth in this Request for Proposals, or until one or more of the proposals have been awarded.

4. Proposals shall be sealed and proposers should indicate on THE OUTSIDE of their proposal the following:

- a) RFP # 2009-7, DISASTER MANAGEMENT AND RECOVERY SERVICES
- b) Date of Opening – August 31, 2009
- c) Name and Address of Proposer

5. Costs of preparation of a response to this request for proposals are solely those of the proposers. The City assumes no responsibility for any such costs incurred by the proposer. The proposer also agrees that the City bears no responsibility for any costs associated with any administrative or judicial proceedings resulting from the solicitation process.

6. The proposer receiving the award will obtain or possess the following insurance coverage's, and will provide Certificates of Insurance to the City to verify such coverage.

- a) Workers' Compensation - The vendor shall provide coverage for its employees with statutory workers' compensation limits, and no less than \$1,000,000.00 for Employers' Liability. Said coverage shall include a waiver of subrogation in favor of the City and its agents, employees and officials.
- b) Commercial General Liability - The vendor shall provide coverage for all operations including, but not limited to Contractual, Products and Completed Operations, and Personal Injury. The limits shall be no less than \$1,000,000.00, per occurrence, with a \$2,000,000.00 aggregate.
- c) Business Automobile Liability - The vendor shall provide coverage for all owned, non owned and hired vehicles with limits of not less than \$1,000,000.00, per occurrence, Combined Single Limits (CSL) or its equivalent.
- d) Professional Liability (Errors & Omissions) - The vendor shall provide coverage for all claims arising out of the services performed with limits not less than \$1,000,000.00 per claim. The aggregate limit shall either apply separately to this contract or shall be at least twice the required per claim limit.

7. The consultant awarded this contract shall maintain adequate records to justify all charges, expenses, and costs incurred in estimating and performing the work for at least three (3) years after completion of the contract resulting from this RFP. All records, documents and information collected and/or maintained by others in the course of the administration of the agreement shall be transferred to electronic data storage media and copies given to the City to retain for its use. This information shall be made accessible at the awardees place of business to the City, including the Comptroller's Office and/or its designees, for purposes of inspection, reproduction and audit without restriction.

8. It is the intent of the City to enter into a three (3) year term contract, with a renewal clause for two (2) additional one (1) year renewal terms for services as described herein.

QUESTIONS REGARDING THIS RFP:

All questions or concerns regarding this Request for Proposals must be submitted in writing or by email to Kerri Anne Fisher, Purchasing Agent (KerriF@CooperCityFL.org) no later than 3:00

PM, on August 31, 2009. The Purchasing Department may issue an addendum to the Request for Proposals for distribution to all known prospective proposers.

No oral interpretation of this Request for Proposal shall be considered binding. The City shall be bound by information and statements only when such statements are written and executed under the authority of the Purchasing Department.

PROPOSAL FORMAT:

Proposers must respond in the format delineated below.

The following information shall be tabbed to identify the required information. Failure to submit this information will render your proposal non-responsive.

1. QUALIFICATIONS OF THE FIRM

- a) Provide a description and history of the firm focusing on previous governmental experience. Only past experience as the prime contractor with local governments will be considered. Personal qualifications of staff with past debris monitoring experience will not be considered unless the services were part of the prime contract between the Proposer and the local government. State and federal contracts that do not reflect direct contractual obligations to perform services on behalf of the sub-grantee will not be considered to be past local government experience. Firm qualifications must include, at minimum, the following:
 - > Recent experience demonstrating current capacity and current expertise in debris removal, solid waste and hazardous waste management and disposal.
 - > Documented knowledge and experience coordinating with Federal, State and Local emergency agencies.
 - > Experience representing local governments with various state and federal funding sources and reimbursement processes, including FEMA, FHWA, and NRCS.
 - > Experience with special disaster recovery program management services including private property/right-of-entry (ROE) work, waterways clean-up and reimbursement, leaning tree and hanging limb removal, hazardous material removal, vessel and vehicle recovery, asbestos abatement, data management, and hauler invoice reconciliation and contracting, and FEMA appeals assistance.

- b) Provide at least five (5) references for which the firm has performed services within the past five (5) years that are similar to the requirements in the Scope of Services. Three (3) of the references shall be from local government entities for hurricane debris monitoring experience involving a minimum of 500,000 cubic yards of debris. Provide the reference contact name, address, e-mail address, telephone numbers and date of the contract.

2. QUALIFICATIONS OF STAFF

Provide an organizational chart, resumes, and summary of staff qualifications. Key project staff (management staff including, but not limited to: project manager, collection and disposal operations managers, FEMA reimbursement specialist, data manager, etc.) must be full time employees of the proposing firm and have experience, working for the Proposer, in the following:

- c) Experience demonstrating current capacity and current expertise in debris removal, solid waste and hazardous waste management and disposal. The proposer must demonstrate experience managing hurricane debris monitoring for at least two (2) local governments involving a minimum of 250,000 cubic yards of debris for each client.
- d) Documented knowledge and experience of Federal, State and Local emergency agencies, state and federal programs, funding sources and reimbursement processes.
- e) Experience with special disaster recovery program management services including private property/right-of-entry (ROE) work, waterways clean-up and reimbursement, sand recovery and beach remediation, leaning tree and hanging limb removal, hazardous material removal, vessel and vehicle recovery, asbestos abatement, data management, and hauler invoice reconciliation and contracting, and FEMA appeals assistance.

3. TECHNICAL APPROACH

Provide a description of the Proposer's approach to the project, to include startup procedures/requirements, debris estimate methodology, analysis of debris recovery operations and management of the debris recovery contractors, billing/invoices reporting procedures to FEMA and the City.

4. COST PROPOSAL

Each Proposer must complete and submit the Cost Proposal Form/Fee Schedule included herein. The Cost Proposal will be evaluated on the hourly rates submitted on the form for the labor positions listed. All non-labor projected costs will be billed to the City at cost, without markup. Supporting documentation must be submitted for such expenses.

SELECTION CRITERIA:

The following weighted criteria will be utilized to select the consultant awarded this contract.

Firm Qualifications	20
Qualifications on Similar Projects	15
Key Staff Project Understanding and Approach	15
Management Systems/Reporting Systems	10
Cost Proposal	40
TOTAL	100

SCOPE OF SERVICES

I. BACKGROUND

The City requires disaster management, recovery, and consulting services to support the oversight and management of debris recovery contractors. As such, the Consultant should be capable of providing a range of related services including damage assessment, training, emergency planning, infrastructure restoration, and other services as needed and ordered by the City. Other services may include, but not limited to, facilitating communication with FEMA, FHWA, the State of Florida and other state and federal agencies, coordination with state insurance representatives, pre-event planning, and post-event reconstruction, grant funding, and reimbursement services.

II. SCOPE

A. DISASTER DEBRIS MONITORING SERVICES

The selected firm will be expected to provide disaster debris monitoring services to include debris generated from the public rights-of-way, private property, drainage areas/canals, waterways, and other public, eligible, or designated areas. Specific services may include:

- a) Coordinating daily briefings, work progress, staffing, and other key items with the City.
- b) Selection and permitting of TDSRS locations and any other permitting/regulatory issues as necessary.
- c) Scheduling work for all team members and contractors on a daily basis.
- d) Hiring, scheduling, and managing field staff.
- e) Monitoring recovery contractor's operations and making/implementing recommendations to improve efficiency and speed up recovery work.
- f) Assisting the City with responding to public concerns and comments.
- g) Certifying contractor vehicles for debris removal using methodology and documentation practices appropriate for contract monitoring.
- h) Entering load tickets into a database application.
- i) Digitization of source documentation (such as load tickets).
- j) Developing daily operational reports to keep the City informed of work progress.
- k) Development of maps, GIS applications, etc. as necessary.

Disaster Management & Recovery Services

- l) Comprehensive review, reconciliation, and validation of debris removal contractor(s) invoices prior to submission to the City for processing.
- m) Project Worksheet and other pertinent report preparation required for reimbursement by FEMA, FHWA and any other applicable agency for disaster recovery efforts by City staff and designated debris removal contractors.
- n) Final report and appeal preparation and assistance.

B. EMERGENCY MANAGEMENT PLANNING AND TRAINING

As directed by the City, the Consultant shall provide:

- a) Comprehensive emergency management plans (e.g. COOP, EOP) to include plan development; review, and revisions.
- b) Comprehensive mitigation programs to include development of mitigation plan(s), staff training, cost benefit analysis, project management, environmental review and staff augmentation.
- c) Development of a debris management plan – including identification of an adequate number of TDSRS locations. Staff training as necessary.
- d) Procurement assistance for debris removal contractors and other services as requested.
- e) Project management to include the formulation and management of permanent work projects, task force management, and City Commissions, Boards and Panels.
- f) Technical support and assistance in developing public information.
- g) Other training and assistance as requested by the City.
- h) Other reports and data as required by the City.
- i) Other emergency management and consulting services identified and required by the City.

C. PUBLIC ASSISTANCE CONSULTING SERVICES

As directed by the City, the consultant shall provide:

- a) Identification of eligible emergency and permanent work (Category A-G);
- b) Damage Assessment;
- c) Assistance in attaining Immediate Needs Funding;
- d) Prioritization of recovery workload;

Disaster Management & Recovery Services

- e) Loss measurement and categorization;
- f) Insurance evaluation, documentation adjusting and settlement services;
- g) Project Worksheet generation and review;
- h) FEMA, FHWA and NRCS reimbursement support;
- i) Staff augmentation with experienced Public Assurance Coordinators and Project Officers;
- j) Interim inspections, final inspections, supplemental Project Worksheet generation and final review;
- k) Appeal services and negotiations;
- l) Reconstruction and long-term infrastructure planning; and
- m) Final review of all emergency and permanent work performed.

END OF SCOPE

**Disaster Management & Recovery Services
 RFP # 2009-7**

COST PROPOSAL FORM/FEE SCHEDULE
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The hourly labor rates shall include all applicable overhead and profit. All non-labor related project costs will be billed to the City at cost without mark-up.

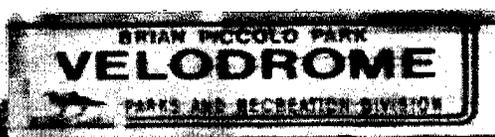
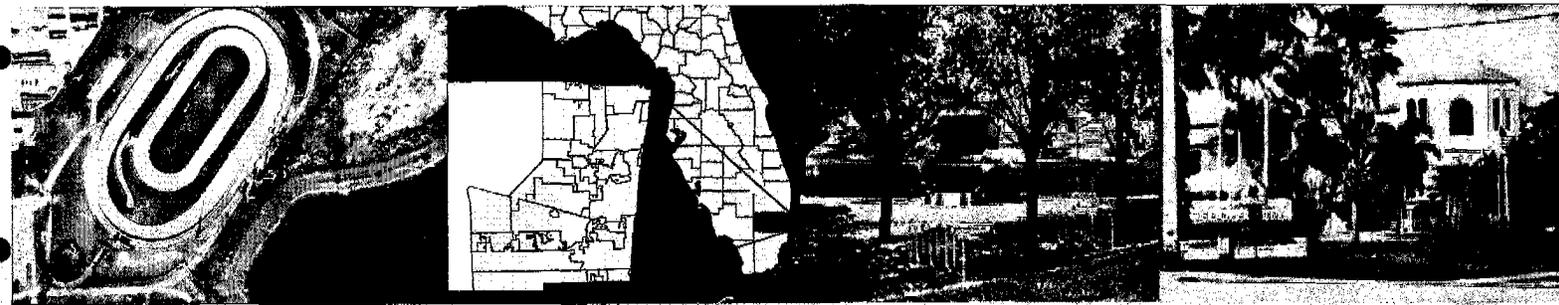
Positions	Estimated Hours (1)	Hourly Rates (2)
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Operations Managers	250	\$ _____
Scheduler/Expeditors	250	\$ _____
GIS Analyst	40	\$ _____
Field Supervisors	550	\$ _____
Debris Site/Tower Monitors	4,500	\$ _____
Environmental Specialist	40	\$ _____
Project Inspectors (Citizen Drop-Off Site Monitors)	10,000	\$ _____
Field Coordinators (Crew Monitors)	20,000	\$ _____
Load Ticket Data Entry Clerks (QA/QC)	5,000	\$ _____
Billing/Invoice Analysts	150	\$ _____
Project Coordinators	150	\$ _____
Data Manager	50	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____

OTHER REQUIRED POSITIONS

Proposer may include other positions, with hourly rates and attach a job description for each position, if necessary.

NOTES:

- 1) Estimated hours are NOT intended to represent the actual contract amount, but are an estimate of a typical work month and will be used for the sole purpose of evaluating proposals.
- 2) Rates are subject to a 2.5% increase for each annual renewal exercised under the Bid Specifications.



SOLID RESOURCES
ENVIRONMENTAL & EMERGENCY SERVICES

Disaster Management & Recovery Services

Original
RFP # 2009-7

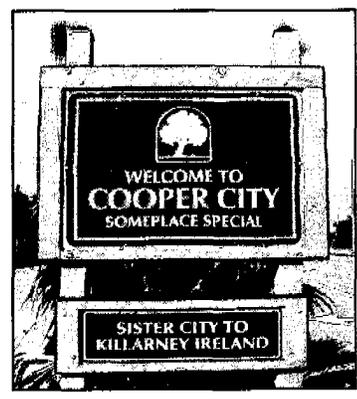


FEMA

Prepared for the
CITY OF COOPER CITY, FLORIDA
August 31, 2009
3:00 a.m. EST



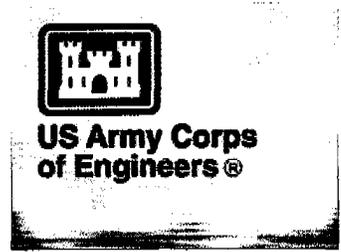
U.S. Department
of Transportation
**Federal Highway
Administration**



NRCS

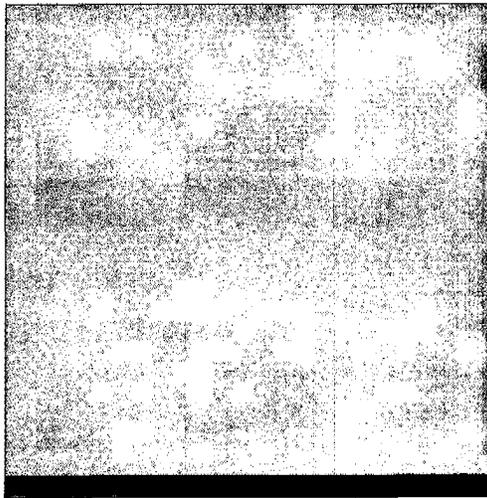
Prepared by:

SOLID RESOURCES INC
ENVIRONMENTAL & EMERGENCY SERVICES



A subsidiary of **O'BRIEN'S**
RESPONSE MANAGEMENT

Comprehensive assistance with FEMA, FHWA, NRCS and USACE related projects



SOLID RESOURCES INC
ENVIRONMENTAL & EMERGENCY SERVICES

Maitland Corporate Headquarters
555 Winderley Place
Suite 220
Maitland, Florida 32751-7225

Phone: 407-702-1172

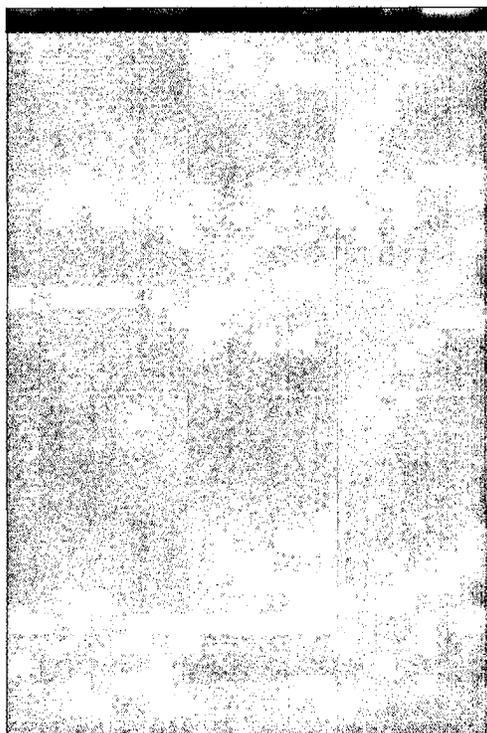
Fax: 407-702-1764

Miami Field Office
6505 Blue Lagoon Drive
Suite 435
Miami, Florida 33126

Phone: 786-662-3144

Fax: 786-662-3147

www.solid-resources.com



Ms. Kerri Anne Fisher, Purchasing Agent
Cooper City Purchasing Department
9090 SW 50th Place
Cooper City, Florida 33329-0910

August 28, 2009

RE: Letter of Transmittal - Request for Proposals for Disaster Management & Recovery Services

Dear Mr. Hyman:

Solid Resources, Inc. is a wholly-owned, independently operated subsidiary of **O'BRIEN'S Response Management, Inc.**, providing superior disaster debris management and emergency recovery services to governmental clients. **O'BRIEN'S Response Management, Inc.** is a wholly-owned subsidiary of SEACOR Holdings, Inc.; a publicly traded U.S. corporation providing worldwide support services to the offshore oil industry.

Solid Resources, Inc. (SRI) is pleased to provide the enclosed response to Cooper City's Request for Proposals for Disaster Management & Recovery Services. SRI was established in 1992 to provide disaster debris monitoring and emergency management consulting services. The firm has two (2) fully equipped offices, the corporate headquarters is located in Maitland, Florida (see below) and the firm also maintains a Field Office in Miami, Florida.. The Cooper City Disaster Management & Recovery Services project will be handled through the Miami office :

Miami Field Office
6505 Blue Lagoon Drive, Suite 435
Miami, Florida 33126-6009
Telephone: (786) 662-3144
Fax: (786) 662-3147

Mr. Gary J. Stankovich is the President of Solid Resources, Inc. and he is the corporate authority approved to serve as the firm's negotiator, execute this proposal and any contract and/or other transactions required on behalf of the firm. Mr. Stankovich's contact information is provided below.

Gary J. Stankovich, President
Solid Resources, Inc.
555 Winderley Place, Suite 220
Maitland, Florida 33751-7225
Telephone: (407) 702-1172
Cell: (714) 307-3778
Fax: (407) 702-1764
gstankovich@solid-resources.com

Solid Resources, Inc. developed its superior post-disaster debris management and monitoring capabilities by managing and monitoring the more than \$175 million of eligible disaster-related debris removal expenses in the continental United States; representing over 24 million cubic yards. Our experienced staff have written, reviewed, entered and/or approved more than 475,000 load tickets. SRI has provided all of our clients with excellent service by utilizing our own highly trained and experienced management and supervisory staff, and delivering the highest levels of customer service to each and every client.

The firm was incorporated in the State of Florida on July 7, 2000 and issued Certificate of Incorporation No. P000000660402. Solid Resources, Inc. is registered with the Orange County, Florida Tax Collector's office with a Local Business Tax Receipt No. 3110-1069759 and with the City of Maitland, Florida Finance Department with a Local Business Tax Receipt No. 7791 (Tab 5, Additional Data).

Ms. Kerri Anne Fisher
August 28, 2009
Page 2

SRI has thoroughly reviewed the Scope of Work described in the Request for Proposals for Disaster Management & Recovery Services; and hereby warrants that the firm is fully qualified with adequate personnel and experience to complete all of the services identified. SRI will not be utilizing any subcontractors during this project.

As demonstrated by the substantial number of debris monitoring projects that Solid Resources, Inc. has completed (Tab 1, Qualifications of the Firm), the firm is well aware of the inherent issues that may arise during a project. SRI personnel have an extensive background supporting debris monitoring, eligibility compliance, disaster planning and hazard mitigation programs through federal grant agencies such as FEMA and FHWA.

One of the most frequent methodological issues that occurs during debris removal operations is the daily variance in the number of monitors that are required by the debris removal contractor crews. SRI has a proven technique to always have a sufficient number of monitors available on a daily basis so as to not impede the removal operations. Daily meetings with the removal contractor's management staff and always having a reserve of trained monitors available for immediate deployment have shown that Solid Resources, Inc. has always met or exceeded its clients' expectations and requirements in terms of the rapid response and scalability of its Disaster Debris Management Teams.

We look forward to further discussing your requirements and tailoring our approach to ensure that it meets your goals and needs. Should you have any questions or require additional information, please contact the undersigned at (407) 702-1172.

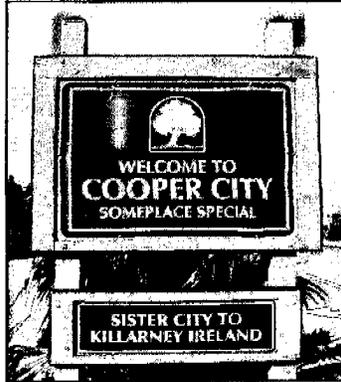
Sincerely,

SOLID RESOURCES INC.



Gary J. Stankovich, President

COOPER CITY, FLORIDA



Request for Proposals

for

Disaster Management & Recovery Services

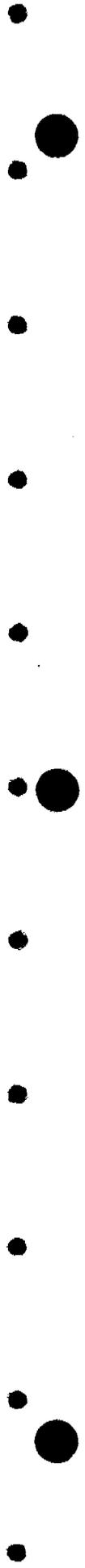
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Qualifications of the Firm

A. Disaster debris management

Since the early 1990's, Solid Resources, Inc. (SRI) has expanded and specialized in worldwide disaster debris monitoring, Public Assistance Program technical support, grant administration as well as governmental accounting and auditing services. The company has expanded rapidly during the past nine years and has cultivated a proven record of accomplishment for quick and effective emergency response to complex and catastrophic disasters. At the same time, Solid Resources, Inc. has strengthened our Federal programs expertise regarding disaster debris management and financial reimbursements with the following agencies:

- Department of Homeland Security, Federal Emergency Management Agency (FEMA)
- Federal Highway Administration (FHWA)
- U. S. Department of Agriculture, Natural Resources Conservation Service (NRCS)
- U. S. Army Corps of Engineers (USACE)
- Department of Housing and Urban Development (HUD)

Solid Resources, Inc. is a wholly-owned, independently operated subsidiary of **O'BRIEN'S Response Management, Inc.**, providing superior disaster debris management and emergency recovery services to governmental clients. **O'BRIEN'S Response Management, Inc.** is a wholly-owned subsidiary of SEACOR Holdings, Inc.; a publicly traded U.S. corporation providing worldwide support services to the offshore oil industry.

Solid Resources, Inc. has developed a team with a superior working knowledge of the debris eligibility guidelines for FEMA, FHWA, NRCS and USACE programs to ensure the highest level of successful reimbursements to its clients. Since 2000, the firm has provided disaster debris monitoring services for over 19 million cubic yards of vegetative and other types of disaster-related debris. Additionally, during the past 43 months SRI staff have provided FEMA Public Assistance technical support to more than 800 applicants; and have handled approximately \$4.3 billion dollars in project worksheets.

The firm has an excellent reputation due to the number and size of successfully completed projects, a refined business methodology and 35 highly qualified full-time professionals on staff. Our extensive roster of trained debris monitors and supervisors are located throughout the United States and are ready to provide services anywhere in the country. All SRI full-time, permanent employees have successfully completed extensive training provided by the FEMA's Emergency Management Institute, including National Incident Management System (NIMS) and Incident Command System (ICS) training.

SRI is uniquely suited to provide Debris Management and Monitoring in Support of Emergency Operations services to the City of Cooper City because of the firm's:

- Extensive monitoring experience for FEMA and FHWA disaster debris removal, reduction and disposal since 2000;
- Broad experience providing disaster management services for the Florida Division of Emergency Management (FDEM) and the Florida Department of Transportation (FDOT) with the FEMA Public Assistance (PA) and the FHWA Emergency Relief (ER) Programs, respectively;
- SRI has been tasked by the FDOT to provide emergency recovery training to FDOT staff, as well as Florida state agencies and local governments statewide; and
- SRI has provided an entire array of emergency management services to the FDOT and FDEM, including the formulation of project worksheets, summary of documentation, assistance with final closeouts in conjunction with FEMA staff, appeals and final audits.

SRI is pleased to offer the City of Cooper City a full range of emergency management services. Our team's proven experience with the Federal Emergency Management Agency (FEMA) Public Assistance and Federal Highway Administration (FHWA) Emergency Relief Programs' policies and procedures position the company to contribute unmatched resources to disaster recovery operations and project management for our clients.

Both the Maitland corporate and the Miami field offices are fully outfitted with networked computers, printers, fax machines and telephones. SRI has critical supplies, materials and equipment bundled (2,000 Garmin eTrex Legend GPS receivers and 2,000 Kodak Easy Share digital cameras with 2GB memory cards, networked laptop computers and printers), packaged and ready for deployment to a disaster site with limited notice; as we have learned from our extensive disaster response experience how to rapidly and efficiently mobilize our teams, and we take pride in our response preparedness.

Solid Resources, Inc. works closely with local, state and federal emergency management agencies to monitor and expedite the cleanup of disaster debris, and to maximize reimbursements and financial assistance from granting agencies such as FEMA, FHWA, NRCS and the USACE. The firm's substantial experience with these programs due to our long-term contracts with the FDEM and FDOT have continually resulted in very high levels of reimbursements for debris removal and monitoring expenses to our clients.

SRI is currently assisting the Kentucky Transportation Cabinet throughout the entire Commonwealth with their debris management projects following a severe ice storm. SRI recently completed debris monitoring projects for the City of Rector, the City of Rogers, the City of Fayetteville and Mississippi County in the state of Arkansas as a result of a severe winter ice storm. SRI also completed the Louisiana Department of Transportation and Development's monitoring projects in eight Districts throughout the southern portion of the state following the passage of Hurricanes Gustav and Ike. During the aftermath of these storms, over 1,700 monitoring staff were deployed in the state, almost 230,000 trees with hanging branches were cut, over 3 million cubic yards of vegetative debris and 90,000 cubic yards of construction and demolition (C&D) debris were removed. SRI also provided debris monitoring services to the City of Conroe, Texas and LaFourche Parish, Louisiana following these storms. The firm also assisted LaFourche Parish, LA once again following a flooding event that occurred in March 2009.

SRI assisted Bibb County, GA with the monitoring of its debris removal operation. The total debris generated by the 2008 Mother's Day tornados in the unincorporated portions of the county was approximately 180,000 cubic yards.

Solid Resources, Inc. also completed a major debris monitoring project for the City of Tulsa, OK, where over 2.6 million cubic yards of debris were removed following a severe ice storm in December 2007. SRI mobilized a Disaster Debris Management Team and deployed within 3 hours after notification, arriving on site within 24 hours fully prepared to assist the City of Tulsa. At the height of operations, 181 debris monitors, field supervisors and management staff were deployed for the City of Tulsa. As the debris hauling phase and the debris reduction phase were undertaken by separate contractors, two load ticket databases



SRI's Disaster Debris Management Team has combined experience of more than 100 disaster projects, including:

- Hurricane Andrew
- Hurricane Floyd
- Hurricane Erin
- Hurricane George
- Hurricane Opal
- Hurricane Charley
- Hurricane Frances
- Hurricane Jeanne
- Hurricane Ivan
- Storm of the Century
- North Florida Wild Fires
- Hurricane Lili
- T.S. Gabrielle
- Hurricane Isabel
- S.E. Asia Earthquake
- Tsunami (Indonesia)
- Hurricane Dennis
- Hurricane Katrina
- Hurricane Rita
- Hurricane Wilma
- Groundhog Day Tornadoes
- Ice Storm (Tulsa, OK)
- Mother's Day Tornadoes
- T.S. Fay
- Hurricane Gustav
- Hurricane Ike
- AR Severe Winter Storm
- KY Severe Winter Storm

(removal and final disposal) were reconciled daily. With 328 pieces of hauling equipment clearing the public right-of-way at full ramp-up, over 70,000 cubic yards of debris were being removed from the City public right-of-ways daily.

Following Hurricane Wilma in 2005, SRI was responsible for monitoring the debris removal of approximately 1 million cubic yards of disaster debris in Collier County, FL. At the height of operations, approximately 600 debris clearance personnel and 271 pieces of equipment provided debris removal and reduction services.

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

In Monroe County, FL (Florida Keys), SRI staff monitored the recovery, removal and disposal of 436 abandoned or derelict vessels, providing the documentation necessary to secure \$2,111,447 in debris removal cost reimbursements. The 2005 hurricanes impacting the Florida Keys also dislodged 45,129 lobster traps throughout the waterways and canals, which were retrieved at a cost of \$1,451,434. SRI Debris Specialists also assisted Miami-Dade County, FL in the removal of illegally dumped debris mulch in a 8½ mile stretch of wetlands in Homestead, Florida. The applicant's funding was being held by FEMA until all hurricane-related debris mulch was removed and their contractor was cleared by the County's Department of Environmental Resource Management.

B. Public Assistance program technical support

SRI is one of the only firms with Emergency Management Assistance Compact (EMAC) experience and assisted the State of Florida by assembling \$30 million in EMAC claims for their Mississippi Katrina mission. In addition, SRI helped Florida State agencies with approximately \$150 million in Public Assistance funding. SRI reviewed and wrote \$48 million in PWs for four Florida Dept. of Transportation (FDOT) Districts 1, 3, 4 and 6, these FDOT Districts contain 35 of the State's 67 counties. SRI was tasked by the FDOT to assist applicants within those Districts with their FHWA Emergency Relief claims, preparing numerous Detailed Damage Inspection Reports (DDIR) for local applicants.

The Solid Resources, Inc. Public Assistance Teams provided sixty (60) Public Assistance Coordinators and Project Officers to assist with the post-disaster recovery process in the State of Florida following Hurricane Wilma in 2005, assisting with site inspections, formulation of Project Worksheets (PW), document review, Detail Damage Inspection Reports (DDIR), technical assistance, final inspections and audit reviews by the Inspector General. Our PA Teams have extensive experience with Project Worksheet appeals, advocating for local governments and representing the State in negotiations that positively impacted financial reimbursements to our clients.

Solid Resources, Inc. has performed post-disaster emergency services for the following sample of clients and communities:

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

Solid Resources, Inc. was instrumental in forming the State of Florida's first Disaster Debris Team and assisted FEMA in the development of FEMA's debris training seminar in 2006. Training materials prepared by SRI emphasized the environmental requirements of debris removal, reduction and disposal operations. No other emergency management firm has done more to assist Florida's local governments recover and process their Federal reimbursements for both debris removal and infrastructure damage than SRI; and the depth and breadth of experience held by our professional staff is unmatched.

At the invitation of Florida Division of Emergency Management, SRI staff presented a Project Closeout training workshop for 75 state and federal recovery workers and helped to create and staff the first State of Florida Disaster Debris Team. In coordination with FEMA, the SRI State Disaster Debris Team prepared training material and set up applicant debris management training workshops throughout South Florida. The company has developed and delivered FHWA and FEMA program training to more than 700 state and local government personnel throughout the State of Florida.

Since 2000, SRI has served hundreds of communities across the United States with its disaster recovery services – in debris monitoring and management, FEMA Public Assistance technical support services and project management. We have an extensive background supporting debris monitoring, eligibility compliance, disaster planning and mitigation programs through federal grant agencies such as FEMA and FHWA.

Solid Resources, Inc. has carefully reviewed the Scope of Work provided in the Request for Proposal for the City of Cooper City's Debris Management and Monitoring in Support of Emergency Operations project. All debris removal and monitoring operations will be conducted in full compliance with the all rules and regulations of the Occupational Health and Safety Standards as published by the Occupational Safety and Health Administration (OSHA), U.S. Department of Labor. SRI will monitor the debris removal operations to ensure that the rules and policies established by the Federal Emergency Management Agency, the Federal Highway Administration and the Florida Division of Emergency Management.

SRI has developed a team with a superior working knowledge of the debris eligibility guidelines for FEMA, FHWA, NRCS and USACE programs to ensure the highest level of successful reimbursements to its clients. Since 2000, the firm has provided disaster debris monitoring services for over 19 million cubic yards of vegetative and other types of disaster-related debris. Additionally, during the past 43 months SRI staff have provided FEMA Public Assistance technical support to more than 800 applicants; and have handled approximately \$4.3 billion dollars in project worksheets.

With our project delivery team, we are positioned to offer the City of Cooper City access to debris monitoring and management services and emergency response capabilities from a firm that has an unparalleled knowledge of FEMA's and FHWA's principles, practices and policies.

SRI DISASTER DEBRIS MANAGEMENT TEAM HIGHLIGHTS

- Professional staff with FEMA, State, and FHWA experience
- Multiple project management experience
- More than \$4 billion of FEMA reimbursement experience
- Large Public Assistance and debris management staff
- Unparalleled pre-event planning expertise
- Unmatched disaster recovery experience
- State Technical Assistance experience as prime contractor
- Debris management, compliance and monitoring expertise

On the following pages a partial listing of Solid Resources, Inc.'s recent projects are summarized (including reference contact data); for services performed that are similar to the Scope of Work in Cooper City's Request for Proposal for Debris Management & Recovery Services.

We encourage Cooper City to contact any of the references provided in the following pages for further details regarding the professional manner in which all of our contracts have been completed.

Client: Kentucky Transportation Cabinet Event: Severe Winter Storm and Flooding (FEMA-1818-DR-KY) Project Name: Storm Debris Monitoring Services	
Project Dates: April 2009 - Ongoing Total Debris Removal Costs: \$107,562,407 to date Total Monitoring Costs: \$3,244,000 to date Approximate No. of Cubic Yards: 14,394,854 to date No. of Debris Removal/Reduction Contractors: 40 No. of SRI Project Staff: 258 No. of Load Tickets: 256,739 to date No. of Trucks: 512 No. of DMS: 49 No. of Residential Drop Offs: 0	Reference: Mr. Frank Castle Roadway Preservation Branch Kentucky Transportation Cabinet 200 Metro Street 4 th Floor Frankfort, KY 40622 (502) 564-4556 ext. 3934 Frank.Castle@ky.gov

Client: City of Fayetteville, Arkansas Event: Severe Winter Storm (FEMA-1819-DR-AR) Project Name: Storm Debris Monitoring Services	
Project Dates: February - May 2009 Total Debris Removal Costs: \$3,633,922 Total Monitoring Costs: \$912,821 Approximate Number of Cubic Yards: 519,818 No. of Leaner/Hanger Trees: 23,651 No. of Debris Removal/Reduction Contractors: 1 No. of SRI Project Staff: 75 No. of Load Tickets: 10,860 to date No. of Trucks: 65 No. of DMS: 2 No. of Residential Drop Offs: 2	Reference: Mr. Terry Gulley Transportation Director 1525 South Happy Hollow Road Fayetteville, AR 72701 (479) 575-8228 tgulley@ci.fayetteville.ar.us

Client: City of Rogers, Arkansas Event: Severe Winter Storm (FEMA-1819-DR-AR) Project Name: Storm Debris Removal Monitoring Services	
Project Dates: February -April 2009 Total Debris Removal Costs: \$931,266 Total Monitoring Costs: \$361,705 Approximate Number of Cubic Yards: 158,894 No. of Leaner/Hanger Trees: 10,534 No. of Debris Removal/Reduction Contractors: 1 No. of SRI Project Staff: 23 No. of Load Tickets: 3,890 No. of Trucks: 18 No. of DMS: 2 No. of Residential Drop Offs: 0	Reference: Steve Womack Mayor 301 West Chestnut Street Rogers, Arkansas 72756 (479) 621-1117 Mayor@Rogersarkansas.com

Client: City of Rector, Arkansas Event: Severe Winter Storm (FEMA-1819-DR-AR) Project Name: Disaster Debris Monitoring Services	
Project Dates: March - April 2009 Total Debris Removal Costs: \$107,016 Total Monitoring Costs: \$30,248 Approximate Number of Cubic Yards: 20,911 No. of Leaner/Hanger Trees: 572 No. of Debris Removal/Reduction Contractors: 1 No. of SRI Project Staff: 9 No. of Load Tickets: 395 No. of Trucks: 8 No. of DMS: 1 No. of Residential Drop Offs: 0	Reference: Mr. Todd Watson City Superintendent 409 South Stewart Rector, Arkansas 72461 (870) 595-3035 water@rectorarkansas.com

Client: Mississippi County, Arkansas Event: Severe Winter Storm (FEMA-1819-DR-AR) Project Name: Disaster Debris Removal Monitoring	
Project Dates: March 2009 - April 2009 Total Debris Removal Costs: \$116,131 Total Monitoring Costs: \$78,024 Approximate Number of Cubic Yards: 26,514 No. of Leaner/Hanger Trees: 4,194 No. of Debris Removal/Reduction Contractors: 1 No. of SRI Project Staff: 8 No. of Load Tickets: 444 No. of Trucks: 7 No. of DMS: 2 No. of Residential Drop Offs: 0	Reference: Mr. David Lendennie Emergency Manager 201 2 nd Street Blytheville, Arkansas (870) 763-5110 mcoem911@sbcglobal.net

Client: Louisiana Department of Transportation and Development Event: Hurricane Gustav (FEMA-1786-DR-LA) and Hurricane Ike (FEMA-1792-DR-LA) Project Name: Debris Removal and Disposal Monitoring Services	
Project Dates: September 2008 - May 2009 Total Debris Removal Costs: \$77,290,273 Total Monitoring Costs: \$14,274,000 Approximate Number of Cubic Yards: 3,020,392 No. of Leaner/Hanger Trees: 223,267 No. of Debris Removal/Reduction Contractors: 1 No. of SRI Project Staff: 1,715 No. of Load Tickets: 61,751 to date No. of Trucks: 1,003 No. of DMS: 60 No. of Residential Drop Offs: 0	Reference: Mr. Troy Rousselle, P.E., District 8 Project Engineer 12 Calvert Drive Alexandria, Louisiana 71303-3519 (318) 487-5717 TroyRousselle@dotd.la.gov

Client: City of Conroe, Texas
Event: Hurricane Ike (FEMA-1791-DR-TX)
Project Name: City of Conroe Debris Management Services

Project Dates: September 2008 - November 2008
Total Debris Removal Costs: \$650,000
Total Monitoring Costs: \$167,890
Approximate Number of Cubic Yards: 54,162
No. of Leaner/Hanger Trees: 0
No. of Debris Removal/Reduction Contractors: 3
No. of SRI Project Staff: 20 **No. of Trucks:** 15
No. of Load Tickets: 0 - City utilized log sheets.
No. of DMS: 1 **No. of Residential Drop Offs:** 0

Reference:

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

Client: LaFourche, Parish, Louisiana
Event: Hurricane Gustav (FEMA-1786-DR-LA) and Hurricane Ike (FEMA-1792-DR-LA)
Project Name: Monitoring of Disaster Generated Debris Removal, Management and Technical Assistance

Project Dates: September 2008 - February 2009
Total Debris Removal Costs: \$3,415,697
Total Monitoring Costs: \$1,458,707
Approximate Number of Cubic Yards: 272,550
No. of Leaner/Hanger Trees: 6,670
No. of Debris Removal Contractors: 1
No. of SRI Project Staff: 135
No. of Load Tickets: 7,871 **No. of Trucks:** 71
No. of DMS: 5 **No. of Residential Drop Offs:** 0

Reference:

Mr. Jerome Danos
Solid Waste Manager
402 Greene Street
Thibodeaux, Louisiana 70302
(985) 637-5199
DanosJP@Lafourchegov.org

Client: Bibb County, Georgia
Event: Mother's Day Tornado (FEMA-1761-DR-GA)
Project Name: Monitoring of Debris Removal and Related Services

Project Dates: June 2008 - October 2008
Total Debris Removal Costs: \$868,806
Total Monitoring Costs: \$201,762
Approximate Number of Cubic Yards: 179,102
No. of Debris Removal/Reduction Contractors: 1
No. of SRI Project Staff: 35
No. of Load Tickets: 2,124 **No. of Trucks:** 15
No. of DMS: 1 **No. of Residential Drop Offs:** 0

Reference:

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

Client: City of Tulsa, Oklahoma
Event: Severe Winter Storms (FEMA-1735-DR-OK)
Project Name: Storm Debris Collection/Disposal Monitoring Services

Project Dates: January 2008 - September 2008
Total Debris Removal Costs: \$12,273,490
Total Monitoring Costs: \$3,256,581
Approximate Number of Cubic Yards: 2,670,030
No. of Debris Removal/Reduction Contractors: 2
No. of SRI Project Staff: 181
No. of Load Tickets: 64,642 **No. of Trucks:** 328
No. of DMS: 3 **No. of Residential Drop Offs:** 0

Reference:

Mr. Paul Strizek
Planning and Contracts Coordinator
707 South Houston Avenue
Tulsa, Oklahoma 74127
(918) 596-9716
pstrizek@ci.tulsa.ok.us

Client: Lee County (Florida) Solid Waste Department
Event: Hurricane Wilma (FEMA-1609-DR-FL)
Project Name: Post-Disaster Debris Monitoring Services

Project Dates: October 2005 - February 2006
Total Debris Removal Costs: \$10,050,051
Total Monitoring Costs: \$955,491
Approximate Number of Cubic Yards: 500,000
No. of Debris Removal Contractors: 1
No. of SRI Project Staff: 60
No. of Load Tickets: 15,000 **No. of Trucks:** 150
No. of TDSRS: 5 **No. of Residential Drop Offs:** 1

Reference:

Mr. Jason Fournier
Operations Manager
10500 Buckingham Road
Fort Myers, Florida 33905
(239) 533-8920
fournija@leegov.com

Client: Charlotte County (Florida) Environmental Services Department
Events: Hurricanes Charley (FEMA-1539-DR-FL) and Ivan (FEMA-1551-DR-FL)
Project Name: Post-Disaster Debris Management and Monitoring Services

Project Dates: August 2004 - June 2005
Total Debris Removal Costs: \$55,000,000
Total Monitoring Costs: \$2,783,460
Approximate Number of Cubic Yards: 1,900,000
No. of Debris Removal Contractors: 1
No. of SRI Project Staff: 38
No. of Load Tickets: 51,000 **No. of Trucks:** 700
No. of TDSRS: 3 **No. of Residential Drop Offs:** 3

Reference:

Mr. Jim Thomson
Director of Environmental Services
25550 Harbor View Rd. Suite #2
Port Charlotte, FL 33980-2503
(941) 764-4380
Jim.Thomson@charlottefl.com

Client: Palm Beach County (Florida) Solid Waste Authority
Events: Hurricanes Frances (FEMA-1545-DR-FL) and Jeanne (FEMA-1561-DR-FL)
Project Name: Post-Disaster Debris Management and Monitoring Services

Project Dates: August 2004 - June 2005
Total Debris Removal Costs: \$60,000,000
Total Monitoring Costs: \$4,052,505
Approximate Number of Cubic Yards: 3,500,000
No. of Debris Removal Contractors: 5
No. of SRI Project Staff: 140
No. of Load Tickets: 115,000 **No. of Trucks:** 1,500
No. of TDSRS: 10 **No. of Residential Drop Offs:** 3

Reference:

Mr. John Archambo
Director of Customer Information Services
7501 North Jog Road
West Palm Beach, Florida 33412
Tel: (561) 697-2700 ext. 4725
jarchambo@swa.org

Client: Hillsborough County (Florida) Solid Waste Management
Events: Hurricanes Charley (FEMA-1539-DR-FL), Frances (FEMA-1545-DR-FL) and Jeanne (FEMA-1561-DR-FL)
Project Name: Professional Engineering Services for Debris Management

Project Dates: August 2004 - June 2005
Total Debris Removal Costs: \$30,000,000
Total Monitoring Costs: \$3,132,150
Approximate Number of Cubic Yards: 1,000,000
No. of Debris Removal Contractors: 3
No. of SRI Project Staff: 120
No. of Load Tickets: 45,000 **No. of Trucks:** 1,100
No. of TDSRS: 5 **No. of Residential Drop Offs:** 22

Reference:

Mr. Christopher Snow
Principal Planner
601 E. Kennedy Blvd., 24th Floor
Tampa, Florida 33601
(813) 276-8408
snowc@hillsboroughcounty.org

Client: Florida Department of Transportation

Events: Hurricanes Charley (FEMA-1539-DR-FL), Frances (FEMA-1545-DR-FL), Ivan (FEMA-1551-DR-FL),
Jeanne (FEMA-1561-DR-FL), Dennis (FEMA-1595-DR-FL), Katrina (FEMA-1602-DR-FL),
Rita (FEMA-3259-EM-FL), Wilma (FEMA-1609-DR-FL) and Groundhog Day Tornadoes (FEMA-1679-DR-FL)

Project Name: Emergency Management Services

No. of Solid Resources Project Staff: 43

Project Dates: October 2005 – Ongoing

Contract Amount: No budgetary cap, funding level is task-based – \$38 million to date

<p>Reference: Jason Wheeler State Emergency Coordinating Officer 605 Suwannee Street, MS 53 Tallahassee, Florida 32399-0450 (850) 245-1505 jason.wheeler@dot.state.fl.us</p>	<p>Reference: Mr. Doug Wright Recovery Bureau Chief 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 (850) 413-9969 Doug.wright@em.myflorida.com</p>
<p>Task No. 1: Appeals</p> <p>Prepared 32 appeals with a value of \$28M. An additional 10 appeals totaling \$30M are in progress.</p>	<p>Task No. 2: Project Worksheets</p> <p>171 Project Worksheets valued at over \$102M have been submitted to FEMA.</p>
<p>Task No. 3: Disaster Recovery Training</p> <p>1.5 day training sessions on six topics to all Districts, Central Office and the Turnpike Enterprise. Participants received a course manual and an interactive PowerPoint presentation. Training has been expanded to local governmental applicants in 2007.</p>	<p>Task No. 4: FHWA-ER Program Audit</p> <p>Development and execution of an audit program that consists of reviewing \$500M in FHWA-ER program related costs that were associated with the 2004 hurricanes.</p>
<p>Task No. 5: DDIR/PW Comparison for Closeouts</p> <p>Completed a summary of spreadsheets identifying local applicants with outstanding DDIR and/or PW issues based on 2,189 PWs with a value of over \$2B.</p>	<p>Task No. 6: Detailed Damage Inspection Reports</p> <p>Assisted 38 local applicants with DDIRs valued at over \$50M. In process of assisting an additional 15 applicants.</p>
<p>Task No. 7: Summary of Documentation (SOD)</p> <p>Evaluation and submission of 27 SODs with a value of \$33M.</p>	<p>Task No. 8: Project Closeouts</p> <p>Identification of 41 projects that were prepared for the FEMA closeout process with a value of over \$40M.</p>
<p>Task No. 9: Hazard Mitigation Grant Program Allocations Review</p> <p>Review projects funded under the State of Florida's Hazard Mitigation Grant Program.</p>	<p>Task No. 10: Unidentified Emergency Work</p> <p>Identified and prepared Project Worksheets for over 150 projects valued at over \$50M for submission to FEMA.</p>
<p>Task No. 11: Quarterly Reports</p> <p>To date a total of 3,029 quarterly reports have been reconciled.</p>	<p>Task No. 12: Average Debris Collection Expenses by District/County</p> <p>Developed as a tool for estimating DDIR eligible debris costs for Category A Project Worksheets.</p>

ADDITIONAL EXPERIENCE AND REFERENCES

Sumter County, Florida

May to July 2008

Debris Management Plan

SRI developed and revised after County review a Debris Management Plan for submission to the State of Florida and the Federal Emergency Management Agency.

Reference: Mr. Jackey Jackson, 319 East Anderson Avenue, Bushnell, Florida 33513 (352) 793-0240
jackey.jackson@sumtercountyfl.gov

Lee County, Florida

October 2007 to March 2008

Debris Management Plan

SRI prepared and completed revisions of a Debris Management Plan for submission to the State of Florida and the Federal Emergency Management Agency.

Reference: Mr. Jason Fournier, 10500 Buckingham Road, Fort Myers, Florida 33905 (239) 338-3302
fournija@leegov.com

Collier County, Florida

September 2006 to December 2006

Pre-event Planning

SRI was contracted to develop Collier County's Multi-Hazard Debris Management Plan and write standard operating procedures for the county's debris cleanup operations.

Reference: Mr. Dan Rodriguez, 3301 Tamiami Trail East, Bldg. H, Naples, Florida 34112 (239) 732-2508
DanielRodriguez@colliergov.net

Lee County, Florida

August to January 2005

Hurricanes Charley, Ivan and Jeanne

SRI assisted the county with debris removal and monitoring by providing all personnel for the monitoring of the TDSR sites and the roadway debris removal operations. Monitors were provided within 24 hours.

Reference: Mr. Jason Fournier, 10500 Buckingham Road, Fort Myers, Florida 33905 (239) 338-3302
fournija@leegov.com

City of Daytona Beach, Florida

August to October 2004

Hurricane Charley

SRI responded to the city's request for monitoring assistance within 24 hours and provided experienced personnel to monitor the collection, removal and disposal of storm debris.

Reference: Kenneth Lee Resor, 301 South Ridgewood Avenue, Daytona Beach, Florida 32114-4933
(386) 671-8670 ResorK@CODB.US

Sarasota County, Florida

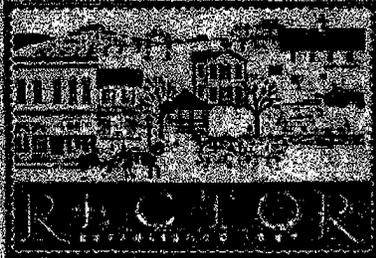
September 2001

Tropical Storm Gabrielle

Responding to Sarasota County's Solid Waste Department request, SRI provided 'real time' assistance to aid the county with its implementation of emergency storm debris removal operations.

Reference: Anita Largent, 2817 Cattlemen Road, Sarasota, Florida 34233 (941) 364-4400
ALARGENT@scgov.net

Copies of letters of reference that Solid Resources, Inc. has received from past clients are provided below and on the following pages.



CITY OF RECTOR

May 21, 2009

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

Dear Mr. Stankovich,

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

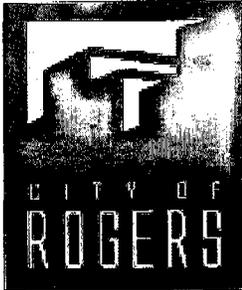
The professionalism and efforts that you provided in removing the storm-related debris was outstanding. We appreciated the way that the city officials were provide with daily progress reports so that the community's residence could be kept informed. We would like to especially commend Project Manager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

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

Sincerely,

Todd Watson, City Superintendent
City of Rector, Arkansas

409 South Stewart - Rector, Arkansas 72461



ESTABLISHED 1891

OFFICE OF THE MAYOR

Steve Womack, Mayor | Wendy Spillane, Assistant to the Mayor

April 2, 2009

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

Dear Mr. Stankovich:

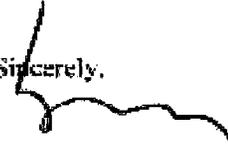
On behalf of the citizens of Rogers, Arkansas, I am pleased to offer my deepest thanks and appreciation for the terrific work performed by Solid Resources, Inc. in the aftermath of the devastating ice storm that hit our area in late January.

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

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

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

Sincerely,


Steve Womack
Mayor

CC: Richard Bussey

301 West Chestnut Street, Rogers, Arkansas 72756 | Phone: 479.681.1117 | Fax: 479.681.2751 | www.rogersarkansas.com



BOBBY JINDAL
GOVERNOR

STATE OF LOUISIANA
DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT
District 08 / Gang 208
12 Calvert Drive
Alexandria, La. 71303
Phone (318) 487-5717 Fax (318) 661-5214
www.dotd.la.gov



WILLIAM D. ANKNER, Ph.D.
SECRETARY

December 15, 2008

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

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

Subject: LADOTD District 08 Hurricane Gustav Debris Removal

Dear Mr. Stankovich:

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

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

Again, thanks for a job well done!

Sincerely,

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

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02 53 2010

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GOVERNMENT

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Thibodaux 800.834.8832 Fax 985.448.8459 • Raceland 800.794.3160 Fax 985.537.7707

January 6th, 2009

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

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

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

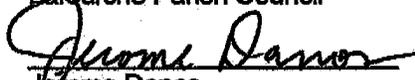
In a timely and efficient manner following these disasters, Solid Resources, Inc. had a team of professionals on site to help us establish temporary debris sites, certify trucks, and train the monitoring personnel and begin the efforts to provide services to our residents and restore our community. Critical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

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

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

Sincerely,

Lafourche Parish Council


Jerome Danos
Solid Waste Manager

Charlotte A. Randolph	Parish President	Matt Matherne	District 5
Jerry Jones	District 1	Lindel Toups	District 6
Michael Delatte	District 2	Phillip Gouaux	District 7
Louis Richard	District 3	Rodney Doucet	District 8
Joseph Fertitta	District 4	Daniel Lorraine	District 9



Bibb County Engineering Department

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

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

SHERRIE A. SAWYER
EXECUTIVE ASSISTANT

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

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

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

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

December 3, 2008

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

Re: FEMA 1761 – DR – Mothers Day Tornado

Dear Mr. Stankovich:

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

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

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

Yours very truly,

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

ss



Florida Department of Transportation

CHARLIE CRIST
GOVERNOR

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

STEPHANIE C. KOPELOUSOS
SECRETARY

To Whom It May Concern:

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

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

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

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

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

Sincerely,

Jason E. Wheeler
Emergency Coordinating Officer
Florida Department of Transportation

www.dot.state.fl.us



LEE COUNTY
SOUTHWEST FLORIDA

BOARD OF COUNTY COMMISSIONERS

(239)-533-8000

Bob James
District One

December 12, 2008

A. Brian Bigelow
District Two

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

Ray Judah
District Three

Tammy Hall
District Four

Frank Mern
District Five

SUBJECT: Current Contract Operational Status

Donald D. Stillwell
County Manager

To Whom It May Concern:

David M. Owen
County Attorney

Following Hurricane Charlie in 2004, Solid Resources Inc. (SRI) provided debris monitoring and data entry services to the Lee County Solid Waste Division (LCSWD) as part of the recovery efforts following the disaster event. During the time that SRI provided services to LCSWD, all tasks were successfully completed in a timely manner and within the scope of the project.

Diana M. Parker
County Hearing Examiner

In 2005, Lee County solicited competitive bids for comprehensive debris monitoring services. SRI was successful in being awarded a contract for an initial period of two years, and two additional one year optional extensions. Lee County and SRI have mutually exercised both of these extension options and the current contract expires in October of 2009.

Following Hurricane Wilma, SRI was again activated to perform debris monitoring services as well as some additional coordinating and administrative tasks. During the Wilma event, SRI again effectively performed within the scope of the contract and within budget constraints.

In 2008, Solid Resources successfully completed the Lee County Debris Management Plan. This plan was approved in September of 2008 by FEMA and enables Lee County to participate in the FEMA PA pilot program. This program affords agencies expanded opportunities to seek reimbursement following a disaster event.

Please contact me if you have any questions.

Sincerely,

Jason Fournier
Operations Manager
Solid Waste Division

S:\Contracts\Solid Resources\sri service letter 12-08.doc



P.O. Box 398, Fort Myers, Florida 33902-0398 (239) 533-2111
Internet address <http://www.lee-county.com>
AN EQUAL OPPORTUNITY AFFIRMATIVE ACTION EMPLOYER





COLLIER COUNTY SOLID WASTE MANAGEMENT DEPARTMENT

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

August 29, 2006

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

Dear Mr. Harvey:

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

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

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

Sincerely,

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

C O L L I E R C O U N T Y



Homeland Security

April 28, 2006

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

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

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

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

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

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

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

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

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

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

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

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

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



COUNTY OF CHARLOTTE

PUBLIC WORKS DIVISION

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

www.charlottecountyfl.com

November 7, 2005

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

Subject: Hurricane Charley

Dear Mr. Harvey:

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

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

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

Sincerely,

R. Alan Holbach, FP&EM
Maintenance & Operations Manager

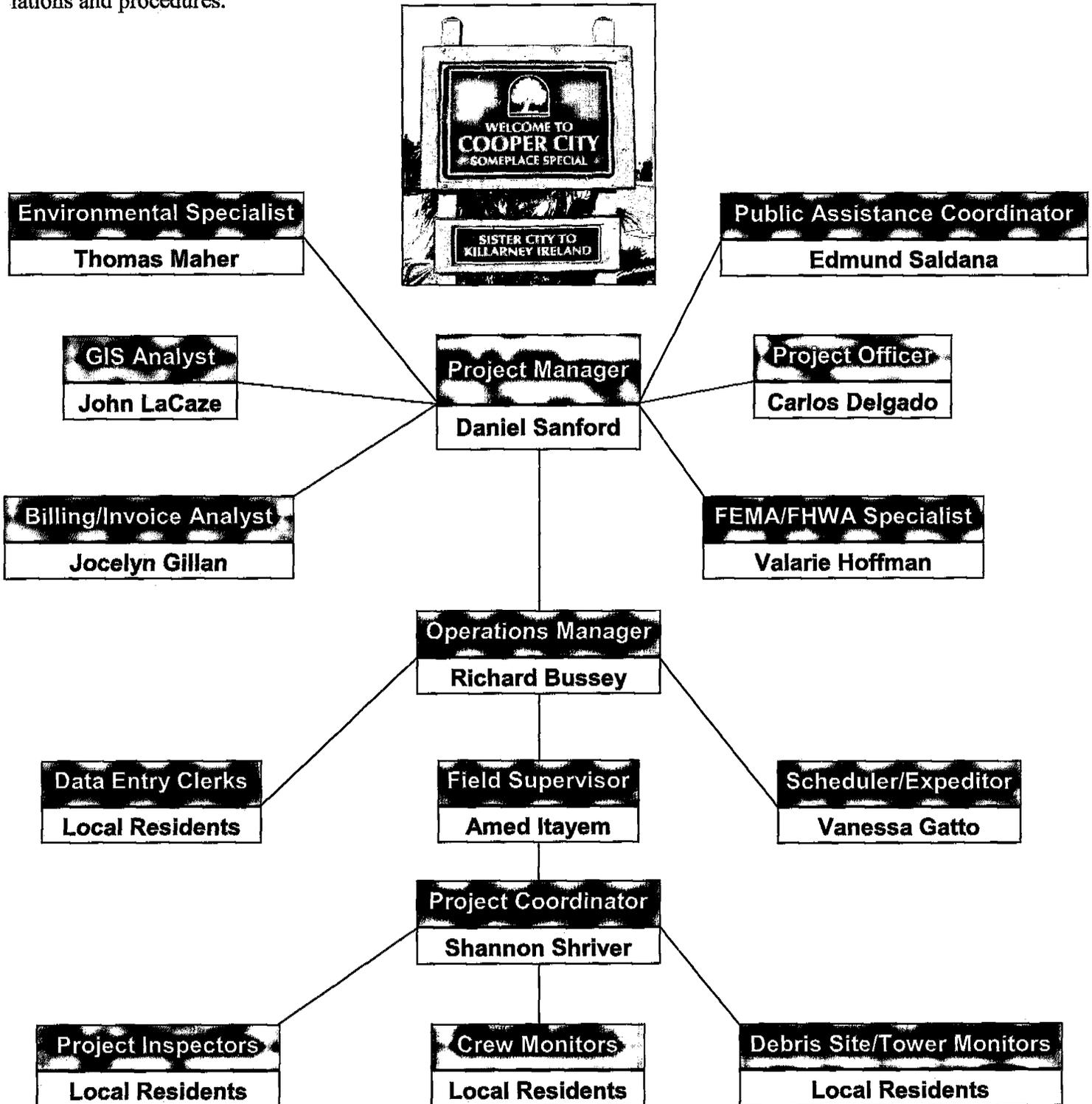
RAH/cs

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

2 Qualifications of Staff

The following schematic provided below illustrates a typical Disaster Debris Management Team as provided by Solid Resources, Inc. (SRI). All key project personnel listed below are full-time employees of SRI. The Project Manager will have full authority to act on behalf of SRI. As can be seen in the condensed biography for each staff member, all personnel have extensive training in emergency management, a wide variety of debris monitoring experience and substantial knowledge of Federal and State reimbursement agencies' policies, regulations and procedures.



Daniel Sanford, Project Manager

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

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

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

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

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

Following Hurricane Wilma, Mr. Sanford oversaw the removal of waterborne debris in Palm Beach and Broward Counties. Together these counties have in excess of 1,000 miles of agricultural and drainage canals. He assisted Water Management Districts and Drainage Districts navigate through the complexities of obtaining reimbursement from Federal grant programs for these activities.

Mr. Sanford has the following FEMA course certificates:

- IS-100
- IS-200
- ICS-300
- ICS-400
- IS-630
- IS-632
- IS-547
- IS-700
- IS-800
- E201
- E381
- E382
- Debris Management (G202)

Mr. Sanford has worked on the following disasters:

- 1539 Charley
- 1545 Frances
- 1551 Ivan
- 1561 Jeanne
- 1595 Dennis
- 1602 Katrina
- 1609 Wilma
- 1679 Tornado
- 1680 Tornado
- 1735 OK Ice Storm
- 1761 GA Tornadoes
- 1784 T.S. Fay
- 1785 Gustav
- 1792 Ike
- 1819 AR Severe Winter Storm
- 1818 KY Severe Winter Storm



Richard Bussey, Operations Manager

Mr. Bussey is currently a Debris Management Consultant for Solid Resources, Inc. (SRI). He was recently one of the Project Managers for the Commonwealth of Kentucky's debris monitoring project. He was also the Project Manager for the City of Rogers, AR debris monitoring project, where over 158,000 cubic yards of debris were removed and over 10,500 leaning or hanger trees were treated. Mr. Bussey recently served as the Project Manager for the Louisiana Department of Transportation and Development (LADOTD) District 8 debris monitoring project following Hurricanes Gustav and Ike. He is intimately involved with all facets of the debris monitoring operations. Just prior to taking over the District 8 project, Mr. Bussey was the Project Manager for the LADOTD District 62 debris monitoring project in Louisiana following Hurricane Gustav.

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

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

For five years prior to entry into the emergency management field, Mr. Bussey was the owner of a pressure washing business serving both residential and commercial buildings.

Mr. Bussey has almost 10 years experience as an Operations Manager and Territory Sales Manager for a food-processing facility in Miami, Oklahoma. In these positions, Mr. Bussey was in charge of sales throughout an eight state territory where he increased sales from \$7 million to \$13 million and launching new product lines that increased earnings by 23%. As a result of his management skills, Mr. Bussey was promoted to the processing facility as Operations Manager where he designed and implemented a training program to reduce employee turnover while managing both day and night shift crews, abiding by all food safety regulations and budgetary constraints.

Before relocating to Oklahoma, Mr. Bussey was employed as a technician and Operations Manager in the telecommunications industry where he was on 24 hour call for numerous projects. From this position he advanced to Manager where he oversaw accounts for clients such as Apple Computers, the Oracle Corporation, Cisco Corporation, Advanced Micro Devices and Hewlett-Packard among others.

Mr. Bussey has the following FEMA course certificates:

- IS-3
- IS-10
- IS-100
- IS-240
- IS-279
- IS-288
- IS-292
- IS-301
- IS-346
- IS-393
- IS-547
- IS-700
- IS-800
- Intro to PA Process (IS-630)
- Intro to Debris Ops (IS-632)

Mr. Bussey has worked on the following disasters:

- 1673 MO Severe Storms
- 1735 OK Ice Storm
- 1785 T.S. Faye
- 1786 Gustav
- 1792 Ike
- 1818 KY Severe Winter Storm
- 1819 AR Severe Winter Storm



Thomas Maher, Environmental Specialist

Mr. Maher is currently providing debris management training to clients. Previously, he was a District Project Manager for the Solid Resources, Inc. (SRI) debris monitoring project for the Louisiana Department of Transportation and Development. Previous to this deployment, he was tasked as an Operations Manager in Tulsa, OK, with primary responsibilities for Planning, Coordination and Logistics.

During 2007 and 2008, Mr. Maher served as the Debris Program Environmental Manager in the Sarasota corporate office location. In this position, Mr. Maher was responsible for the development of Debris Management Plans for the Florida Department of Transportation, Lee County, City of Sunny Isles Beach, Sumter County, Collier County, Broward County School District and the Village of Virginia Gardens.

Previously, Mr. Maher was based in the Miami office where he specialized in FHWA reimbursements for applicants throughout southeast Florida; formulating more than 35 Project Worksheets with a value of almost \$4 million dollars. In this position he prepared the required documentation for FHWA Detailed Damage Inspection Reports (DDIR) for submission to the Florida Department of Transportation (FDOT). Additionally, he assisted in the development of the Public Assistance training course for state and local government agencies as part of the FDOT task order.

Mr. Maher was deployed to Monroe County, Florida following Hurricane Wilma as a Project Officer, where he provided applicants with assistance for FEMA reimbursements as a result of the 2005 hurricanes. He has assisted numerous applicants including the City of Key West, the Monroe County School Board, the Florida Keys Aqueduct Authority and several non-profit organizations with preparing Project Worksheets totaling over \$7.6 million dollars.

In 2004 Mr. Maher joined SRI, providing technical debris management expertise regarding illegal dumping on right-of-ways and has advised county officials on FEMA reimbursement and eligibility criteria, providing him with a substantial background in debris monitoring operations.

Mr. Maher was the President of Marine Habitats, Inc. for five years before joining SRI. His company completed a project to determine the impact of Hurricane Charley on the artificial reefs offshore of Lee and Charlotte Counties, Florida. Mr. Maher has also supervised a multi-million dollar shore erosion breakwater project on the island of Antigua and a disaster related beach nourishment project in Vero Beach, Florida.

Mr. Maher served as an Environmental Specialist III for the Florida Fish and Wildlife Conservation Commission for seven years. His responsibilities included administration of a grants program for artificial reefs construction and monitoring (\$600,000 to \$1.1 million annually) to local coastal governments in Florida.

Mr. Maher has a Masters degree from the University of British Columbia and a Bachelor's degree from Oregon State University. He has also served as the guest editor for the Bulletin of Marine Science (Volume 78, No. 1).

Mr. Maher has the following FEMA course certificates:

- IS-1
- IS-5
- IS-7
- IS-55
- IS-100
- IS-100.FW
- IS-102
- IS-139
- IS-200
- IS-208
- IS-230
- IS-235
- IS-240
- IS-241
- IS-242
- IS-253
- IS-279
- IS-292
- IS-340
- IS-386
- IS-393
- IS-546
- IS-547
- IS-630
- IS-632
- IS-700
- IS-702
- IS-706
- IS-800
- IS-805
- PA Operations I (IS-631)
- PA Operations II (L-382)
- PW Formulation
- Joint Closeout Training
- PDA Training
- Debris Management (G 202)
- PA Cost Estimating

Mr. Maher has worked on eleven declared disasters since 2004.

State Public Assistance Program Support – Monroe County, Florida

As a Project Officer in Monroe County, Mr. Maher assisted 13 Public Assistance applicants (6 state agencies and 7 private non-profit organizations) during the 2005 storm season. Mr. Maher was responsible for managing the Public Assistance recovery process for Hurricane Wilma (FEMA-1609-DR-FL). As the State's liaison, he developed a total of fifty-one (51) Project Worksheets with a total value of \$7.6 million dollars in eligible costs. Mr. Maher's vital assistance helped to accelerate the recovery process in southeast Florida. The primary applicants Mr. Maher assisted in Monroe County included the Florida Keys Aqueduct Authority and the Monroe County School Board.

Disaster Recovery Support, Florida Department of Transportation – State of Florida

Mr. Maher assisted the FDOT with FEMA and FHWA reimbursements for emergency related costs associated with the 2004 and 2005 hurricane seasons. On behalf of FDOT, Mr. Maher performed reviews of debris removal and emergency protective costs in order to determine the eligibility of work for FEMA Public Assistance Program. He was responsible for writing 16 Project Worksheets (PWs) with a total value of \$3.85 million dollars. During Mr. Maher's assessment of projects denied and/or determined to be ineligible by FEMA, 4 projects with a value of \$25,084.54 were identified as candidates for appeal. At the request of FDOT, he drafted and submitted 4 appeal cases to FEMA.

In this position, Mr. Maher was also tasked with reviewing all Category A and Category C PWs contained in the State of Florida's administrative database for eight major disasters with the number of Detailed Damage Inspection Reports (DDIR) submitted to the FDOT in order to identify those applicants that had outstanding DDIRs. This review determined that a substantial number of applicants had not submitted DDIRs to the FDOT and assisted the agency in prioritizing assistance to these applicants from other members of SRI's staff.

SUMMARY LISTING OF DDIRs/PWs								
DISASTER	TOTAL NO. OF CAT. A LARGE PROJECT PWs	TOTAL NET CAT. A COSTS AS PER PWs IN NEMIS	TOTAL NO. OF LARGE PROJECT CAT. A APPLICANTS	DDIRs IN FDOT REPORTS	TOTAL NO. OF CAT. C LARGE PROJECT PWs	TOTAL NET CAT. C COSTS AS PER PWs IN NEMIS	TOTAL NO. OF LARGE PROJECT CAT. C APPLICANTS	DDIRs IN FDOT REPORTS
CHARLEY	315	\$293,821,467	88	42	34	\$14,028,641	14	10
FRANCES	515	\$226,059,214	207	69	101	\$16,100,162	31	10
IVAN	196	\$281,584,638	35	4	84	\$20,118,290	15	3
JEANNE	411	\$276,224,664	139	48	40	\$8,732,495	26	13
DENNIS	61	\$74,752,115	32	5	54	\$9,363,788	13	1
KATRINA	121	\$123,236,520	61	21	4	\$559,742	3	2
RITA	14	\$1,511,372	5	3	0	\$0	0	0
WILMA	404	\$783,377,209	170	59	81	\$32,742,100	50	16
TOTALS	2,037	\$2,060,567,199	738	251	398	\$101,645,218	152	55

John LaCaze, Analyst

Mr. LaCaze serves as SRI's Geographic Information Systems (GIS) Project Manager. He is currently assisting the Louisiana Department of Transportation and Development with their debris removal operations on federal and state roads following the passage of Hurricanes Gustav and Ike. Mr. LaCaze specializes in transportation systems, linear networks, emergency planning and GIS integration.

Mr. LaCaze has nineteen years of experience in the development and implementation of large-scale spatial applications utilizing ESRI and MapInfo geographic information systems. For the last 5 years, Mr. LaCaze has been developing Digital Flood Insurance Rate Maps for Parishes throughout Louisiana. He also assisted with the recovery efforts from Hurricane Katrina in St. Bernard and Jefferson Parishes as well as the cities of Kenner and Harahan. Mr. LaCaze also participated in the development of the Enterprise Information Architecture for the Louisiana Department of Transportation and Development.

Prior to his work in Louisiana, Mr. LaCaze assisted in the development of the Capitol Metro Bus Stop (CMBS) inventory database in Austin, Texas; using ArcGIS 8 and Oracle 9i, where he was responsible for the initial creation, warehousing and maintenance of all spatial datasets. Mr. LaCaze developed an Oracle 8i and Arc8 based Location Referencing Management System (LRMS) for the Maine Department of Transportation, which served to manage and synchronize location references between various historical datasets and a variety of Linear Referencing Methods (LRM).

Mr. LaCaze also served as the Project Manager for the integration of the Transportation Management System, the Statewide Traffic Analysis and Reporting Systems (STARS) and the Statewide Analysis Model (SAM) for the Texas Department of Transportation. He also played a significant role in the design and development of the Texas Linear Management System (TLMS) and the GIS data model. The TLMS is an ArcView based application that uses measured shape files to reference transportation data.

As the Senior GIS coordinator for a company in Austin, Texas Mr. LaCaze was responsible for the design, development and implementation of a nationwide risk assessment/emergency spill response GIS application. The application included 32 layers of thematic spatial data linked to plug-in applications for atmospheric dispersion modeling. He also implemented GIS applications that were utilized as predictive modeling tools for surface and subsurface environmental contamination at Air Force bases throughout the country.

While employed by the U.S. Defense Mapping Agency, Mr. LaCaze played an integral part in developing a GIS-based quality assurance/editing tool utilized in digital cartographic production. In this position he also was involved in the development of an ERDAS-based methodology to extract bathymetric data and information from commercial satellite imagery.

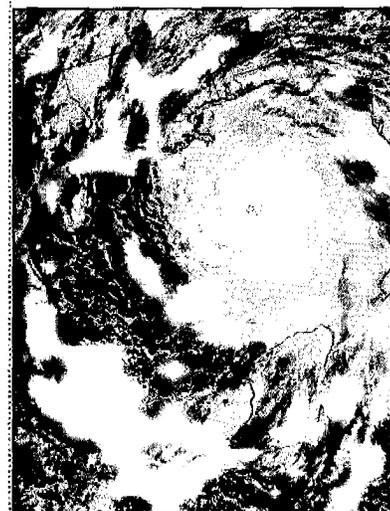
Mr. LaCaze has both a Masters and a Bachelors degree in Geology from West Virginia University. He has also completed coursework at the Southern Illinois University Graduate School in GIS and vector GIS.

Mr. LaCaze experience with the following software programs:

- ArcGIS 9.x
- ArcInfo
- ArcView 3.x – 9.x
- ArcIMS
- ArcGIS Server
- dBase III+
- SDE
- Oracle Spatial
- MapInfo
- ERDAS
- ERWin
- Microsoft Office

Mr. LaCaze has developed GIS applications using the following operating systems:

- Unix
- DOS
- MS Windows 3.x
- MS Windows 95
- MS Windows 98
- MS Windows NT
- MS Windows 2000
- MS Windows XP
- MS Windows Vista



Shannon Shiver, Project Coordinator

Ms. Shiver is currently the Special Projects Consultant for Solid Resources, Inc. She was recently the Project Manager for the City of Fayetteville, AR debris management project. She has conducted the training and overseen the daily activities of over 70 debris monitors who have documented the removal of over 500,000 cubic yards of debris resulting from the January 2009 ice storm. Ms. Shiver recently served as Operations Manager for the Louisiana Department of Transportation and Development (LADOTD) debris monitoring project resulting from Hurricanes Gustav and Ike. She was directly responsible for the daily supervision of all activities of 15 Field Supervisors and 300 field monitors including but not limited to coordinating clean up efforts between hauling contractors and the LADOTD.

Prior to her assignment in Louisiana, Ms. Shiver acted as the DMS Supervisor for the City of Tulsa, Oklahoma Ice Storm Debris Removal/Disposal Project DR1735. In this position, Shannon's responsibilities included the staffing and training of all DMS personnel. Each DMS acted as a temporary site in that all 2.6 million cubic yards of debris was ultimately ground into mulch and transported to several final disposal sites. Ms. Shiver also managed roving monitors responsible for documenting debris piles identified as hot spots. These hot spots were photographed and entered into the SRI Debris Tracker Database from which daily reports were generated and provided to the hauling contractor and Mayor's Action Center.

During 2007, Ms. Shiver supported the Florida Department of Transportation project in its review of Federal Highway Administration-Emergency Relief program debris related expenses totaling more than \$600 million. This project included the development and execution of a review program that met the requirements of both FHWA and FDOT to ensure 2004 hurricane related FHWA Emergency Relief Program expenditures were in compliance with State and Federal requirements.

Prior to working with SRI, Ms. Shiver was employed at the Florida Department of Community Affairs (DCA) as a community assistance consultant. At DCA, she was tasked with reviewing grant applications for economic development, neighborhood and commercial revitalization as well affordable housing. In addition, Ms. Shiver provided technical assistance in the areas of citizen complaints; conflicts of interest; federal labor standards; contract amendments; compliance with federal and state procurement regulations; compliance with the National Environmental Policy Act and compliance with all contractual reporting and closeout requirements.

While at DCA, Ms. Shiver also managed Community Development Block Grants for communities impacted by the 2004 and 2005 hurricanes. This entailed reviewing required local policy plans to ensure compliance with state and federal regulations, reviewing construction and engineering plans and specifications for construction projects and bid documents to ensure adherence to application project description and contractual conditions and budget.

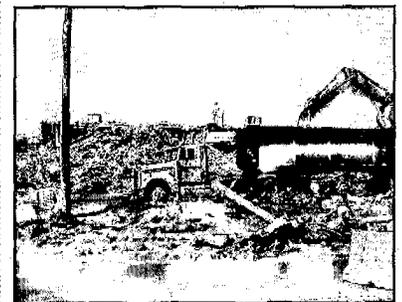
Ms. Shiver completed a Bachelors' degree from Florida State University and also earned an Associate's degree from Tallahassee Community College.

Ms. Shiver has the following FEMA course certificates:

- IS-100
- IS-200
- IS-253
- IS-393
- IS-547
- IS-630
- IS-631
- Debris Management (G 202)

Ms. Shiver has worked on the following disasters:

- 1539 T.S. Bonnie
- 1539 Charley
- 1545 Frances
- 1551 Ivan
- 1561 Jeanne
- 1595 Dennis
- 1602 Katrina
- 1609 Wilma
- 1735 OK Ice Storm
- 1761 GA Tornadoes
- 1785 T.S. Fay
- 1786 Gustav
- 1792 Ike
- 1818 KY Severe Winter Storm
- 1819 AR Severe Winter Storm



Amed Itayem, Field Supervisor

Mr. Itayem is currently the Operations Manager for one of the Commonwealth of Kentucky's debris monitoring projects. He was also the Project Manager for the City of Rector, AR and Mississippi County, AR projects. For the former project, he is responsible for 9 staff and 8 staff in the latter location. Mr. Itayem was previously working in Fayetteville, AR and Rogers, AR as the Operations Manager for their debris management projects and in Lafourche Parish, Louisiana as the Project Manager for our debris monitoring project. His responsibilities include coordinating daily activities, resolving technical and personnel problems and fulfilling staffing needs in the main office. In this position, Mr. Itayem oversaw the daily activities of all staff responsible for monitoring the removal of more than 240,000 cubic yards of debris generated by Hurricane Gustav.

Mr. Itayem recently assisted Solid Resources, Inc. (SRI) as a Field Supervisor for the Bibb County, Georgia debris monitoring project. He is directly responsible for the daily supervision of all activities of up to 12 field monitors. In this position, Mr. Itayem is also acting as Interim Operations Manager when required. During the Tulsa, OK debris management project, Mr. Itayem was tasked as a Field Supervisor and received training as an Operations Manager.

Prior to this deployment with SRI, Mr. Itayem was employed for 1½ years as a Foreman with a large manufacturing and distribution firm. In this position he developed training procedures, planned employee schedules, negotiated contracts with vendors, scheduled inventory planning and distribution of products and operated manufacturing machinery.

During the 2005 hurricane season in Florida, Mr. Itayem was employed in various positions by SRI. In Collier County following Hurricane Wilma, he was Field Supervisor responsible for 25 field, tower and code compliance monitors. Mr. Itayem was also responsible for ensuring compliance with Occupational Safety and Health Administration (OSHA) and FEMA regulations at all TDSR sites including the disposal of hazardous materials.

Mr. Itayem was deployed by Solid Resources, Inc. as a Field Supervisor to Hillsborough County following Hurricanes Charley and Jeanne. In this position, he assisted the Operations Manager and the debris removal contractor with developing policies and processes to improve the debris removal operations. Mr. Itayem was also tasked with the scheduling of field and tower monitors for the duration of the project.

Prior to joining SRI, Mr. Itayem was the owner and operator of a restaurant for 3 years. He was in charge of accounts receivable and payable, as well as all purchasing, inventory and scheduling of employees. He also performed budgeting forecasting and financial planning duties; as well as negotiating and managing contracts with numerous vendors and suppliers.

Prior to opening his own restaurant, Mr. Itayem spent 4 years as both a Foreman and a Supervisor with a retail furniture store.

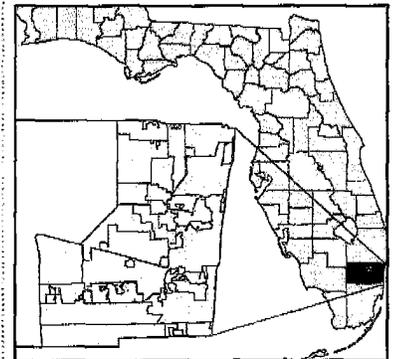
Mr. Itayem completed 2 years of a Bachelor's degree program at Cleveland State University, majoring in Business Management.

Mr. Itayem has the following FEMA course certificates:

- IS-3
- IS-5
- IS-10
- IS-279
- IS-288
- IS-292
- IS-301
- IS-346
- IS-301
- IS-393
- IS-547
- IS-700
- IS-800
- Intro to PA Process (IS-630)

Mr. Itayem has worked on the following disasters:

- 1539 Charley
- 1561 Jeanne
- 1609 Wilma
- 1735 OK Ice Storm
- 1761 Gustav
- 1792 Ike
- 1818 KY Severe Winter Storm
- 1819 AK Severe Winter Storm



Jocelyn Gillan, Billing/Invoice Analyst

Ms. Gillan serves as Solid Resources, Inc. (SRI) Lead Accountant in the Maitland corporate office. She has over 22 years of skill in the accounting field with substantial supervisory experience. Ms. Gillan is responsible for the entire accounting system for SRI including payroll, travel reimbursements and the preparation of financial statements for the parent company SEACOR Holdings, Inc.

Prior to beginning her employment with SRI, Ms. Gillan was the Homeowners Association Accounting (HOA) Manager for a large company in Orlando, FL. She was one of three supervisors with the responsibility of preparing monthly financial statements and conducting yearly audits for 39 HOAs. Additionally, Ms. Gillan was directly responsible for the accounting records of 3 HOAs with operating budgets in excess of \$17 million.

Prior to this experience, Ms. Gillan was employed by a financial firm in Orlando as an Accounting Manager where she supervised a staff of four accounting clerk for a multi-state mortgage broker. One of the tasks she accomplished was the implementation of software to transmit mortgage loan information with the warehouse banks, which streamlined job functions which allowed to company to reduce their staffing by two positions.

Ms. Gillan was employed by a worldwide rental car agency as a Fleet Accounting Supervisor managing a staff of three for six years. Her primary tasks included maintaining balance sheet reserves for over 110,000 vehicles. She was involved with the month end close and financial statement preparation including journal entries. Ms. Gillan developed spreadsheets that reduced the processing time for Massachusetts and Connecticut property tax by 75%. She also prepared the application that allowed the California fleet to be accepted into the IRP program that saved approximately \$750,000 annually in vehicle registrations.

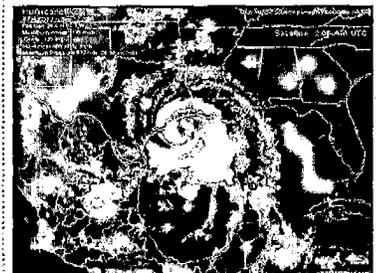
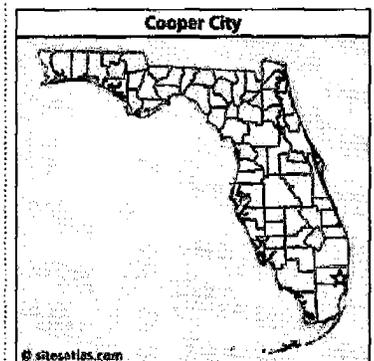
Ms. Gillan also performed various tasks as a Automotive Financial Services Coordinator where she conducted monthly inspections of inventories to ensure that dealers were abiding by their contractual arrangements and prepared monthly financial statements and account reconciliation of balance sheet accounts. She also developed analyses to allocate costs to specific vehicles and reconciled the Account Receivable sub-ledger to the General Ledger.

Ms. Gillan began her accounting career with a title insurance funding group in Orlando, FL where she maintained the claims information used by outside actuaries to develop estimates. She was responsible for over 16,000 fixed assets on the FAS Best System as well as developed and maintained a in-house budgeting system that was used by upper management to prepare annual budgets and forecasts. Additional accomplishments included writing the procedure manual for training new employees and created trend and other analyses that were used to determine future pricing structures.

Ms. Gillan has a Bachelors degree in Business Administration from the University of Missoula and she has completed 5th year accounting courses at Florida Southern College. She has been a licensed Certified Public Accountant since 1994 and has been certified as a Community Association Manager since 2006.

Ms. Gillan experience with the following software programs:

- Hyperion
- PeopleSoft
- COGNOS
- Quicken
- Walker
- Excel
- Lotus
- Word
- Access
- BEST Fixed Asset System



Vanessa Gatto, Scheduler/Expeditor

Mrs. Gatto is the Debris Project Administrative Coordinator for Solid Resources, Inc. (SRI). She is responsible for recruiting, hiring, and scheduling debris project staff. Mrs. Gatto also is the lead staff member tasked with gathering and entering project information and performing project documentation quality control. She has the primary responsibility for tracking project work hours and expenses, employee payroll, maintaining project personnel records and oversees all data entry staff.

Mrs. Gatto is highly organized and she was the lead SRI Administrative Assistant assigned to Lee County for Hurricane Wilma in 2005. She was responsible for entering all debris load tickets for Lee County, reconciled debris removal contractors' invoices, kept track of monitoring employees' timesheet logs and completed all project filing. Since 2005, she has supported all SRI projects throughout the United States from startup to closeout.

Prior to working for Solid Resources, Inc., Mrs. Gatto worked for Laraines in Port Charlotte, Florida. At Laraines, she answered all incoming calls, took phone orders and handled customer complaints and problems. She screened calls and answered customer questions, placed orders and handled all outgoing and incoming communications.

Mrs. Gatto holds an Associates in Arts degree from the Virginia Marti College of Fashion and Art. Mrs. Gatto has also completed numerous business and accounting courses at Kent State University.



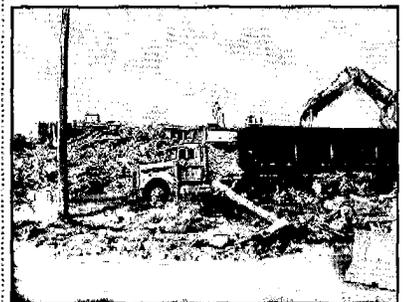
Ms. Gatto has worked on the following disasters:

- 1609 Wilma
- 1679 Tornado
- 1680 Tornado
- 1735 OK Ice Storm
- 1761 GA Tornadoes
- 1784 T.S. Fay
- 1785 Gustav
- 1792 Ike
- 1818 KY Severe Winter Storm
- 1819 AR Severe Winter Storm



Ms. Gatto has proficiency in the following computer programs:

- MS Access
- MS Word
- MS Excel
- MS PowerPoint
- MS Publisher



Valarie Hoffman, Public Assistance Coordinator

Ms. Hoffman has over 11 years of professional experience in the fields of engineering and emergency management consulting. She joined Solid Resources, Inc. as a Public Assistance Coordinator (PAC) for the State of Florida in Miami-Dade County. She assisted local governments and private non-profits with their FEMA Public Assistance claims. Currently Ms. Hoffman serves as a Project Manager for emergency management consulting including debris management coordination and Debris Management Plan preparation specializing in the intricacies of the FEMA Public Assistance (PA) and FHWA Emergency Relief (ER) grant programs.

Ms. Hoffman served as a PAC Coordinator for the Florida Department of Transportation (FDOT), where she was responsible for coordinating the preparation of and providing quality control for a total of 110 Final Inspections for FEMA Public Assistance program grants totaling over \$78 million. She assisted in the development of FEMA Public Assistance and FHWA Emergency Relief training materials for FDOT and local applicants, resulting in training over 1800 local government representatives. Ms. Hoffman has prepared and reviewed documentation for multiple jurisdiction's Detailed Damage Inspection Reports (DDIRs) for Miami-Dade County applicants totaling over \$8 Million.

Ms. Hoffman represented the State of Florida in Miami-Dade County for six disaster declarations. She assisted 218 municipal governments and PNP Applicants with disaster funding needs totaling approx. \$560 million dollars. She also supervised five Project Officers performing activities including preparing Project Worksheets/Final Inspections, appeals and audit assistance, resolution of debris, insurance and Small Business Administration issues and State administrative functions. She drafted and/or reviewed 224 new Project Worksheets (PWs) totaling over \$34 million dollars. Ms. Hoffman prepared 13 project appeals totaling over \$20 million dollars. She has trained State Public Assistance staff and Local Applicants in all programmatic aspects.

Prior to these assignments, Ms. Hoffman was a Project Officer and Deputy Public Assistance Coordinator for Debris in Palm Beach County, Broward County, and Miami-Dade County, Florida. She performed building damage assessments, prepared cost estimates and wrote PWs for disaster declarations 1545 and 1561 in Palm Beach County. She drafted and/or reviewed over 500 PWs totaling over \$140 million dollars. Ms. Hoffman also managed and trained building assessment team members and debris project specialists. She assisted 105 Local Applicants in Miami-Dade and Broward Counties with debris removal project eligibility and funding obligation. Ms. Hoffman managed the daily operations of the Miami Field Office for Hurricanes Katrina and Wilma disaster relief, which included up to 76 personnel.

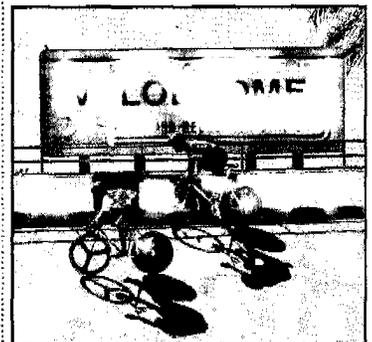
As a structural forensic engineer for Wiss, Janney, Elstner Associates, Inc. in Atlanta, Georgia, Ms. Hoffman served as both Project Manager and Project Engineer performing forensic investigations and structural analysis on various types of structures, preparing technical reports, maintaining client communications, overseeing technical design details and specifications, managing construction projects and assisting with mediation and litigation support.

Ms. Hoffman has the following FEMA course certificates:

- IS-100
- IS-200
- IS-700
- IS-800
- PA Operations I (IS-631)
- Debris Management (G 202)
- Cost Estimating Format (CEF)

Ms. Hoffman has worked on the following disasters:

- 1539 Charley
- 1545 Frances
- 1551 Ivan
- 1561 Jeanne
- 1595 Dennis
- 1602 Katrina
- 3259 Rita
- 1609 Wilma
- 1679 Tornado
- 1784 T.S. Fay



Edmund C. Saldaña

Mr. Saldaña is providing services to SRI as a Public Assistance Consultant in southeast Florida. The Performing Arts Center (Miami-Dade County's \$420 million dollar state of the art facility) was under construction at the time Hurricane Wilma made landfall. This project was managed by Miami-Dade County under Owner Controlled Insurance Program (OCIP). Mr. Saldaña's previous experience managing projects under OCIP enabled him to write Project Worksheets (PWs) in request of funding from FEMA totaling \$325,000 to reimburse the project for costs incurred by multiple subcontractors for disaster preparation and to perform permanent repairs to damaged elements of the stage mounted retractable fire wall and motorized stage equipment.

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

Mr. Saldaña provided FEMA Public Assistance beginning as a Project Officer then as a Public Assistance Coordinator (PAC) for the Port of New Orleans, Louisiana where he developed damage descriptions and scopes of work, prepared damage recovery cost estimates for Categories A - G small, large, alternate and improved projects. He prepared project work packages to be used to approve and obligate public assistance funds and conducted disaster damage interviews and site visits with numerous applicants. He has experience conducting large project final inspections and reviewing project closeout documentation packages. After being stationed in New Orleans, Mr. Saldaña was deployed to Miami, Florida where he provided services to Public Assistance applicants that included the county's Aviation, Housing Authority, Seaports and Parks and Recreation departments.

Prior to working for FEMA as a PAC, Mr. Saldaña spent six years with Merck & Co., Inc. in Pennsylvania where he was a Senior Engineer. His role with the company was to manage construction projects with the OCIP at various manufacturing facilities in New Jersey, Pennsylvania and Puerto Rico. He was in charge of project budgets that ranged from \$1M to \$30M dollars. Mr. Saldaña also served as a Maintenance Supervisor in charge of fifty mechanics in 7 different specialties who repaired and maintained equipment used in biological and pharmaceutical manufacturing. He also provided services as a Site Environmental Engineer during the excavation phase of a large building project where he developed guidelines for sewer pipe selection and installation and verified that the water purification, deionization, reverse osmosis and neutralization systems for environmental compliance.

Mr. Saldaña also has worked as a Licensed General Contractor in New Jersey.

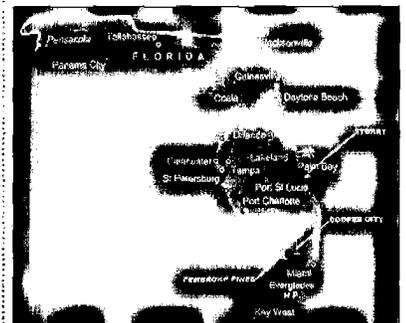
Mr. Saldaña holds both a Master's of Engineering degree and a Bachelor's of Engineering degree in Civil Engineering from Temple University in Philadelphia, PA. He also has an Associate's degree in Computer Aided Drafting from Camden County College, NJ.

Mr. Saldaña has the following FEMA course certificates:

- IS-100
- IS-200
- IS-393
- IS-632
- IS-700
- IS-800
- PA Operations I (IS-631)
- PA Operations II (L-382)
- Hazard Mitigation
- PW Formulation
- PDA Training
- JCT Workshop - Author
- Applicant Briefing Workshop
- Disaster Field Safety Workshop

Mr. Saldaña has worked on the following disasters:

- 1539 Charley
- 1545 Frances
- 1561 Jeanne
- 1595 Dennis
- 3259 Rita
- 1602 Katrina
- 1609 Wilma
- 1785 T.S. Fay



Carlos Delgado - Project Officer

Mr. Delgado is a Public Assistance Consultant for Solid Resources Inc., assisting twenty seven Private Non Profit Organizations and five municipalities for the six declarations occurring since 2004. He has formulated Project Worksheets valued in excess of \$37 million dollars. Mr. Delgado has provided continuous review and follow up of both large and small projects to keep the applicants in compliance with the requirements of the Public Assistance Program, and prepared projects for Joint Closeout Toolkit (JCT) Final Inspection. Mr. Delgado also prepared JCTs Final Inspections in excess of \$4 million dollars.

As a Federal Emergency Management Agency Disaster Assistance Employee, Hazard Mitigation Specialist from October 2004 to November 2006, Mr. Delgado was assigned to Disaster Recovery Centers. In December 2004 he was promoted to Area Field Supervisor overseeing the operation of Mitigation Specialist in ten Disaster Recovery Centers. In March 2005 Mr. Delgado was recalled to the Orlando Long-term Recovery Center where he completed two special projects; one as External Liaison Lead and the other in the Public Outreach Section. In June 2005 he was assigned to Hazard Mitigation 406 and completed/reviewed/approved over 2000 projects exceeding \$10 million dollars in Hazard Mitigation grants. In October 2005 Mr. Delgado was assigned to the Palm Beach Recovery Center as the Lead 406 Hazard Mitigation Specialist for a team of six Hazard Mitigation Specialists to assist in Hurricane Wilma recovery efforts. In November 2006 the team under his supervision completed/reviewed/approved over 1500 projects exceeding \$5 million dollars in hazard mitigation grants for applicants in Palm Beach County and Broward County.

Mr. Delgado designed and estimated the Hazard Mitigation Proposal (HMP) for the Glass Curtain Wall in the amount of \$1.3 million dollars for the Broward County School Board's K.C. Wright Administration Center Building. He designed and estimated the HMP for the seven Samsung low profile cranes in the amount of \$488,984.00 for Port Everglades in Fort Lauderdale, FL. Mr. Delgado formulated the HMP for the FKKA Reverse Osmosis Plant mitigation of the protective Sea Wall in the amount of \$1,564,360.00. He prepared the HMP for the City of Deerfield Beach renewal and repair for \$421,120.00 to build a 5 feet high Sand Dune, a walk over structure and Sea Oat Planting. Mr. Delgado designed and estimated the HMP for the City of Plantation's Frank Veltri Tennis Center, to install a new system of lighting considered able to withstand storm conditions costing \$548,500.00.

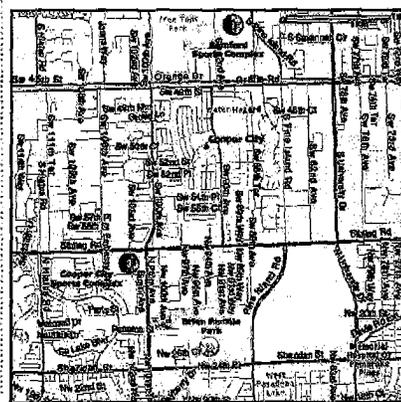
Other HMPs that Mr. Delgado has also drafted include the City of North Lauderdale Lift Station which failed and overflowed causing extensive primary and secondary damage, cost of \$282,000.00, for Broward County's Copans Road Mass Transit Facility roof to a net cost of \$798,709.75, the City of Delray Beach's Municipal Golf Course Clubhouse re-roofing conversion from a slate roof to a metal roof at a net cost of \$553,799.00 and the South Florida Water Management District's Canal C-20, C-21, LD-1, and LD-3 repairs to include turf reinforcement mats and rubble riprap to a net cost of \$824,152.74.

Mr. Delgado has the following FEMA course certificates:

- IS-100
- IS-200
- IS-240
- IS-241
- IS-393
- IS-700
- IS-800
- PA Ops I (IS-631)
- PA Ops II (L-382)

Mr. Delgado has worked on the following disasters:

- | | |
|--------|----------|
| ■ 1539 | Charley |
| ■ 1545 | Frances |
| ■ 1551 | Ivan |
| ■ 1561 | Jeanne |
| ■ 1595 | Dennis |
| ■ 1602 | Katrina |
| ■ 1609 | Wilma |
| ■ 1785 | T.S. Fay |



All debris removal, reduction and final disposal operations will be conducted in full compliance with the all rules and regulations of the Florida Division of Emergency Management as well as the Occupational Health and Safety Standards as published by the Occupational Safety and Health Administration (OSHA), U.S. Department of Labor. SRI will monitor the debris removal operations to ensure that the rules and policies established by the FEMA Public Assistance program, the FHWA Emergency Relief program and any other reimbursement programs administered by Federal agencies such as the Natural Resources Conservation Service (NRCS) are closely followed to maximize the eligible financial reimbursements to Cooper City.

The SRI Disaster Debris Management Team includes professionals experienced and trained in debris removal and disposal monitoring and staffing Debris Management Sites (DMS) and final disposal sites for federally declared disasters. They have knowledge of FEMA and FHWA requirements including identifying, qualifying, tracking, record keeping and reporting procedures for debris removal operations. Our complete management and supervisory team will be on-site within 24 hours following the issuance of a Notice to Proceed.

The SRI Project Manager will initiate oversight of the activities of the debris removal contractor. The SRI Disaster Debris Management Team provides scalability, crew oversight, a successful project management structure with a cohesive organizational framework and immediate responsiveness; providing complete post-disaster documentation to serve Cooper City's debris removal and disposal monitoring needs.

The SRI Disaster Debris Management Team is experienced with all facets of debris planning, hazard mitigation, response and recovery and is prepared to provide Cooper City with comprehensive debris management and monitoring services. The first step to any new project is to review the services the client expects and to make recommendations on what is needed pre-disaster, as well as after the storm. SRI personnel will review load ticket protocol, collection vehicle standards and compliance factors, debris zone maps and procedures, reporting and documentation requirements, review data reporting templates, discuss Debris Management Site preparations and review current FEMA and FHWA debris eligibility criteria and policy matters, among other vital tasks.

Solid Resources, Inc. will supply managerial and supervisory staff utilizing full-time, permanent employees. Debris monitors and data entry positions will be filled by temporary employees (Broward County residents) of the firm. In every debris management contract completed by SRI, the vast majority of monitors and data entry clerks are local residents, in order to provide the highest level of economic benefits to the communities affected by the disaster. Additionally, SRI will secure temporary office space within Cooper City, which will serve as a daily staging area for all monitors and data entry clerks. Prior to the landfall of a hurricane, advertisements will be placed in the Sun-Sentinel newspaper; as well as on local AM and FM radio stations to recruit monitors and clerical staff. Notices will also be placed at local offices of the Florida Agency for Workforce Innovation.

All monitors will complete a minimum of 4 hours of training in conjunction with FEMA staff to ensure that all monitoring staff are fully informed of any Disaster Specific Guidance (DSG) documents that have been issued for the storm event; and that all requirements of the FEMA Debris Management Guide (FEMA 325) are followed and all the requirements of the federal funding agencies and the Florida Division of Emergency Management are met.



All supervisory staff will coordinate with FEMA staff will work with both FEMA and FHWA staff to the greatest extent possible to pre-validate all leaner/hazardous trees and all other special debris types such as household chemical wastes and hazardous stumps.

When responding to and recovering from a disaster supported by the SRI Disaster Debris Management Team, Cooper City will know that it is receiving the best disaster management and recovery services available; provided by a company that is not over-obligated and is dedicated to making Cooper City's needs its priority.

On the following pages, the processes, technical approach and services that will be provided to Cooper City to support a disaster debris removal project are outlined.

A. Disaster Debris Management Services

Debris Estimation Methodology

The United States Department of the Army, Corps of Engineers (USACE) Hurricane Debris Estimating Model will be used to provide forecasts of debris volumes for all categories of hurricanes (both wet and dry storms).

The amount of debris generated from any particular disaster is a function of the location and type of event experienced, as well as its severity, duration and intensity. The quantity and type of debris generated, its specific locations and concentrations and the size of the area over which it is dispersed will all influence the type of collection, reduction and final disposal methods that will be utilized and allow an estimate of how quickly the removal and disposal phase can be accomplished. Debris forecasts can be used to estimate the required response and recovery resources, the number and size of Debris Management Sites and the final disposition of the disaster-related debris.

Equipment Certification

The measurement, certification and placarding of the debris removal contractor's trucks and other equipment will begin as soon as the machinery has been mobilized to Cooper City. Solid Resources, Inc. will initiate the truck certification program in coordination with the debris removal contractor to accurately measure the volumetric capacity of each truck. SRI can supply certification forms which include the latest FEMA guidelines for measuring and calculating the capacity of debris removal trucks (Tab 5, Additional Data). We will photograph each truck, attach a certification placard to it and inspect the trucks to make sure they comply with all local, Parish, State and Federal safety standards. SRI also will periodically spot check and re-certify trucks in order to prevent alteration of the capacity of the trucks by subcontractors post-certification.

Field Supervisors

SRI will provide Cooper City with experienced Field Supervisors to oversee and coordinate the activities of all monitors. These supervisory staff will provide the following services:

- Organize the daily activities between SRI monitors and the debris removal contractor;
- Assist in setting up the DMS sites;
- Compile all necessary and requested reports from the field;
- Coordinate and manage the mapping of debris collection activities;
- Document, report and track damages caused by debris removal contractor crews and ensure that the damages are remediated;
- Respond to any issues regarding complaints, damages, accidents or incidents involving SRI or debris removal contractors' personnel and ensure that they are fully documented and reported to Cooper City;

- Compile daily timesheets for each monitor to be submitted to the City staff on a weekly basis;
- Act as Quality Control and Assurance officers; and
- Ensure that first pass debris collection from FHWA-ER eligible roads is documented accurately.

SRI will perform on-site, street-level work area inspection and documentation of the debris cleanup and collection crews. SRI will provide an adequate number of monitors to inspect and control debris removal (dependent on the severity of the event) utilizing load tickets, field logs and other documentation as required. Field debris monitoring services include:

- Provide monitors for each debris removal crew;
- Monitoring the daily debris removal activity of trucks and other equipment;
- Issue load tickets at loading sites for each load. All load tickets will include GPS coordinates and corresponding JPEG (digital picture file) of each debris collection site. Images of tickets and corresponding photographs can be viewed from SRI Debris Tracker Database;
- Properly monitor and record performance and productivity of debris removal crews;
- Verify and sign each load ticket, certifying that truck is fully loaded with eligible debris before allowing truck to proceed to a DMS or final disposal site;
- Survey and record the 'special needs' areas in which larger items such as tree stumps and root balls, hazard trees, leaners and hangers, hazardous materials, construction and demolition debris that require specialized removal equipment and documentation; and
- Verify all debris collected is eligible in accordance with FEMA 325;
- Ensure hazardous wastes are not mixed in loads;
- Ensure debris removal contractors do not remove debris from private property with proper authority and without a Right of Entry/Hold Harmless Agreement signed by the property owner(s);
- Identify, document, and report any damages to private property caused by the debris removal contractor or monitoring firm; and
- If the debris removal contractor is required to segregate debris at collection sites by type, monitors will ensure mixed piles are not loaded into debris removal trucks.

Citizen Drop-off Site Monitors

- Provide monitors for all drop-off sites established by Cooper City;
- Verify that the citizens using the drop-off sites are residents of the City;
- Insure that the debris is properly sorted and stored according to regulations;
- Ensure that household hazardous waste is stored properly to prevent spillage or leakage; and
- Contacting the debris removal contractor to remove the debris daily and issue load tickets as appropriate.

Special Debris Assistance

Certain types of hazardous debris, such as hanging tree limbs, leaning trees and tree stumps require special validation and documentation procedures in order to be eligible for cost reimbursement from FEMA and FHWA. These tasks will be performed by Field Supervisors or specially trained monitors.

Debris Removal Mapping

SRI monitors and Field Supervisors facilitate the debris removal program by mapping out where debris remains, locating 'hot spots' for immediate collection, marking ineligible debris piles and tracking progress for pass completions and debris removal zone closures. This information can be used by Cooper City staff to track progress and provide updates to the media and the public. Our mapping services incorporate state of the art technology and can be tailored to any specifications requested by Cooper City.

Documentation of All Disaster Debris Removal Activities

All data collected from the field, including debris monitor logs, debris management site tower logs, supervisor logs, all photographs, damage claim forms and any other documentation will be digitally scanned and filed to assist Cooper City with all financial reimbursement requests to federal funding agencies.

Debris Management Sites (DMS)

As required, SRI will assist Cooper City with selecting, evaluating and obtaining approval for Debris Management Sites.

Debris management site and final disposal site monitoring services include:

- Conduct evaluations of potential DMS locations for suitability;
- Provide tower monitoring, supervisory and quality control personnel;
- Verify each truck that delivers debris to the DMS matches its manifest load ticket including truck number, type of debris and truck volume;
- Accurately complete and sign each load ticket before permitting a truck to proceed from the check-in/inspection area to the tipping area;
- Ensure that each truck bed has been fully emptied prior to departure from the DMS or final disposal site;
- Maintain accurate daily logs of all load tickets inventoried and/or voided;
- Perform quality control and assurance checks on all load tickets; and
- Immediately contact monitors and Field Supervisors when load ticket errors are detected at the DMS, in order to promptly remedy the errors and maintain satisfactory crew monitor performance.

Damage Claims Reporting

SRI will assist Cooper City in the establishment of a Contractor Damage Reporting and Remediation Program. Each incident is documented with photographs, logged on field reports and called into Field Supervisors (Tab 5, Additional Data). A report of each incident will be given to Cooper City and the debris removal contractor; and Field Supervisors will follow up to verify that remedial action was taken by the debris removal contractor in an appropriate timeframe.

Daily Meetings

SRI will facilitate daily meetings between Cooper City, SRI staff and the debris removal contractors' management staff to coordinate efforts, resolve problematic issues and make any adjustments required to the debris removal, reduction and disposal operation. Daily summaries of the previous day's debris removal activities will be provided to both the City and the debris removal contractor.

Ineligible Debris Notification

SRI is also prepared to initiate a program of notification and documentation of all ineligible debris in a collection area. Monitors and Field Supervisors will document, photograph, map and mark ineligible debris, providing detailed reasoning for its ineligibility, and if requested may place 'door hanger' notification of the ineligible debris at the residence in conjunction with the Field Supervisors .

As fieldwork is completed, SRI will produce, collect, and organize all paperwork such as load tickets and field logs and then enter all data into SRI's proprietary Debris Tracker database on a daily basis. All paperwork will be scanned into digital format for archival purposes. SRI will implement and maintain the Debris Tracker database that is self-reconciling, provides quality assurance/quality control as well as its unique capabilities to:

- Ensure proper storage and organization of debris collection debris data;
- Link load tickets to any parameter – contractors, trucks, DMS information, etc.;
- Streamline record reconciliation of each load of eligible debris; and
- Provide daily, weekly, monthly and project-wide customized reports as required by Cooper City's Debris Manager showing recovery status, schedule updates and project completion forecasts.

The main menu utilized by the Solid Resources, Inc. proprietary Debris Tracking software is illustrated below.

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

Version 4.70 Updated 2/9/09

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

Load Tickets by Drop Site						
SOLID RESOURCES INC. <small>WASTE MANAGEMENT & EMERGENCY SERVICES</small>						
City of Tulsa - 1735 DR - Contract 26331						
Load Type: Collection	Daily Totals From 1/28/2008 - 1/30/2008					
	Tickets	Stumps	Capacity CY	Load CY	Pct	Trucks
Johnson						
2008 01/28	513	0	27,112	22,421	82.7%	68
2008 01/29	575	0	30,206	26,393	87.4%	78
2008 01/30	534	0	28,399	23,881	84.1%	82
Latimer						
2008 01/28	600	0	32,430	26,737	82.4%	108
2008 01/29	690	0	36,812	31,505	85.6%	91
2008 01/30	654	0	35,278	29,186	82.7%	95
Mohawk						
2008 01/28	230	0	11,453	9,508	83.0%	43
2008 01/29	152	0	7,615	6,205	81.5%	22
2008 01/30	199	0	9,822	8,405	85.6%	30
Report Total	4,147	0	219,127	184,241	84.1%	

Below and on the following page is an example of the report that will be provided to Cooper City at every daily meeting. These reports can be changed to include additional data as requested.

Fayetteville ARKANSAS

Storm Debris Collection/Disposal Close of Business Wednesday April 15, 2009

Daily Totals

Collection

- Right of Way – 74 Tickets Issued Totaling 3,013.15 Cubic Yards

Hazardous Trees

- Right of Way – 60 Total Eligible Hazardous Trees

Hangers

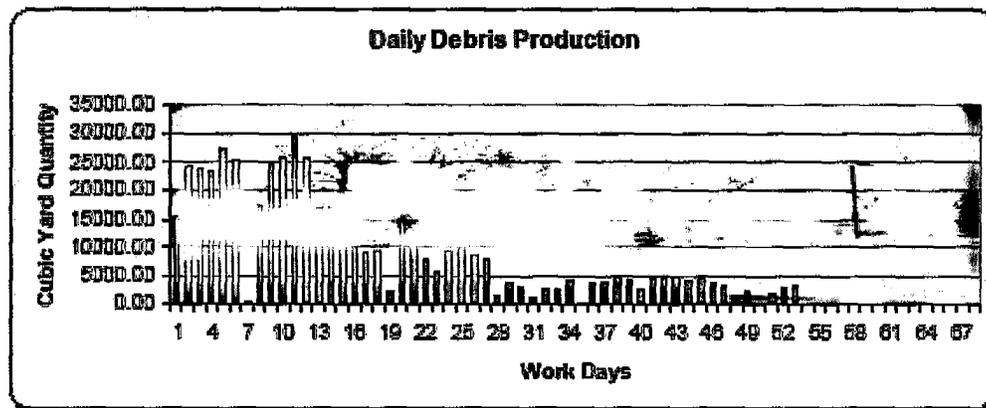
- Right of Way – 62 Total Eligible Trees Trimmed of Hangers

Haul-Out

- Wood Chip / Mulch – 0 Tickets Issued Totaling 0 Cubic Yards

Damage/Incidents

- 2 Total Damages/Incidents
 - 2 of 2 Pending Resolution



Operational Overview for Wednesday April 15, 2009

- **16 - Total Monitors**
 - 10 - Field Monitors
 - 4 - Bucket Monitors
 - 2 - Disposal Site Monitors
- **1 Project Manager**
- **2 Field Supervisors**
- **1 Clerical**
- **14 - Total DRC Crews**
 - 10 - Collection Trucks
 - 0 - Knuckle Boom
 - 4 - Cutting Crews

Daily Report Produced By:

SOLID RESOURCES INC
Environmental & Emergency Services

Fayetteville ARKANSAS

Cumulative Fifty-Three Day Total

Operational Overview

Collection

- Right of Way – 9,841 Tickets Issued Totaling 473,081.95 Cubic Yards

Hazardous Trees

- Right of Way – 2,537 Total Eligible Hazardous Trees

Hangers

- Right of Way – 19,949 Total Eligible Trees Trimmed of Hangers

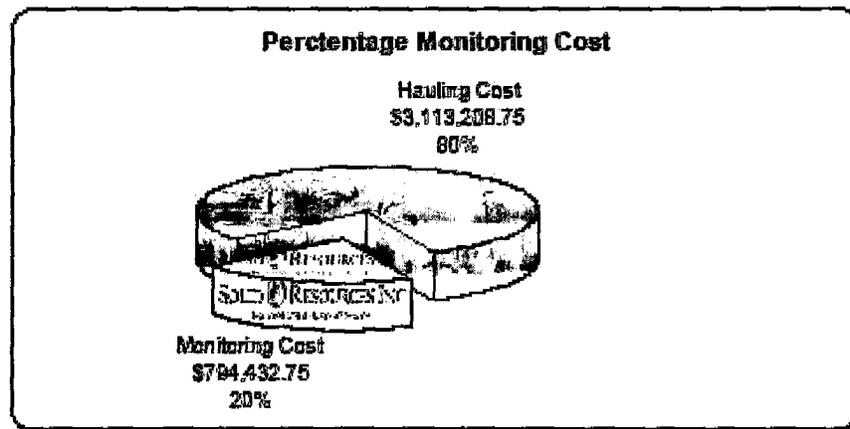
Haul-Out

- Wood Chip / Mulch – 0 Tickets Issued Totaling 0 Cubic Yards

Damage/Incidents

- 229 Total Damages
140 of 229 Pending Resolution

Cost Overview



Note: All production levels and associated costs are non audited numbers which could change once the reconciliation of information is completed.

Daily Report Produced By:

SOLID RESOURCES INC
ENVIRONMENTAL & EMERGENCY SERVICES

Complete Reconciliation and Final Payment Overview

- After the debris removal contractor provides responses to reported discrepancies, a report is prepared describing the resolution of each discrepancy.
- SRI coordinates with Cooper City to resolve any outstanding issues with the debris removal contractor.
- Invoice allocations are reviewed to verify department/area charged.
- A final Quality Control Review is conducted.
- An Invoice Closure report is prepared, including recommendation for final payment including retainage, and this report is delivered (along with invoice backup) to Cooper City.
- Backup of supporting electronic data is taken from the SRI Debris Tracker database.
- The Invoice File Folder is reviewed to verify completeness of records.

Invoice Processing and Reconciliation Services

SRI's Invoice Reconciliation Process is designed to:

- Ensure 100% accuracy of all debris removal contractor billing, and elimination of duplicate charges;
- Ensure that all billed items are authorized and within the contracted scope-of-work;
- Provide efficient handling of any reconciliation issues; and
- Ensure total collaboration with Cooper City's finance and accounting staff.

Invoice Reconciliation Process for Initial Payment Approval

- All contractor invoices received are date/time stamped, a hard copy file folder is created, an electronic record of the invoice is created and the invoice will also be scanned for digital storage.
- Invoices are reviewed to ensure that all required information is present and that all work is within the contracted scope-of-work.
- If information is missing, the debris removal contractor is advised that the invoice will be held pending receipt of the missing information.
- Supporting details, such as load tickets are electronically matched to identify and create a report of duplicates, overcharges and other discrepancies.
- Costs, invoices and supporting documentation are reviewed and compared against original Work Orders to ensure accuracy. A quality review of the documents is completed by a data entry clerk.
- An invoice pre-approval summary report is prepared, including any retainage and submitted to Cooper City.
- The target dates for invoice initial payment approval and reconciliation are established based on applicable payment terms and monitored to ensure completion in an adequate timeframe.
- A Pre-Approval Payment Report is provided to Cooper City.
- The debris removal contractor is provided a detailed discrepancy report in addition to the amount of the partial payment for the invoice.

Federal Funding

SRI will ensure all requests by Cooper City for federal funding reimbursements are processed as quickly as possible. In order to ensure this is accomplished, SRI accepts responsibility for the following information and its accuracy:

- Debris Related Invoices
- Monitoring Information
- Reports
- Load Tickets
- Consultant Payroll
- Equipment Hours
- Equipment Certifications
- Start and End Dates of First Pass and All Subsequent Passes

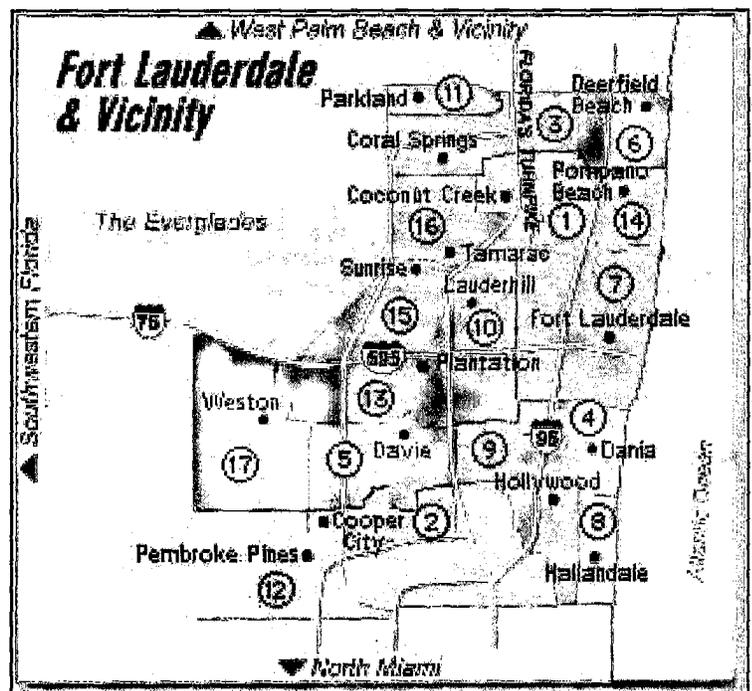
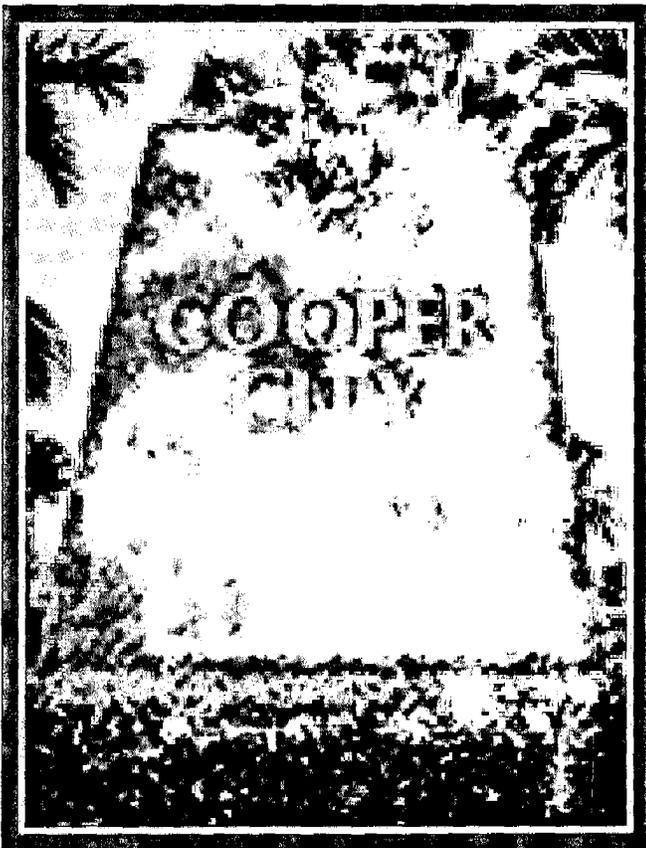
Compliance

SRI will provide professional oversight to ensure compliance with FEMA and FHWA reporting requirements, and any other federal, State or local regulations. SRI will review all FEMA and FHWA policy changes throughout the contract term and notify Cooper City's Debris Manager immediately if changes occur. All documentation supplied by Solid Resources, Inc. will meet or exceed all federal/State agency requirements, so that the Summary of Documentation will be able to withstand close scrutiny during the grant final closeout process.

Solid Resources, Inc. is ready to provide any additional technical assistance requested by Cooper City including, but not limited to route mapping, traffic management, DMS review, baseline assessments, private property identification and contractor management and/or FEMA negotiations.

Response Time

Solid Resources, Inc. guarantees that all managerial and supervisory staff will be mobilized to Cooper City within 24 hours of the issuance of a Notice to Proceed.



B. Public Assistance Program Technical Support Services

Debris Management Plans

Solid Resources, Inc. has completed debris management plans (DMPs) for numerous governmental entities including the Florida counties of Collier, Lee and Sumter for approval by the FEMA Region IV office in Atlanta, Georgia. The firm is currently developing DMPs for other clients such as the School District of Miami. These DMPs are normally prepared following the DMP outline proposed by FEMA (Public Assistance Debris Management Guide, FEMA Publication 325, July 2007, Appendix A), but other outlines as required by the City can also be accommodated.

SRI could prepare a comprehensive DMP for Cooper City based on the information gathered during a Needs Assessment. The DMP will address the City's ability to respond to a disaster event based on personnel and equipment; and be consistent with the City's Comprehensive Emergency Management Plan. The DMP will address the management and operational structures needed to prepare for, respond to and recover from either a natural or man-made (terrorist) debris-generating disaster event for a 'cradle-to-grave' disaster debris removal and disposal operation. The DMP will contain approaches and procedures to complete accurate debris forecasting; monitoring of debris removal operations; debris management collection strategies based on the severity of the event; the identification and operation of debris management sites including debris reduction and recycling options; complete debris removal and demolition procedures from private roads and gated communities; safety policies and requirements and tools for an effective information program to disseminate updates on the progress of the debris removal operations to the general public and the media.

To increase the operational usefulness of the DMP, SRI would provide an electronic version of the plan as well as paper copies, so that distribution of the DMP to all City employees is simplified. Additionally, the document will be formatted so that all sections, subsections and appendices are connected by hyperlinks. In this type of format, any City staff using the document on a desktop or laptop computer will be able to instantly move to any specific section desired; such as the organizational chart, point of contact listing, debris management site maps and layouts, appendices etc. This format design has been enthusiastically endorsed by previous clients as it provides an efficient method for locating specific topics of interest within the debris management plan.

Disaster Relief Coordination with Federal Agencies

SRI will assist the City in obtaining FEMA's immediate coordination with other Federal agencies having disaster relief programs, such as the Federal Highway Administration (FHWA) for federal-aid roads, Natural Resources Conservation Service (NRCS) for drainage areas; the U.S. Army Corps of Engineers (USACE) for navigable waterways, beaches, shorelines and flood control facilities; the Department of Housing & Urban Development (HUD) for housing projects and the U.S. Fish & Wildlife Service. The purpose of this coordination is to ensure that the City receives all Disaster Specific Guidance statements to provide clarification in the administration of FEMA's Public Assistance program regarding FEMA's limitation of assistance, due to Stafford Act restrictions against duplication of benefits; determination as to which Federal disaster programs are applicable to State and local governments regarding debris removal and maintaining incontrovertible eligibility documentation for restoration work projects for the event.

Public Assistance (PA) Program Application

SRI could assist the City during and after the State Applicants' Briefing to determine program eligibility, in identifying reimbursable recovery costs and to otherwise assist in filing a Request for Public Assistance (RPA) within 30 days of the Disaster Declaration Date or within an extended deadline as requested by the City and approved by FEMA.

Funding Assistance

SRI can assist initially with an initiative to secure Immediate Needs Funding by developing a debris quantity estimate along with FEMA staff, preparing estimated project worksheets for the entire debris removal project, and providing FEMA with actual cost documentation during the project to facilitate the flow of reimbursement funds.

Recovery Program Technical Approach

SRI could provide technical assistance to the City in optimizing the provision of federal disaster relief activities and expense reimbursements under the Stafford Act (as amended), for events that may be declared as Disasters, Emergencies or Fires consistent with all applicable laws, regulations, and FEMA policies.

Preliminary Damage Assessment (PDA)

SRI could assist the City in the accumulation of damage assessment estimates of the disaster losses at the local level after the impact of a disaster event, for the purpose of determining whether the Governor should, under the Stafford Act, request a Disaster Declaration by the President for the various FEMA Public Assistance, Individual Assistance or Hazard Mitigation Programs, by coordinating with Federal, State and local officials to determine methods of:

1. Obtaining a count and cost estimates of destroyed or damaged residences and businesses within the affected communities.
2. Determining preliminary cost estimates for removal of widespread disaster-related debris that affects the public health and safety and the economic recovery of the community.
3. Estimating the extraordinary costs for governmental emergency protective measures for lessening the immediate threat to the public health/safety or to improved property.
4. Estimating the extent of damages to the governmental infrastructure of roads/bridges, water control facilities, buildings/equipment, utility systems, and other publicly-owned facilities and systems (e.g., recreational, marine, or improved/maintained natural features such as beaches that are not federally-assisted).

PA Program Kickoff Meetings

SRI could assist the City in the FEMA Kickoff Meeting to provide initial program guidance to individual departments concerning eligible emergency work (debris removal and emergency protective measures) and permanent work (infrastructure repair and/or replacement) categories of reimbursement assistance, including requirements for estimated or actual cost documentation needed for the formulation of Project Worksheets.

Provision of Recovery Staffing

SRI could identify staffing needs for support of the various FEMA Individual Assistance and Public Assistance Recovery Programs, such as:

- Public Assistance Coordinators (PAC) and Project Officers (PO) for program management functions such as the City departmental coordination and coordination of other administrative areas.
- PACs to be assigned to geographical areas to supervise assigned FEMA or State Project Officers.
- POs to be assigned to geographical or category of work program function areas to assist the City in the development of program grants.
- Other technical personnel such as Insurance Specialists, Hazard Mitigation Specialists and Special Consideration Specialists to assist in the development, approval and formulation and administration of the FEMA Project Worksheets.

FEMA/State Inspection Team

SRI could provide representation for the City to participate in assigned inspection teams in the development of Project Worksheets for FEMA grant assistance and to otherwise assist the City, as necessary, to:

1. Identify general scopes of work for emergency work projects (debris removal and emergency protective measures) and provide a damaged facilities listing (including building number, address, GPS coordinates, brief damage description, and contact names/phone number) for which the City seeks disaster grant assistance, within 60 days of the Kickoff Meeting, or within an extended deadline as requested by the City and approved by FEMA.
2. Formulate Large and Small Projects, in the most advantageous manner to the City to facilitate grant administrative ease, including budgetary considerations, by combining project work sites or grant objectives on the basis of performance of work by contracting or force account completion, insurance coverage, anticipated completion dates, separation of work pending eligibility issues, and/or for meeting the minimum requirements for project funding.
3. Draft proposed PWs for the Small Project Validation Process, if selected by the City, for presentation within 60 days of the Kickoff Meeting.
4. Prepare estimated and/or actual cost documentation for presentation in the development of Large Project PWs, and for Small Project Worksheets that are not submitted in the Small Project Validation Process, including documentation of actual costs for the selected 72-hour 100% FEMA-eligible period, if applicable.
5. Provide all necessary documentation to establish project eligibility, as required, for the City's responsibility for the work, damages caused by the disaster, maintenance records, applicable insurance coverage or necessary insurance commitments, and other issues for consideration under the Stafford Act, the FEMA Regulations to implement the Act and established FEMA policies and program guidance.
6. Assure proper and timely application to the appropriate Federal program to obtain relief and to avoid violating the FEMA duplication of benefits restriction for assistance, in particular regarding debris removal from Federal-aid highways and flood control facilities.
7. Determine when it is appropriate for the City to sign the FEMA exit interview after the submission and entry in the FEMA's Emergency Management Mission Integrated Environment (EMMIE) database of all initial Project Worksheets in each category of eligible work.

Initial State Review of Project Worksheets (PW)

During the FEMA PW approval process, SRI could provide assistance in the State and FEMA review, inspecting for processing errors that need correction (category of work, line item entries, or special consideration comments, etc.) and to identify potential issues for disputed eligibility regarding FEMA assistance for:

1. Determining and/or clarifying the specific reason for a recommended denial of assistance to be entered in the PW comments.
2. Initiating a dispute resolution process, when appropriate, to obtain further documentation or clarification from the City to justify eligibility.
3. Recommending Grantee and sub-Grantee comments to be entered on the Project Worksheet regarding disputed eligibility.

Monitoring of FEMA and State Grant Databases

SRI could provide assistance to the City in monitoring the progress of Project Worksheets (PW) that are entered in the EMMIE database and the Louisiana Governor's Office of Homeland Security and Emergency Preparedness' administrative computer database by:

1. Maintaining a log of submitted PWs for FEMA data entry in EMMIE, assuring that all submitted PWs are entered, inspecting for duplicate PW entries for necessary de-obligations, and providing necessary follow-up to assure that PWs are timely processed.

2. Assuring that all FEMA actions on PWs are downloaded into the State's database timely and correctly, assuring that all PW-related actions are properly filed, and developing other quality control procedures necessary for proper administration of the PA Program and payment of funds to the City.

Interim Inspections for New PW Versions

SRI could assist the City for eligible project modifications in the submission of subsequent PW versions for:

1. Large Projects when correction of the damage description or scope of work is necessary due to newly discovered damages and/or for revised cost estimates for completion of the necessary scope of work when the City can document the anticipated actual cost resulting in a project cost overrun.
2. Small Projects for corrections due to calculation errors, necessary changes in scope of work, and documented revised cost estimates that would change the project status to a Large Project.
3. Improved Project status with limitation of project funding to the original estimate when the City desires to improve the project, or some portion of the project, beyond the restoration to the original design/function including compliance to codes and standards and authorized hazard mitigation improvements.
4. An Alternate Project, with reduced funding, when the City determines that it is not in the public interest to restore the original damaged facilities.
5. A proposed relocation of the project to reduce the vulnerability of the damaged facility to future disaster damages of the same type.
6. Submission of a request for additional costs for a project when it was noted in the PW version 0 that cost documentation was not available at time of initial submission.

Final Inspection for Project Closeout

SRI may assist the City in a Large Project closeout after work is completed to adjust the final project funding amount to actual costs by:

1. Identifying Large Projects that will require final inspection (PW projects with total funding of all PW versions in excess of the Large Project Threshold and PWs with damages in excess of the Large Project Threshold involving insurance recovery).
2. Monitoring the City's Quarterly Reports to determine project completion dates and assisting the City to request final inspection as soon as practicable thereafter, including preparation of actual cost documentation, applicable insurance recovery documentation, and the final inspection checklist.
3. Assisting FEMA and the State with the final inspection of the completed work and actual cost documentation, including the preparation of the Final Inspection Report and Final PW for cost overruns or underruns as applicable.
4. After the City's completion of all Small Projects involving insurance recovery reductions, SRI could assist the City in requesting an insurance reconciliation inspection for the purpose of adjusting the project funding to reflect actual insurance reductions.
5. After the City's completion of all Small Projects, conduct a Small Project Completion review and assist the City in determining whether to appeal for a net Small Project Overrun funding; and, if so, assist the City in documenting actual Small Project costs and requesting a Small Project Overrun Inspection.

Project Time Extensions

SRI could support the City in requesting and obtaining approvals of time extensions for completion of Project Worksheets (PW) for which the work will not be completed by the statutory deadline, or by extended deadlines, of 6 months after a Declaration Date (emergency work PWs) and 18 months after the Declaration Date (permanent work PWs) by:

1. Monitoring the City's Quarterly Reports for anticipated project completion dates.
2. Advising on justification requirements for project time extensions.
3. Reviewing and perfecting the City's project time extension requests.
4. Making recommendations regarding approvals of time extension requests.

Appeals and Audits

Solid Resources, Inc. could provide assistance to the City during audit procedures, particularly exit interviews, to assure that both the City and the auditors fully understand the PA program eligibilities and operation, in order to minimize the potential for audit exceptions to the provided relief and to assist Applicants in justifying claimed costs within program guidelines.

SRI could assist the City with professional expertise and guidance prior to, during and after a financial review or audit conducted by the FEMA Office of the Inspector General (OIG). The services provided include but are not limited to, documentation review, analysis of procurement and accounting procedures, and the evaluation of the findings and recommendations of the OIG, Project Worksheet preparation and review based on the results of an audit, and, when necessary, the appeal of an audit report issued by the OIG.

Public Information Support

Solid Resources, Inc. could provide regular status updates to the City's Debris Manager for public information use. SRI can provide public communications capabilities to assist the City's mission readiness with in-depth governmental communications expertise. Public Service Announcements from an on-the-front-lines perspective help to craft and deliver a truly effective public communication package designed to inform all concerned parties in the event of an emergency. SRI can also provide training for emergency preparedness to help establish communications protocol, authorized media contacts and an information flow chart.

Training

SRI could provide a specialized workshop for training the City's personnel, such as the financial director, accounting staff and other operations managers, as to what the City can do to pre-position itself in order to maximize cost reimbursements and streamline accounting procedures. This training will focus on actions to address the accounting/budgeting challenges that arise from a storm event. Topics may include disaster account segregation, documentation and audit system designed to meet federal grant reimbursement requirements. Other training topics that can be provided include situational awareness, decision-making and continuity of support (in conjunction with existing emergency plans).

Additional Requests

Solid Resources, Inc. is prepared to provide whatever types of emergency management data, reports and training that may be necessary to assist Cooper City with successful reimbursement of all eligible disaster-related expenses and insurance disbursements.

Solid Resources, Inc.'s (SRI) proven experience with the FEMA Public Assistance (PA) and the FHWA Emergency Relief (ER) programs' policies and procedures places SRI in a distinctive position to contribute unmatched resources to provide Disaster Management and Recovery Services to Cooper City.

RFP# 2009-7
Disaster Management & Recovery Services

Disaster Management & Recovery Services RFP # 2009-7

COST PROPOSAL FORM/FEE SCHEDULE

The hourly labor rates shall include all applicable overhead and profit. All non-labor related project costs will be billed to the City at cost without mark-up.

Positions	Estimated Hours (1)	Hourly Rates (2)
Project Manager	200	\$ 90.00
Operations Managers	250	\$ 75.00
Scheduler/Expeditors	250	\$ 35.00
GIS Analyst	40	\$ 70.00
Field Supervisors	550	\$ 62.00
Debris Site/Tower Monitors	4,500	\$ 37.00
Environmental Specialist	40	\$ 80.00
Project Inspectors (Citizen Drop-Off Site Monitors)	10,000	\$ 37.00
Field Coordinators (Crew Monitors)	20,000	\$ 37.00
Load Ticket Data Entry Clerks (QA/QC)	5,000	\$ 25.00
Billing/Invoice Analysts	150	\$ 45.00
Project Coordinators	150	\$ 40.00
Data Manager	50	\$ 45.00
<u>Public Assistance Coordinator</u>	_____	\$ 115.00
<u>Project Officer</u>	_____	\$ 98.00
<u>FEMA/FHWA Specialist</u>	_____	\$ 98.00

OTHER REQUIRED POSITIONS

Proposer may include other positions, with hourly rates and attach a job description for each position, if necessary.

NOTES:

- 1) *Estimated hours are NOT intended to represent the actual contract amount, but are an estimate of a typical work month and will be used for the sole purpose of evaluating proposals.*
- 2) *Rates are subject to a 2.5% increase for each annual renewal exercised under the Bid Specifications.*

Public Assistance Coordinator – Job Description

The Public Assistance Coordinator (PAC) is a customer service representative assigned to work with an applicant from declaration to funding approval. The PAC is trained in public assistance policies and procedures and will guide the applicant through the steps necessary to receive funding. This individual is the manager of the Case Management File (CMF) that contains the applicant's general claim information as well as records of meetings, conversations, phone messages and any special issues or concerns that may affect funding.

A PAC works in partnership with an applicant from beginning to end, providing comprehensive information, explanation, and technical assistance. As needed, the PAC can help document damage, determine eligible repair work, estimate costs, develop work projects, and identify issues, such as, insurance coverage, environmental hazards, and historic buildings, which require special attention. The earlier these considerations are identified, the sooner they can be resolved and public assistance funding made available.

The PAC will conduct a Kick-off Meeting with the applicant, providing a comprehensive briefing of the Public Assistance program. The PAC will explain in detail all forms and procedures necessary for the applicant to follow.

The PAC facilitates the processing of repair and restoration projects. Equipped with an extensive knowledge of the Public Assistance program, the PAC monitors the progress of assigned applicants through each stage of the PA process ensuring that appropriate resources are assigned to meet the requirements. When technical expertise is needed the PAC will assign a specialist to work with the applicant. When all small projects have been submitted, the PAC will assign a validator to verify project eligibility and reasonableness of costs.

The PAC concept centralizes decision-making at the lowest responsible level of authority and provides an applicant with a quick and uniform response. For example, the PAC can assign resources from a pool of skilled professionals to develop scopes of work and cost estimates, facilitate reviews and provide specialized technical assistance to meet the needs of the applicant. Whenever there is a question about FEMA's processing or funding of a project, an applicant can contact the PAC for prompt responses.

Project Officer – Job Description

A Project Officer (PO) is knowledgeable about eligibility and Special Considerations, and will take the lead in working with the applicant to develop scopes of work and cost estimates for large projects. The PO is responsible for identifying the need for Specialists and working with the Public Assistance Coordinator (PAC) to ensure appropriate personnel are assigned to assist in large project development.

It is the PAC's responsibility to identify when POs are needed and to update the PO on pertinent applicant requirements before assigning the PO to the field.

FEMA/FHWA Specialist - Job Description

A FEMA/FHWA Specialist is another resource for the applicant. FEMA/FHWA Specialists have specific expertise and have an expert knowledge of the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Program and the Federal Highway Administration's (FHWA) Emergency Relief (ER) Program eligibility, requirements, processes and policies.

A FEMA/FHWA Specialist will assist the Project Officer (PO) with large project development and the Public Assistance Coordinator (PAC) with project review. A FEMA/FHWA Specialist provides assistance to the applicant with determination of Federal-Aid eligible roadways, separation of first pass debris removal costs on these roadways, formulating large project worksheets for Category A (Debris) for submission to FEMA and preparing Detailed Damage Inspection Reports (DDIR) for submission to the Florida Department of Transportation.

Certificate of Status

I certify from the records of this office that SOLID RESOURCES, INC. is a corporation organized under the laws of the State of Florida, filed on July 07, 2000.

The document number of this corporation is P00000066042.

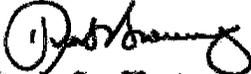
I further certify that said corporation has paid all fees due this office through December 31, 2009, that its most recent annual report/uniform business report was filed on March 13, 2009, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

I further certify that this is an electronically transmitted certificate authorized by section 15.16, Florida Statutes, and authenticated by this code, 090313234105-500145797055#1.

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this the
Thirteenth day of March, 2009




Kurt S. Browning
Secretary of State

Irj K. Wood, Tax Collector

Local Business Tax Receipt

Orange County, Florida

Local business tax receipt is in addition to and not in lieu of any other tax required by law or municipal ordinance. Businesses are subject to regulation of zoning, health and other authorities. This receipt is valid from October 1 through September 30 of receipt year. Delinquent penalty is added October 1.

ORIGINAL 2008 EXPIRES 03/31/2010 3110-1088758
3110 CONSULTING \$30.00 7 EMPLOYEES

TOTAL TAX \$30.00
PREVIOUSLY PAID \$30.00
TOTAL DUE \$0.00

STANKOVICH GARY J

SOLID RESOURCES INC
STANKOVICH GARY J
555 WINDERLEY PL #220
MAITLAND FL 32751

555 WINDERLEY PL #220
E - MAITLAND, 32751
PAID: \$30.00 24-014271 7/2/2009

**CITY OF MAITLAND
1776 INDEPENDENCE LANE
MAITLAND, FL 32751**

BUSINESS TAX RECEIPT

BUSINESS

LOCAL TAX RECEIPT 7791

EFFECTIVE: 10/01/2008 EXPIRATION: 09/30/2009

LOCATION: 555 WINDERLEY PL #220

SOLID RESOURCES INC

CATEGORY: BUSINESS
TYPE: SERVICES

POST IN A CONSPICUOUS PLACE

The patron, firm, or corporation named above is hereby granted this receipt for fees paid to the City of Maitland for the business described above for the period indicated. Granting of this receipt does not enable the holder to operate or maintain a business in violation of any law or ordinance. The City of Maitland does not guarantee the qualifications of the holder of this receipt.

CITY OFFICIAL

NOT VALID UNLESS SIGNED BY CITY OFFICIAL



CERTIFICATE OF LIABILITY INSURANCE

5/1/2009

PRODUCER: Aon Risk Services of the Northeast 199 Water Street, 30th Floor New York, NY 10038	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.	
	COMPANIES AFFORDING COVERAGE	
INSURED: Solid Resources, Inc. 555 Winderly Place #220 Maitland, FL 32761	COMPANY A	NATIONAL LIABILITY AND FIRE INSURANCE COMPANY
	COMPANY B	ZURICH AMERICAN INSURANCE COMPANY
	COMPANY C	
	COMPANY D	
	COMPANY E	UNITED STATES FIDELITY AND GUARANTY CO.
	COMPANY F	AMERICAN INTERNATIONAL SPECIALTY LINES INSURANCE CO.
	COMPANY G	

COVERAGES

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

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A	GENERAL LIABILITY	LNY-00052-2009	4/8/2009	4/8/2010	GENERAL AGGREGATE \$ 2,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIAB.				PRODUCTS-COMP/OP AGG \$ 1,000,000
	<input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR.				PERSONAL & ADV INJURY \$ 1,000,000
	<input type="checkbox"/> OWNER'S & CONTRACTOR'S PROT.				EACH OCCURRENCE \$ 1,000,000
					FIRE DAMAGE (ANY ONE FIRE) \$ 50,000
					MED. EXP. (ANY ONE PERSON) \$ 5,000
B	AUTOMOBILE LIABILITY	BAP 9323983	5/3/2009	5/3/2010	COMBINED SINGLE LIMIT (each) \$ 1,000,000
	<input type="checkbox"/> ANY AUTO				BODILY INJURY (per person)
	<input type="checkbox"/> ALL OWNED AUTOS				BODILY INJURY (per accident)
	<input type="checkbox"/> SCHEDULED AUTOS				PROPERTY DAMAGE (per accident)
	<input checked="" type="checkbox"/> HIRED AUTOS				
<input checked="" type="checkbox"/> NON-OWNED AUTOS					
C	EXCESS/UMBRELLA LIABILITY				EACH OCCURRENCE
	<input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> OCCUR.				EXCESS OF UNDERLYING
D	U.S. LONGSHORE & HARBOR WORKERS (Compensation Risks)				<input checked="" type="checkbox"/> STATUTORY <input type="checkbox"/> OTHER
E	WORKERS' COMPENSATION AND EMPLOYERS LIABILITY	D274W00817	10/1/2008	10/1/2009	<input checked="" type="checkbox"/> STATUTORY <input type="checkbox"/> OTHER
	THE PROPRIETOR / PARTNERS / EXECUTIVE OFFICERS ARE:				EL EACH ACCIDENT \$ 1,000,000
	<input type="checkbox"/> INCLUDED				EL DISEASE - EACH EMPLOYEE \$ 1,000,000
	<input type="checkbox"/> EXCLUDED				EL DISEASE - POLICY LIMIT \$ 1,000,000
F	CONTRACTORS POLLUTION / Professional	COPS 195-5121	5/3/2009	5/3/2010	LIMIT (ANY ONE OCCURRENCE) \$ 1,000,000

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS:

EVIDENCE OF INSURANCE

CERTIFICATE HOLDER TO WHOM IT MAY CONCERN	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.
	AUTHORIZED REPRESENTATIVE BY: <i>Shirley Keith</i>



DAMAGE INCIDENT REPORT

Date of Incident: _____ Time of Incident: _____

Address of Incident: _____

Resident's Name (if available): _____

Resident's Phone (if available): (____) _____

Monitor's Name: _____ Monitor's Badge No.: _____

Monitor's Phone No.: _____ Zone No. _____

Truck No.: _____ Crew Names: _____

Damage Type: Landscaping _____ Building/Structure _____ Vehicle _____
 Personal Property _____ Other (describe) _____

Detailed Description of Incident: _____

Monitor's Signature: _____

Supervisor's Signature: _____

Reported to Debris Removal Company by: _____ Date: _____

Remedial Action Date: _____

Remedial Action Satisfactory: _____ Date: _____

Signature of Resident

SOLID RESOURCES

ENVIRONMENTAL & EMERGENCY SERVICES

TRUCK MEASUREMENT CERTIFICATION FORM

Truck No. Insert consecutive numbers here Net Capacity (Cubic Yards): _____

Primary Hauling Contractor: _____

Subcontractor: _____

Truck Owner: _____

Truck Owner Phone Number: _____

Truck Tag No. and State: _____

Truck Driver Name: _____

Driver's License No. and State: _____

Description (Circle One):

Inches to Decimal Feet Conversion Chart			
Inches	Decimal	Inches	Decimal
1 =	0.0833	7 =	0.5833
2 =	0.167	8 =	0.667
3 =	0.25	9 =	0.75
4 =	0.333	10 =	0.833
5 =	0.417	11 =	0.917
6 =	0.5	12 =	1.0

Example: 10 feet 8 inches = 10.667 feet

Attach a 3.5 inch by 5 inch photograph (side view) in this box

Comments (describe any unusual cutouts or configurations): _____

Other: _____

Main Box - All Measurements in Decimal Feet

Figure Type	Length	Width	Height	Equals	Subtotal Cubic Feet	Divided By	Equals	Subtotal Cubic Yards	Add All Rows Gross Capacity
	X		X	=		27	=		
	X		X	=		27	=		
	X		X	=		27	=		

Deductions - All Measurements in Decimal Feet

Figure Type	Length	Width	Height	Equals	Subtotal Cubic Feet	Divided By	Equals	Subtotal Cubic Yards	Add All Rows Total Deductions
	X		X	=		27	=		
	X		X	=		27	=		
	X		X	=		27	=		

NET CAPACITY
(cubic yards)

Certified By (Print Name and Badge No.): _____

Signature: _____ Date: _____

Subcontractor (Print Name): _____

Signature: _____ Date: _____

Primary Contractor (Print Name): _____

Signature: _____ Date: _____

Client (Print Name): _____

Signature: _____ Date: _____

White: Client Yellow: SFI Pink: Primary Contractor Gold: Subcontractor

USACE HURRICANE DEBRIS ESTIMATING MODEL

U.S. Army Corps of Engineers Hurricane Debris Estimating Model

Background

- The U.S. Army Corps of Engineers (USACE) Emergency Management staff has developed a modeling methodology designed to forecast potential amounts of hurricane generated debris.
- Based on actual data from Hurricanes Frederic, Hugo and Andrew.
- The estimated quantities produced by the model have a predicted accuracy of $\pm 30\%$.
- The primary factor used by the model is the number of households in a developed urban/suburban area.
- Other factors utilized are:
 - Cubic yards of debris generated per household per storm category.
 - Vegetative cover.
 - Commercial density.
 - Precipitation.
- Household debris includes damage to the house, contents and surrounding shrubs/trees.
- Vegetative cover includes all trees and shrubbery located along public rights-of-way, parks and residential areas.
- Commercial density includes debris generated by damage to businesses and industrial facilities.
- Private contractors will remove the majority of commercial related debris; however, disposal/reduction space is still required.
- Very wet storms will cause ground saturation, increasing tree fall.

Initial Planning Data

- For planning purposes, the worst case scenario should be used for the subject area.
- The most accurate process is to determine the defined areas by using Doppler Radar (National Weather Service Broadcasts) and Geographical Information Systems (GIS).
- Doppler radar will define the storm's intensity and the exact track of the eye of the storm in relation to the affected area.
- Track the storm and plot the eye path and 5-mile wide bands out from the eye to define areas and estimate wind speeds.
- The wind speed of the eye wall normally determines the reported storm category with the outward or 5-mile bands being a lesser category.

USACE HURRICANE DEBRIS ESTIMATING MODEL

- Track the storm inland until the wind speeds dissipate below hurricane strength.
- Divide outlined areas by storm category.
- Enter coordinates into a GIS database to determine areas and demographic information, such as:
 - Population.
 - Schools.
 - Businesses.

STEP 1—ESTIMATING DEBRIS QUANTITIES

The formula used in this model will generate debris quantity as an absolute value based on a known/estimated population or a debris quantity per square mile based upon population density per square mile.

- Determine population (P) in the affected area.
- For example, 1990 census data for Harrison County, MS. is 165,500.
- $P = 165,500$.
- The assumption of 3 persons per household (H) is used for this model.
- Known/estimated population (P) for a jurisdiction may be used to determine a value for H or $H = P/3$.

Example

A category 4 storm passes through Harrison County, MS. The area is primarily single family dwellings with some apartment complexes, schools, and shopping centers. Vegetation characteristic is heavy because of the proliferation of residential landscape shrubbery and trees throughout the area. The storm is very wet, with rain before and continuing for a few days after the hurricane.

Formula: $Q = B(C)(V)(B)(S)$

$$H = P/3 = 165,500/3 = 55,167 \quad (3 \text{ persons/household})$$

$$C = 50 \quad (\text{Factor for a Category 4 storm})$$

$$V = 1.5 \quad (\text{Multiplier for heavy vegetation})$$

$$B = 1.3 \quad (\text{Multiplier for heavy commercial due to schools/stores/apartments})$$

$$S = 1.3 \quad (\text{Multiplier for wet storm event})$$

Then $Q = 55,167 \times 50 \times 1.5 \times 1.3 \times 1.3 = 6,992,374$ cubic yards of debris or 7 million cy

USACE HURRICANE DEBRIS ESTIMATING MODEL

The Model Formula: $Q = H (C)(V)(B)(S)$ where:

- Q is the quantity of debris in cubic yards.
- H is the number of households.
- C is the storm category factor in cubic yards.
- V is the vegetation characteristic multiplier.
- B is the commercial/business/industrial use multiplier.
- S is the storm precipitation characteristic multiplier.

C is the storm category factor as shown below. It expresses debris quantity in cubic yards (cy) per household by hurricane category and includes the house and its contents, and land foliage.

HURRICANE CATEGORY	VALUE OF "C" FACTOR
1	2 cy
2	8 cy
3	26 cy
✓4	✓56 cy
5	80 cy

V is the vegetation multiplier as shown below. It acts to increase the quantity of debris by adding vegetation, including shrubbery and trees, on public rights-of-way.

VEGETATIVE COVER	VALUE OF "V" MULTIPLIER
LIGHT	1.1
MEDIUM	1.3
✓HEAVY	✓1.5

B is the multiplier that takes into account areas that are not solely single-family residential, but includes small retail stores, schools, apartments, shopping centers, and light industrial/manufacturing facilities. Built into this multiplier is the offsetting commercial insurance requirement for owner/operator salvage operations.

COMMERCIAL DENSITY	VALUE OF "B" MULTIPLIER
LIGHT	1.0
MEDIUM	1.1
✓HEAVY	✓1.3

USACE HURRICANE DEBRIS ESTIMATING MODEL

S is the precipitation multiplier that takes into account either a "wet" or "dry" storm event. A "wet" storm for category 3 or greater storms will generate more vegetative debris due to the uprooting of complete trees.

PRECIPITATION CHARACTERISTIC	VALUE OF "S" MULTIPLIER
NONE TO LIGHT	1.0
✓ MEDIUM TO HEAVY	✓ 1.3

NOTE: Steps 2 and 3 of this model can also be applied to other debris generating events once an estimated quantity of debris is established.

STEP 2—DEBRIS STORAGE SITE REQUIREMENTS

- Estimate debris pile stack height of 10-feet.
- 60% usage of land area to provide for roads, safety buffers, burn pits and household hazardous waste areas.

1 acre (ac) = 4,840 square yards (sy)
 10 foot stack height = 3.33 yards(y)
 total volume per acre = 4,840 sy/ac x 3.33 y = 16,117 cy/ac

- From the example above, the acreage required for debris reduction sites is:

$7,000,000 / 16,117 \text{ cy/ac} = 434 \text{ acres}$ (required for debris storage only, no buffers, etc.)

- To provide for roads and buffers, the acreage must be increased by a factor of 1.66.

$434 \text{ ac} \times 1.66 = 720 \text{ acres}$ or, since one square mile (sm) = 640 acres $720 \text{ ac} / 640 \text{ ac/sm} = 1.13 \text{ sm}$.

- If you assume a 100 acre storage site can be cycled every 45 to 60 days or one time during the recovery period, then $720/2 = 360$ ac or four 100 acre sites would be required.
- The number of sites varies with:
 - Size.
 - Distance from source.
 - Speed of reduction (mixed debris is slower than clean woody debris).
 - Removal urgency.
- The USACE commonly removes approximately 70% of the total volume generated with local governments, volunteer groups, and private individuals removing the remainder.

If 7 million cy were estimated, the USACE would estimate removing approximately 4.9 million cy of debris.

Below and on the following pages are examples of brochures that have been developed by Solid Resources, Inc. on behalf of previous clients. Similar brochures or flyers can be designed and printed for Cooper City to distribute information to residents regarding the disaster debris removal process, instructions to residents on the importance of separating storm debris or any other purposes.



SOLID RESOURCES INC. works closely with local, state and federal emergency management agencies to monitor and expedite the cleanup of disaster debris, and to maximize reimbursements and financial assistance from granting agencies, such as FEMA and FHWA. The Solid Resources storm debris deployment team is familiar with all facets of planning, mitigation, response and recovery and has provided clients with services that meet regulations, save money and improve recovery time.

SOLID RESOURCES INC. was started in Florida in 1992 to provide clients with environmental, emergency management and solid waste services. Solid Resources has specialized in Debris Management and Monitoring, and has provided emergency assistance to more than 400 local government entities. This depth of proven experience combined with our reputation for the highest quality of work is what differentiates Solid Resources from other firms in the industry.



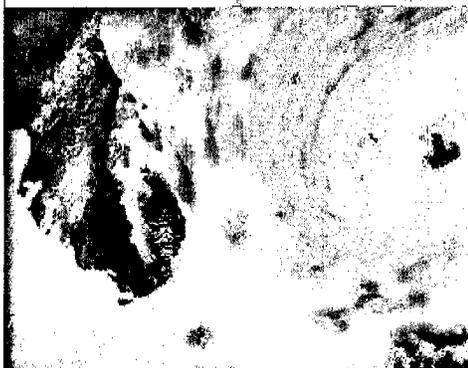
OUR SERVICES INCLUDE:

- Pre-Event Planning & Training
- Post-Disaster Project Management
- Debris Removal Contract Monitoring
- Documentation & Data Management
- Invoicing Review & Reconciliation
- Preliminary Damage Assessments
- Technical Assistance with State & Federal Funding Programs
- FEMA Public Assistance Consultation
- FHWA, NRCS, USACE Project Assistance
- Temporary Disposal Site Selection & Monitoring
- Right of Entry Program Support Services
- Canal & Marine Debris Removal Guidance



DISASTER DEBRIS MANAGEMENT BASICS

Facts and Recommendations



For information about how your community can obtain professional debris management and monitoring services after a disaster, call:



EMERGENCY DEBRIS MANAGEMENT & MONITORING SERVICES

941-379-8100
www.solid-resources.com
[email: info@solid-resources.com](mailto:info@solid-resources.com)

October 2006



**INFORMATION ON
FEMA DEBRIS OPERATIONS**

Debris Operations are typically the most costly part of disaster recovery for local governments, the most complex projects to manage, and often account for the largest amount of funds being denied due to non-compliance with FEMA guidelines and improper project management.

FEMA eligibility guidelines (FEMA 325 p. 6) stipulate that debris must be the direct result of a declared event, must occur within the designated disaster area, and must be the legal responsibility of the public assistance applicant. Debris removal may be eligible for funding when it:

- Eliminates immediate threats to lives, public health and safety;
- Eliminates immediate threats of significant damage to improved public or private property; and/or
- Ensures economic recovery of the affected community to the benefit of the community-at-large.

Debris Management Tips

- Contracts for debris removal and disposal must be competitively bid for either unit cost or lump sum.
- All hauling trucks must be inspected, measured, certified and placarded for capacity.
- All truckbeds must be monitored at collection sites to ensure debris eligibility and to be issued a load ticket document.
- Load tickets must contain accurate collection information on the debris type, location, date, truck capacity, monitor, and final quantity for every truckload.
- The site to which debris is hauled and reduced must have monitors in a tower to verify judge and record load volumes.
- Hand-loading of trucks or trailers is discouraged, as FEMA policy (FV 5523.12) states they will be restricted to a maximum of 80% certified capacity.
- Costs for single hauls from the debris collection site to a temporary disposal and reduction site is usually reimbursed, but second or third hauls of un-reduced debris are generally not reimbursed unless it can be shown that this was the most reasonable and cost effective method.
- Vegetative debris should be reduced by grinding or burning before hauling to final disposal sites to reduce costs.
- Environmental permits must be obtained from appropriate regulatory agencies for disposal sites, and historically significant areas may require special review and permitting.

Recommendations

- Choose your temporary disposal sites carefully before a disaster in order to allow time for environmental studies, necessary permitting, leasing arrangements, site preparations and planning.
- Reduce and recycle debris to save money and the environment.
- Document (with photos, addresses, and notes) stumps, hanging tree limbs and leaning trees that require removal for health and safety reasons, preferably with FEMA.
- For stumps, hangers and leaners, "cradle to grave" debris hauling and disposal contracts can be more cost effective, but documentation is still critical for reimbursement.
- Have FEMA, the State or a qualified consultant review your debris removal contracts for potential technical problems.
- Protect your reimbursement funding by hiring only qualified and experienced contractors to perform debris removal, and consultants for debris operations monitoring and management.
- Develop a Debris Management Plan as part of your general Emergency Operations Plan. Hold a meeting with your primary debris removal and management contractor and heads of relevant departments (Public Works, Solid Waste, Police, Utilities, etc.) on an annual basis to review and coordinate planning.
- Maintain and have ready accurate maps of your community, with County, City, State, Federal-Aid and private roads pre-identified.



Reimbursement Facts

- Contract labor is reimbursable but must comply with 44 CFR 13.36 procurement codes.
- Debris must meet FEMA eligibility standards for removal costs to be funded.
- Force account labor costs are reimbursed for overtime and fringe benefits only.
- Equipment usage, either force account or rental, may be reimbursed.
- When contracting, follow local, State and Federal purchasing guidelines and document the procurement process.
- Reimbursement of Time and Material debris hauling or clearing costs are limited to 70 hours of contracted work.
- Stumps greater than 24 inches in diameter may be contracted on per-stump pricing and usually must be deemed "hazardous" to qualify.
- Stumps 24 inches and below should be priced at cubic yard rates or picked up with other vegetative debris.
- FEMA will reimburse the costs of portable scales for weighing debris at disposal sites.
- Emergency contracts are usually acceptable, but contracts secured through a competitive bidding process are preferable.
- Costs for professional debris removal contract monitoring are eligible for reimbursement from both FEMA and FHWA.
- Debris removal from private property is not reimbursable, unless disaster or case-specific authorization is granted by FEMA. Gated communities may be eligible for debris removal, but proper procedures must be followed.

Debris on Federal-Aid Roads

The FHWA regularly funds, through its Emergency Relief Program, the removal of storm related debris from Federal-Aid roads, but will limit eligibility of debris removed to the first collection pass only; subsequent passes typically are eligible for FEMA reimbursement. It is imperative to carefully document separately the debris that is removed during the first pass from FHWA eligible roads in order to protect your funding, as FEMA will not reimburse for costs incurred for the removal of that debris. Also, FHWA funding is typically 100%, while FEMA typically funds 75%.

Canal Debris

The Natural Resource Conservation Service (NRCS) often has funding available for the removal of eligible storm debris from watershed or navigable canals, and you must first seek their assistance before being considered for FEMA assistance. FEMA and the NRCS considers funding emergency work only for the removal of debris which might impede drainage during a 5 year flood event for watershed canals, and these canals must have been regularly maintained in order to qualify. For navigable canals, the debris must generally constitute a threat to public health and safety in order to be eligible. The removal of storm strewn abandoned vessels may qualify for reimbursement by FEMA, but requires special processes and validation.



FEDERAL PROGRAMS FOR FUNDING EMERGENCY PROJECTS



There are TWO names to know in emergency management: FEMA and FHWA

FEMA is a household name when it comes to disasters. . . Hurricane Andrew, 9/11, and all the recent hurricanes that have swept across Florida. In the past two hurricane seasons alone Florida has been allocated over \$3.49 Billion dollars in disaster recovery funding from FEMA, and until Hurricane Katrina, Florida had been the largest recipient of FEMA Public Assistance funds.

FHWA, on the other hand, is less talked about – and less known about – but is equally important when it comes to disasters in Florida. Knowing about FHWA ER assistance and how the program works may mean the difference in your district's or community's economic recovery taking months instead of years or decades. In the past two hurricane seasons, Florida has received approximately \$2 billion from this important program.

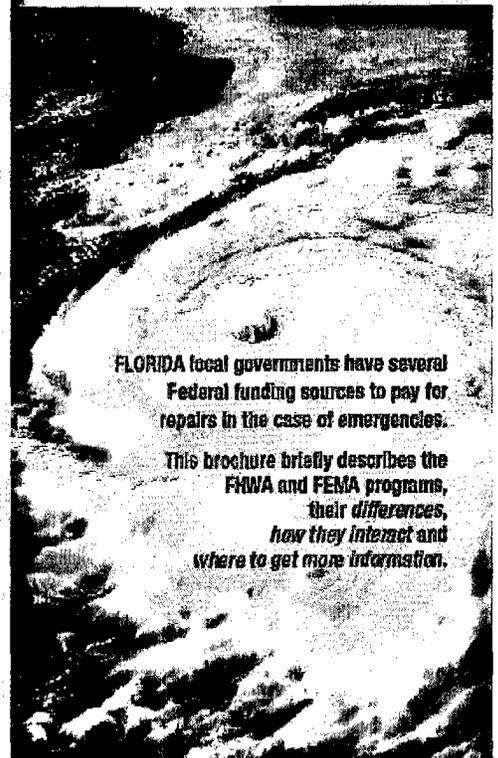


SUMMARY OF FEDERAL FUNDING DIFFERENCES		
	FHWA – ER	FEMA – PA
Guiding Policies	Highway Trust Fund 23 USC 120, 125 23 CFR 630, 635 Emergency Relief Manual (August 2003 Katrina Update)	Statutory Authority as amended 42 USC 5405 44 CFR 204, 205, 206 Disaster Specific Guidance (DSG)
Categories of Damage Coverage	Emergency repair (e.g., debris removal) Permanent repair for damage resulting from a disaster (e.g., washaway, roadway lighting)	Emergency work • Category A – Debris Removal • Category B – Protective Measures in some disasters Permanent work • Category C – Signal, Signs and Bridges • Category D – Other Critical Facilities • Category E – Bridge A Equipment • Category F – Utilities • Category G – Parks and Recreation Facilities
Typical Federal Cost Share	Roads on Federal Lands - 100% Emergency repairs - up to 100% within the first 180 days Interstate Highways- 60% Other Highways - 80%	Category A: Maximum of 70 hours of time and material needed expenses - 75% Categories A & B: 72 contiguous hours within the incident period other 100% All Categories (A-G): 75% maximum, may increase based on Presidential declaration cost share
Funding Requests	FDOT District Offices	FEMA
Eligible Project Cost Threshold	\$5000	Small Projects = \$1000 Large Projects = \$25,000 (FY 2007)
Debris Removal	Considered Emergency Repair Final Patch – to restore travel on Federal Aid roadway (reimbursed at 100%) Final Pass – first pass of debris removal collection along Federal Aid roadway (reimbursed at 100% for work completed within first 180 days)	Considered Emergency Work Final Patch – to restore travel and protect health and safety on non-Federal Aid roadway Considered Category B – Emergency Protective Measures (paid based at 100% within the 72-hour period) Final Pass – first pass of debris removal collection (they non-Federal Aid roadway (reimbursed typically 75%) Considered Category A – Debris Removal (reimbursed at 75% for work completed within the first 180 days) Additional Passes – subsequent debris removal collection passes required to eliminate the threat to public health and safety along ALL roadways (private roads typically excluded). Considered Category A – Debris Removal (reimbursed at 75% for work completed within the first 180 days)
Mitigation	Reimburse – improve and prevent future damage, cost estimating and benefit analysis	Reimbursed mitigation – private hazard mitigation cost estimating cost benefit analysis. ARE mitigation applicable to federal roads paid by the district manager and approved by FEMA. Federal Mitigation (24 non-damaged facilities used to prevent damage. Reimbursed by the state.

Prepared by FDOT Emergency Management April 2007



Federal Programs for Funding Emergency Projects



FLORIDA local governments have several Federal funding sources to pay for repairs in the case of emergencies.

This brochure briefly describes the FHWA and FEMA programs, their differences, how they interact and where to get more information.

Federal Highway Administration (FHWA)

Emergency Relief (ER) Programs

Congress authorized a special program from the Highway Trust Fund for the repair or reconstruction of Federal-aid roads and bridges which have suffered serious damage as a result of (1) natural disasters or (2) catastrophic failures from an external cause. By law, the FHWA can provide up to \$100 million in ER funding to a state for each natural disaster or catastrophic failure that is found eligible for funding under the ER program.

Approved ER funds are available at the pro-rata share that would normally apply to the Federal-aid facility damaged. For interstate highways, the Federal share is 90 percent. For all other highways, the Federal share is 80 percent. Emergency repair work to restore essential travel, minimize the extent of damage, or protect the remaining facilities, accomplished in the first 180 days after the disaster occurs, may be reimbursed at 100 percent Federal share.

Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Grant Program:

To alleviate suffering and hardship resulting from major disaster or emergency declared by the President, FEMA provides supplemental Federal disaster grant assistance for the repair, replacement or restoration of disaster-damaged publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations, as authorized in the Stafford Act, as amended.

The Federal share of assistance is at a minimum 75% of the eligible cost for emergency measures and permanent restoration. The grantee (usually the State) determines how the non-Federal share (up to 25%) is split with the sub-grantee that eligible applicants are typically local governmental subdivisions of the state and state agencies. After a natural or man-made event that causes extensive damage, FEMA coordinates with the state to implement and administer the Public Assistance Grant Program. The funding process consists of the following steps:

- Governor's Executive Order and Request for Federal Assistance
- Preliminary Damage Assessment (PDA)
- Presidential Disaster Declaration
- Applicants' Briefing led by Grantee (State)
- Submission of Request for Public Assistance by Sub-Grantee (Applicant)
- Kick-off Meeting with Public Assistance Coordinator (PAC)
- Project Formulation and Cost Estimating
- Project Review and Validation
- Obligation of Federal and State Funds and Disbursement to Sub-Grantee
- Final Inspections and Appeals
- Administrative and Financial Closeout

With certain exceptions, an eligible facility is any building, public works facility, system or equipment that is built or manufactured or any improved and maintained natural feature that is owned by an eligible public or private nonprofit (PNP) applicant.

General Eligibility Criteria for all work

- Result of declared event
- Located in designated disaster area
- Not be under the specific authority of another Federal agency
- Legal responsibility of an eligible applicant
- Be in entire use at the time of the disaster

Debris Specific Criteria:

- Must be in the "Public Interest," as defined by the ability to:
 - Eliminate immediate threat to life, public health or safety
 - Eliminate immediate threats of significant damage to improved public or private property
 - Ensure economic recovery of the affected community to the benefit of the community-at-large

Examples of eligible public facilities under the PA program include:

- Roads (non-Federal Aid)
- Roads (Federal Aid roads that may require subsequent debris collection passes after the "first pass")
- Sewage Treatment Plants • Airports • Schools • Buildings
- Irrigation Equipment • Public Utilities • Bridges and Culverts

SUMMARY OF FEDERAL FUNDING DIFFERENCES

Overall Program Differences

- For FHWA ER reimbursement contact the FDOT District Office
- For FEMA file a "Request for Public Assistance" with Florida Division of Emergency Management (FDEM)
- FEMA does not reimburse for items eligible under the FHWA ER Program
- Emergency and permanent categories are eligible under both programs
- FHWA project threshold minimum \$5,000; FEMA project threshold minimum \$1,000

Debris Removal

FUSH - pushing and clearing all debris off the roadway
PASS - picking up and hauling away eligible debris from the road right of way

- FHWA pays for first pass on Federal Aid eligible roadways, FEMA pays for subsequent passes on Federal Aid roadways if not funded under the ER program
- FHWA reimburses 100% for first pass on Federal Aid eligible road ways for work completed within the first 180 days
- FEMA reimburses 75% for all passes on non-Federal Aid roadways (70 hours of time and material contract expenses at established cost share) for work completed within the first 180 days (private roads typically excluded)
- FEMA reimburses for the removal of hazardous trees and limbs in the interest of public safety. FEMA does not pay to replace trees
- First pass under FHWA is considered emergency repair debris removal
- All debris passes on non-Federal Aid eligible roadways under FEMA is emergency work Category A
- Initial push on non-Federal Aid roadways limited by FEMA to 70 hours for time and material contract expenses and reimbursed at the established cost share
- Initial push on Federal Aid roadways reimbursed by FHWA at 100%
- Applicant must separate FHWA vs. FEMA quantities during the debris removal process

Permanent Repairs

- Permanent repairs require FHWA authorization, no authorization required under FEMA PA as long as the damages are disaster related on non-FHWA roads and bridges
- Federal share varies under FHWA (Interstate 80%, other Federal-aid highways 90%, roads on Federal lands 100%)
- Federal share is at minimum 75% or as based on the applicable presidential disaster declaration
- Betterments improve and prevent future damages under FHWA
- Hazard mitigation 406 applicable to disaster damaged facilities-specific, 404 available for non-damaged facilities, a prevention measure administered by the state.
- Both measures tend to be cost effective determined by the cost benefit analysis.

Contracts

- FHWA and FEMA PA both require a proper bidding process and at least three bids need to be considered.
- FHWA Permanent Repairs must follow the normal FHWA letting process

DDIRs & PNs

- FHWA uses Detailed Damage Inspection Reports (DDIR) to document damages and costs.
- FEMA uses Project Worksheets (PW) to document damages and costs.
- Both programs control the scope of work, control quantities, but do not control unit prices or current market prices of labor, equipment, and materials that meet reasonable cost criteria
- DDIRs are reviewed and approved by both FDOT and FHWA
- Project Worksheets are reviewed by FEMA and State of Florida Public Assistance personnel before being sent to the regional office for final review and funding. PNs greater than a million dollars will go to FEMA headquarters in Washington, DC for review and funding.
- Both DDIRs and PNs require as much documentation as possible to be prepared and subsequently funded, this may include procurement documents, proposals, contracts, cost estimates, invoices, GPS coordinates, drawings, GIS maps, time sheets, expense forms, supply receipts, equipment logs, debris removal load tickets, landfill receipts, etc.

For Additional Information:

FEMA

Orlando Long Term Recovery Office (LTRO): (407) 268-8899
FEMA Debris Hotline: (407) 858-4551
www.fema.gov/government/grant/pa/index.shtm

FHWA

Emergency Relief Program Administration: (850) 942-8650
www.fhwa.dot.gov/programadmin/erlet.htm

Florida Division of Emergency Management (FDEM)

Tallahassee Office: (850) 413-9900
Orlando Office: (407) 858-2626
www.floridadisaster.org • www.floridaPA.org

REP # 2009-2

DISASTER MANAGEMENT & RECOVERY S

DATE OF OPENING: AUG 31, 2009

SOLID RESOURCES INC

555 WINDERLEY PL SUITE 220

MAITLAND, FL 32751

The World On Time

BOX[®]

Medium





THE CITY OF

BROWARD COUNTY, FLORIDA

P.O. BOX 290910
9090 Southwest 50th Place
Cooper City, Florida 33329-0910
(954) 434-4300 • Fax (954) 434-5099
coopercityhall@coopercityfl.org

Debby Eisinger, Mayor
Lisa Mallozzi, Commissioner
John Sims, Commissioner
Neal de Jesus, Commissioner
James C. Curran, Commissioner
Bruce D. Loucks, City Manager

August 1, 2011

Steve Branham

Executive Vice President, Government Services
Rear Admiral (Retired), United States Coast Guard
O'Brien's Response Management Inc.
2200 Eller Drive
P.O. Box 13038
Fort Lauderdale, FL 33316

Re: Piggybacking Cooper City's CONTRACT FOR DISASTER MANAGEMENT AND RECOVERY SERVICES RFP# 2009-7 with O'Brien's

Dear Mr. Branham,

This letter serves to recognize and allow piggybacking of Cooper City's CONTRACT FOR DISASTER MANAGEMENT AND RECOVERY SERVICES RFP# 2009-7 by other public entities wishing to procure services under this contract.

The RFP leading to this contract was publicly advertised on August 18, 2009. City Commission approved final award of the contract after a competitive bidding process. The successful bidder was Solid Resources, Inc., who was later acquired by O'Brien's Response Management Inc. The contract between Cooper City and O'Brien's was executed on March 10, 2010 and the initial term was three (3) years. Upon expiration of the initial term, the contract may be extended for two (2) additional one (1) year periods. See attached copy of executed contract and RFP.

Sincerely,

Kerri Anne Fisher
Purchasing Agent



**CITY OF COOPER CITY
CITY COMMISSION
MEETING AND BUDGET HEARING
SEPTEMBER 21, 2009**

1. PLEDGE OF ALLEGIANCE

Mayor Eisinger opened the meeting at 6:04 p.m. and led the assembly in the Pledge of Allegiance.

2. ROLL CALL

Present were Commissioners Mallozzi, De Jesus, Curran and Mayor Eisinger. Absent was Commissioner Sims.

3. CHANGES TO AGENDA/EMERGENCY MATTERS

City Manager Bruce Loucks announced the addition of Item 6-C-3 Award of RFP 2009-7as represented on the REVISED Agenda. He then requested the movement of Item 8- Quasi-judicial hearing for the first reading of the PMUD for Zom, Monterra Master Plan for Parcel 2i from its original Agenda position after Financial Matters to just after the Consent Agenda.

MOTION: To move Item 8 to just after the Consent Agenda.

Moved by Commissioner Mallozzi, seconded by Commissioner Curran. All aye on roll call vote with Commissioner Sims absent.

4. ANNOUNCEMENTS/PRESENTATIONS

Mayor Eisinger made the following announcements:

- The Broward County Property Appraisers Office will hold an outreach event in Cooper City at the Community Center on October 20th from 10:00 a.m. until 11:30 a.m.
- The next Commissioner Meeting will be held on October 13th at 6:00 p.m.

A Proclamation declaring September 21, 2009 as "Starlight Children's Foundation Day" was presented to member, Elliott Kleiman and the Foundation's local representative, Sasha Moon.

5. AGENDA CONCERNS

Gladys Wilson, 5155 SW 90th Avenue, criticized Commission spending in the Fiscal Year 2009/2010 Budget.

6. CONSENT AGENDA

A. Resolutions

1. Authorizing the City Manager to execute an Interlocal Agreement with Broward County for Community Bus Services. – Res. No. 09-9-5

2. Authorizing the Mayor and City Clerk to execute a Right of Entry Agreement and Public Safety Ingress/Egress Easement with Camelot Lakes HOA – Res. No. 09-9-6
3. Authorizing the Mayor and City Clerk to execute a Right of Entry Agreement and Public Safety Ingress/Egress Easement with Tierra Vista, Inc. HOA – Res. No. 09-9-7
4. Authorizing the Mayor and City Clerk to execute a Right of Entry Agreement and Public Safety Ingress/Egress Easement with Paseo Verde HOA – Res. No. 09-9-8
5. Authorizing the Mayor and City Clerk to execute a Right of Entry Agreement and Public Safety Ingress/Egress Easement with Camelot Gardens HOA – Res. No. 09-9-9
6. Authorizing the Mayor and City Clerk to execute a Right of Entry Agreement and Public Safety Ingress/Egress Easement with Countryside West HOA – Res. No. 09-9-10
7. Authorizing the Mayor and City Clerk to execute a Right of Entry Agreement and Public Safety Ingress/Egress Easement with Forest Lake Townhomes Owners’ Association, Inc. – Res. No. 09-9-11
8. Authorizing the Mayor and City Clerk to execute a Right of Entry Agreement and Public Safety Ingress/Egress Easement with Townhomes of Rock Creek HOA – Res. No. 09-9-12
9. Authorizing the Mayor and City Clerk to execute a Right of Entry Agreement and Public Safety Ingress/Egress Easement with Hibbs Grove Plantation HOA – Res. No. 09-9-13

B. Proclamations

Starlight Children’s Foundation Day

C. Financial Matters

1. Award of RFP #2009-6 for a Sewer Vacuum Truck – per Utilities Director
2. Award of Bid #2009-9 for Concrete Installation and Repair – per Public Works Director
3. Award of RFP #2009-7 for Disaster Management and Recovery Services – per Public Works Director

MOTION: To approve the Consent Agenda with the exception of Item 6C1.

Moved by Commissioner Mallozzi, seconded by Commissioner de Jesus. All aye on roll call vote with Commissioner Sims absent.

Item 6C1

Award of RFP 2009-6 for a Sewer Vacuum Truck

MOTION: To approve the award RFP#2009-6 for a sewer vacuum truck.

Moved by Commissioner Mallozzi. Motion failed for lack of a second.

**CONTRACT FOR DISASTER MANAGEMENT
& RECOVERY SERVICES RFP # 2009-7**

This Contract for Disaster Management & Recovery Services ("Contract") is entered into by and between The City of Cooper City, Florida ("Cooper City" or "City") and O'Brien's Response Management Inc. ("Contractor" or "O'Brien'sRM"), each of which may be referred to individually as "Party" or collectively as the "Parties".

Recitals

WHEREAS, the City issued a Disaster Management & Recovery Services RFP #2009-7 ("RFP"), and Solid Resources, Inc. submitted a response to this RFP;

WHEREAS, the City awarded the contract for Disaster Management & Recovery Services to Solid Resources, Inc.;

WHEREAS, Solid Resources, Inc. merged into O'Brien's Response Management Inc. effective January 1, 2010;

WHEREAS, O'Brien's Response Management Inc. is an environmental and emergency management services firm that is registered as a corporation in good standing with the State of Florida;

WHEREAS, O'Brien's Response Management Inc., by operation on law, is the successor in interest and has assumed all of the obligations of Solid Resources, Inc.;

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

NOW THEREFORE, in accordance with the specifications and requirements of the RFP, the Parties agree to the following:

1. **Recitals**. The Parties agree that the above-referenced recitals are incorporated herein. The Parties also agree that the Disaster Management & Recovery Services RFP # 2009-7 and the response submitted by O'Brien'sRM (collectively the "RFP") are hereby incorporated into the Contract. Notwithstanding the foregoing, this Contract shall control over any conflicting provision of the RFP.
2. **Engagement**. The City hereby engages Contractor, and Contractor hereby accepts such engagement, to provide Disaster Management and Recovery Services (as defined herein) in accordance with the terms, and subject to the conditions, of this Contract.
3. **Services**. During the Term (as defined herein) and as requested by the Client, the Contractor shall provide the City with Disaster Management & Recovery Services that shall include those services described in Attachment A, which is incorporated herein ("Services").
3. **Term**. The Term of this Contract shall commence on the day the Contract is signed by the City, provided both Parties have signed the Contract ("Effective Date") and shall be in effect for a period of three years ("Initial Term"), unless otherwise terminated earlier as provided herein. At the end of the Initial Term, upon the request of the City, the Parties can renew the Contract for two (2) additional one (1) year renewal term

("Renewal Term"). Both the "Initial Term" and any "Renewal Term(s)" may be collectively referred to as "Term."

4. **Independent Contractor.** It is expressly acknowledged by the Parties that Contractor is an "independent contractor" and nothing contained in this Contract is intended, or shall be construed, to create a partnership between the Parties, to cause either Party to be responsible in any way for the debts, liabilities, or obligations of the other Party, or to constitute an employer-employee relationship between the Parties.

5. **Insurance.** During the Term, the Contractor agrees to obtain or possess the following insurance coverage, and will provide Certificates of Insurance to the City to verify such coverage.

- a) **Workers' Compensation.** The Contractor shall provide coverage for its employees with statutory workers' compensation limits, and no less than \$1,000,000 for the Employers' Liability. Said coverage shall include a waiver of subrogation in favor of the City and its agents, employees, and officials.
- b) **Commercial General Liability.** The Contractor shall provide coverage for all operations including, but not limited to Contractual, Products, and Completed Operations, and Personal Injury. The limits shall be no less than \$1,000,000 per occurrence, with a \$2,000,000 aggregate.
- c) **Business Automobile Liability.** The Contractor shall provide coverage for all owned, non-owned and hired vehicles with limits of not less than \$1,000,000 per occurrence, Combined Single Limits (CSL) or its equivalent.
- d) **Professional Liability (Errors & Omissions).** The Contractor shall provide coverage for all claims arising out of the Services performed with limits not less than \$1,000,000 per claim. The aggregate limit shall either apply separately to this contract or shall be at least twice the required per claim limit.

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

City of Cooper City
Kerri Anne Fisher,
Purchasing Agent
PO Box 290910
Cooper City, FL 33329-0910

Tel: (954) 434-4300 ext 268
Fax: (954) 434-5099
E-mail: Purchasing@CooperCityFL.org

O'Brien's Response Management Inc.
Gary Stankovich
555 Winderley Place
Suite 220
Maitland, Florida, 32751

Tel: (407) 702-1172
Fax: (407) 702-1764
E-mail: gstankovich@solid-resources.com

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

7. **Compensation.**

7.1 **Invoices.** The Contractor shall provide an invoice ("Invoice") to City on a monthly basis that shall include the Services rendered, and the compensation for Services shall be in accordance with the schedule provided in Attachment B, which is incorporated herein. The compensation for Services may not be modified, unless otherwise agreed upon by the Parties in writing. The Parties agree that payment for such Services shall be due thirty (30) days upon receipt of the Invoice.

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

7.3 **Records Maintenance.** The Contractor shall maintain adequate records to justify all charges, expenses, and costs incurred in estimating and performing the Services for at least three (3) years after completion of the Contract. All records, documents, and information collected and/or maintained by others in the course of the administration of the Contract shall be transferred to electronic data storage media and copies given to the City to retain for its use. The information shall be made accessible at the Contractor's place of business to the City, including the Comptroller's Office and/or its designees, for purposes of inspection, reproduction, and audit without restriction.

8. **Termination.**

8.1 **For Default.** If Contractor defaults in its performance under the Contract and does not cure the default within 30 days after written notice of default, the City Manager may terminate the Contract, in whole or in part, upon written notice without penalty to the City. In such event, the City may hold the Contractor liable for any damages caused to the City by reason of such default and termination, including the excess cost of procuring similar supplies or services. In the event of such termination, any completed services performed by the Contractor under this Contract shall, at the option of the City, become the City's property and the Contractor shall be entitled to receive equitable compensation for any work completed to the satisfaction of the City. The Contractor, however, shall not be relieved of liability to the City for damages sustained by the City by reason of any breach of the Contract by the Contractor, and the City may withhold any payments to the Contractor for the purpose of setoff until such time as the amount of damages due to the City from the Contractor can be determined. The Contractor shall NOT be liable for damages if, (1) it is determined for any reason that the Contractor was not in default or (2) the Contractor's failure to perform is without his or his subcontractor's control, fault or negligence, the termination will be deemed to be a Termination without Cause.

8.2 **Without Cause.** The City may terminate this Contract without cause by providing Contractor with 7 days written notice of the termination.

8.3 **Effects of Termination.** Upon receipt of any notice of termination, Contractor shall discontinue providing Services except as otherwise provided in Section 8.1. To the extent that the termination of this Contract is not due to Contractor's breach of its obligations under the Contract, City shall reimburse Contractor for all Services properly furnished in accordance with the requirements of this Contract up and through the date of the notice of termination (or such other time specified in the notice). Notwithstanding any other provisions in the Contract to the contrary, the Contractor shall have no further obligations under this Contract after the effective date of the termination.

9. **Indemnification/Liability.** Contractor agrees to indemnify, defend, and hold City and its officers, directors, officials, employees, and agents ("City Group") harmless from and against all fines, penalties, costs, and expenses (including but not limited to attorney's fees), suits, actions, damages, judgments, claims, demands, liabilities, losses, and causes of action ("Claim(s)") which may be asserted against or suffered or incurred by City, arising out of, incident to, or in connection with the furnishing of the Services by Contractor or any activities by Contractor under this Contract or otherwise based upon the negligence, intentional tort, omissions of, or the breach of this Contract by the Contractor. Contractor shall not be responsible for any portion of a Claim, or Claims, that relate to, or arise out of, the City Group's negligence, intentional torts, or any actions or omissions. Except as otherwise provided in this Contract, no Party shall be liable for special, indirect, punitive, or consequential damages.

10. **Force Majeure.** The Contractor shall not be responsible for any delay resulting from its failure to perform if neither the fault nor the negligence of Contractor or its employees or agents contributed to the delay and the delay is due directly to acts of God, wars, acts of public enemies, strikes, fires, floods, or other similar cause wholly beyond the Contractor's control, or for any of the foregoing if no alternate source of supply is available to Contractor. In case of any delay Contractor believes is excusable, Contractor shall notify the City in writing of the delay or potential delay and describe the cause of the delay either (1) within 10 days after the cause that creates or will create the delay first arose, if Contractor could reasonably foresee that a delay could occur as a result, or (2) if a delay is not reasonably foreseeable, within 5 days after the date Contractor first had reason to believe that a delay could result. If performance is suspended or delayed, in whole or in part, due to any of the causes described in this paragraph, after the causes have ceased to exist Contractor shall continue to perform in accordance with the Contract. The Parties shall mutually determine whether additional compensation is warranted.

11. **General Provisions.**

11.1 **Agreement.** This Contract and the RFP constitute the entire agreement between the Parties. No oral agreements or representations shall be valid or binding upon the Parties.

11.2 **Assignment.** The Contractor shall not sell, assign, or transfer any of its rights, duties, or obligations under the Contract, or under any purchase order issued pursuant to the Contract, without the prior written consent of the City.

11.3 **Venue; Governing Law; and Waiver of Jury Trial.** The exclusive venue of any legal or equitable action that arises out of or relates to the Contract shall be the appropriate state court in Broward County, Florida. In any such action, Florida law shall apply and the Parties hereby waive any right to jury trial.

11.4 **Safety.** The Contractor agrees that it shall comply with all Occupational Safety and Health Administration (OSHA), State and City Safety and Occupational Health Standards and any other applicable rules and regulations relating to occupational safety.

11.5 **Modification of Terms.** The Contract contains all the terms and conditions agreed upon by the Parties, which terms and conditions shall govern all transactions between the City and Contractor. The Contract may only be modified or amended upon mutual written agreement of the Parties.

11.6 **Execution in Counterparts.** The Contract may be executed in counterparts, each of which shall be an original and all of which shall constitute but one and the same instrument.

11.7 **Severability.** If a court deems any provision of the Contract void or unenforceable, that provision shall be enforced only to the extent that it is not in violation of law or is not otherwise unenforceable and all other provisions shall remain in full force and effect.

11.8 **Authority.** Each person signing the Contract represents that he or she is duly authorized to do so and to bind the respective Party to the Contract.

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

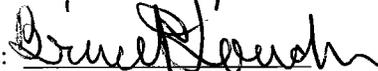
11.10 **Survival of Provisions.** Any terms or conditions of this Contract that require acts beyond the date of the Term of this Contract, shall survive termination of the Contract, shall remain in full force and effect, unless and until the terms or conditions are completed and shall be fully enforceable by either Party.

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

City of Cooper City, Florida

By: Bruce B. Loucks

Title: City Manager

Signature: 

Date: 3-10-2010

O'Brien's Response Management Inc.

By: Gary J. Stankovich

Title: Executive Vice President, Government Services

Signature: _____

Date: _____

ATTACHMENT A
DISASTER MANAGEMENT & RECOVERY SERVICES
SCOPE OF SERVICES RFP # 2009-7

A. DISASTER DEBRIS MONITORING SERVICES

Contractor shall provide disaster debris monitoring services to include debris generated from the public rights-of-way, private property, drainage areas/canals, waterways, and other public, eligible, or designated areas. Specific services may include:

- a) Coordinating daily briefings, work progress, staffing, and other key items with the City.
- b) Selection and permitting of TDSR locations and any other permitting/regulatory issues as necessary.
- c) Scheduling work for all team members and contractors on a daily basis.
- d) Hiring, scheduling, and managing field staff.
- e) Monitoring recovery contractor's operations and making/implementing recommendations to improve efficiency and speed up recovery work.
- f) Assisting the City with responding to public concerns and comments.
- g) Certifying contractor vehicles for debris removal using methodology and documentation practices appropriate for contract monitoring.
- h) Entering load tickets into a database application.
- i) Digitization of source documentation (such as load tickets).
- j) Developing daily operational reports to keep the City informed of work progress.
- k) Development of maps, GIS applications, etc. as necessary.
- l) Comprehensive review, reconciliation, and validation of debris removal contractor(s) invoices prior to submission to the City for processing.
- m) Project Worksheet and other pertinent report preparation required for reimbursement by FEMA, FHWA and any other applicable agency for disaster recovery efforts by City staff and designated debris removal contractors.
- n) Final report and appeal preparation and assistance.

B. EMERGENCY MANAGEMENT PLANNING AND TRAINING

As directed by the City, the Contractor shall provide:

- a) Comprehensive emergency plans (e.g. COOP, EOP) to include plan development; review, and revisions.
- b) Comprehensive mitigation programs to include development of mitigation plan(s), staff training, cost benefit analysis, project management, environmental review and staff augmentation.
- c) Development of a debris management plan-including identification of an adequate number of TDSR locations. Staff training as necessary.
- d) Procurement assistance for debris removal contractors and other services as requested.
- e) Project management to include the formulation and management of permanent work projects, task force management, and City Commissions, Board and Panels.
- f) Technical support and assistance in developing public information.
- g) Other training and assistance as requested by the City.
- h) Other reports and data as required by the City.
- i) Other emergency management and consulting services identified and required by the City.

C. PUBLIC ASSISTANCE CONSULTING SERVICES

As directed by the City, the Contractor shall provide:

- a) Identification of eligible emergency and permanent work (Category A-G);
- b) Damage Assessment;
- c) Assistance in attaining Immediate Needs Funding;
- d) Prioritization of recovery workload;
- e) Loss measurement and categorization;
- f) Insurance evaluation, documentation adjusting and settlement services;
- g) Project Worksheet generation and review;
- h) FEMA, FHWA and NRCS reimbursement support;
- i) Staff augmentation with experienced Public Assistance Coordinators and Project Officers;
- j) Interim inspections, final inspections, supplemental Project Worksheet generation and final review;
- k) Appeal services and negotiations;
- l) Reconstruction and long-term infrastructure planning; and
- m) Final review of all emergency and permanent work performed.

ATTACHMENT B
FEE SCHEDULE

The hourly labor rates shall include all applicable overhead and profit. All non-labor related project costs will be billed to the City at cost without mark-up.

Positions	Estimated Hours (1)	Hourly Rates (2)
Project Manager	200	\$90
Operations Manager	250	\$75
Scheduler/Expeditors	250	\$35
GIS Analyst	40	\$70
Field Supervisors	550	\$62
Debris Site/Tower Monitors	4,500	\$37
Environmental Specialist	40	\$80
Project Inspectors (Citizen Drop-Off Site Monitors)	10,000	\$37
Field Coordinators (Crew Monitors)	20,000	\$37
Load Ticket Data Entry Clerks (QA/QC)	5,000	\$25
Billing/Invoice Analysts	150	\$45
Project Coordinators	150	\$40
Data Manager	50	\$45
Public Assistance Coordinator		\$115
Project Officer		\$98
FEMA/FHWA Specialist		\$98

NOTES:

- 1) Estimated hours are NOT intended to represent the actual contract amount, but are an estimate of a typical work month and will be used for the sole purpose of evaluating proposals.
- 2) Rates are subject to a 2.5% increase for each annual renewal exercised under the Bid Specifications of the RFP.

ATTACHMENT C
REQUIRED FEDERAL PROVISIONS FOR
EMERGENCY RELIEF PROGRAM
DEBRIS MONITORING CONTRACT

1.0 Limits on Federal Participation: Federal-aid funds shall not participate in any cost which is not incurred in conformity with applicable Federal and State laws, the regulations in 23 Code of Federal Regulations (C.F.R.) and 49 C.F.R., and policies and procedures prescribed by the Division Administrator of FHWA. If FHWA or the Department of Transportation determines that any amount claimed is not eligible, federal participation may be approved in the amount determined to be adequately supported and the Agency shall notify the Contractor in writing citing the reasons why items and amounts are not eligible for federal participation. Where correctable non-compliance with provisions of law or FHWA requirements exist, funds may be withheld until compliance is obtained. Where non-compliance is not correctable, the Agency may deny participation in project costs in part or in total.

2.0 Records:

2.1 Establishment of Maintenance of Accounting Records: Records of costs incurred under the terms of this agreement shall be maintained and made available upon request to the Agency at all time during the period of this agreement and for five years after the Department of Transportation has closed out an Emergency Event with the Florida Division of Emergency Management. Records of costs incurred include the Contractor's general accounting records and the project records, together with supporting documents and records, of all subcontractors performing work on the project, and all other records of the contractor and subcontractors considered necessary by the Department of Transportation for a proper audit of costs.

2.2 Documentation of Project Costs: All costs charged to the project shall be supported by properly executed payrolls, time records, invoices, contracts or vouchers, and any other documentation evidencing in proper detail the nature and propriety of the charges.

2.3 Inspection: The Contractor, the Agency and Department authorized representatives shall permit authorized agents of FHWA to inspect all work, workmanship, materials, payrolls, and records and to audit the books, records, and accounts pertaining to the financing and development of the project. The Agency reserves the right to unilaterally cancel this agreement for refusal by the Contractor, subcontractor or materials vendor to allow public access to all documents, papers, letters or other material subject to the provisions of Chapter 119, Florida Statutes, and made or received in conjunction with this Contract (Section 287.058(1) (c), Florida Statutes).

3.0 Disadvantaged Business Enterprise (DBE) Policy and Obligation: It is the policy of the Agency that DBEs, as defined in 49 C.F.R. Part 26, as amended, shall have the opportunity to participate in the performance of contracts financed in whole or in part with Emergency Relief Program funds under this Contract. The DBE requirements of applicable federal and state laws and regulations apply to this Contract.

The Contractor agrees to ensure that DBEs have the opportunity to participate in the performance of this agreement. In this regard, all Contractors shall take all necessary and reasonable steps in accordance with applicable federal and state laws and regulations to ensure that the DBEs have the opportunity to

compete for and perform contracts. The Contractor shall not discriminate on the basis of race, color, national origin or sex in the award and performance of contracts, entered pursuant to this agreement. Furthermore, the Contractor agrees that each contract signed with a recipient subcontractor must include the following assurance: Subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The Subcontractor shall carry out applicable requirements of 49C.F.R. Part 26 in the award and administration of DOT-assisted contracts. Failure by the Subcontractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contractor such other remedy as the Agency deems appropriate.

4.0 Restrictions, Prohibitions, Controls, and Labor Provisions:

4.1 Equal Employment Opportunity: In connection with the carrying out of the project, the Contractor shall not discriminate against any employee or applicant for employment because of race, age, religion, color, sex, national origin, disability or marital status. The Contractor will take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, age, religion, color, gender, national origin, disability or marital status. Such action shall include, but not be limited to, the following: employment upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.

4.2 Title VI - Civil Rights Act of 1964: The Contractor will comply with all the requirements imposed by Title VI of the Civil Rights Act of 1964, the regulations of the U.S. Department of Transportation issued thereunder, and the assurance by the Contractor pursuant thereto. The Contractor shall include provisions in all contracts with third parties that ensure compliance with Title VI of the Civil Rights Act of 1964, 49 C.F.R. Part 21, and related statutes and regulations.

4.3 Americans with Disabilities Act of 1990 (ADA): The Contractor will comply with all the requirements as imposed by the ADA, the regulations of the Federal government issued thereunder.

4.4 Restrictions on Lobbying: The Contractor agrees that no federally-appropriated funds have been paid, or will be paid by or on behalf of the Contractor, to any person for influencing or attempting to influence any officer or employee of any federal agency, a Member of Congress, an officer or employee of Congress or any employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any federal contract, grant, loan, or cooperative agreement.

If any funds other than federally-appropriated funds have been paid by the Contractor to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of Congress, an officer or employee of Congress or any employee of a Member of Congress in connection with this Contract, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

The Contractor shall require that the language of this paragraph be included in the award documents for all subawards at all tiers (including subcontractors, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.