

**Town of Miami Lakes, FL**

6601 Main Street  
Miami Lakes, FL 33014

**ELECTRONIC COPY**



**RFP #2017-45 Disaster Debris Monitoring Services  
TECHNICAL PROPOSAL**

**WITT|O'BRIEN'S**  
CONTROL THE OUTCOME

**Submission Due | May 18, 2017 1:00 pm**

## Cover Letter

May 16, 2017

Alex Rey, Town Manager  
The Town of Miami Lakes  
6601 Main Street  
Miami Lakes, Florida 33014

### **RE: RFP NO. 2017-45 | Technical Proposal | Town of Miami Lakes**

Dear Mr. Rey:

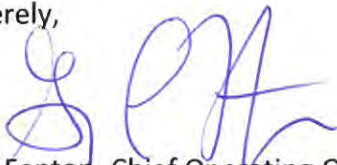
We are very pleased to submit our proposal to the Town of Miami Lakes to establish a contract with the Town in support of Disaster Debris Monitoring services for the Town in accordance with Federal Emergency Management Agency ("FEMA") guidelines.

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

Witt O'Brien's acknowledges the period of acceptance of proposals is at least one hundred and twenty (120) calendar days and is irrevocable.

You may contact me regarding our services and qualifications at your convenience. We look forward to your favorable review of our submission allowing us to move to the next phase of the Town's selection process for qualified Debris Monitoring firms.

Sincerely,



Greg Fenton, Chief Operating Officer  
(404) 942-7750; [gffenton@wittobriens.com](mailto:gffenton@wittobriens.com)

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# Company Declaration

WITT|O'BRIEN'S  
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## Technical Proposal

### 1. Company Declaration

Please see the company declaration forms for Witt O'Brien's on the following pages.



SECTION 7 – RFP RESPONSE FORMS

7.1. RFP INFORMATION FORM

**RFP NO. 2017-45:**      **Disaster Debris Monitoring Services**

I certify that any and all information contained in this RFP is true. I certify that this RFP is made without prior understanding, agreement, or connections with any corporation, firm or person submitting a RFP for the same materials, supplies, equipment, or services and is in all respects fair and without collusion or fraud. I agree to abide by all terms and conditions of the RFP, and certify that I am authorized to sign for the Proposer's firm. Please print the following and sign your name:

Witt O'Brien's, LLC

Firm's Name

1201 15th Street NW, Suite 600, Washington, DC 20005

Principal Business Address

(202) 585-0870

Telephone

(202) 580-8902

Fax

vendors@wittobriens.com

E-mail address

27-2783923

Federal I.D. No. or Social Security Number

M10000003124

Municipal Business Tax Receipt or Occupation License No.

Greg Fenton

Name

Chief Operating Officer

Title

Authorized Signature

7.2.1

**CERTIFICATE OF AUTHORITY  
(IF CORPORATION)**

STATE OF FLORIDA       )  
  ) SS:  
COUNTY OF BROWARD    )

---

I HEREBY CERTIFY that a meeting of the Board of Directors of Witt O'Brien's, LLC, a limited liability company existing under the laws of the State of Delaware, held on the 16<sup>th</sup> day of May, 2017, the following resolution was duly passed and adopted:

"RESOLVED, that, Tim Whipple, as Chief Executive Officer and/or Keith Forster as Chief Financial Officer of Witt O'Brien's LLC, be and is hereby authorized to execute the Response dated, May 16, 2017, to the Town of Miami Lakes and Witt O'Brien's, LLC and that their execution thereof, attested by the Secretary of Witt O'Brien's, LLC and with the Corporate Seal affixed, shall be the official act and deed of Witt O'Brien's, LLC."

I further certify that said resolution is now in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of Witt O'Brien's, LLC this 16<sup>th</sup> day of May, 2017.

Secretary: William C. Long

  
(SEAL)



**FAILURE TO COMPLETE, SIGN, AND RETURN THIS FORM MAY DISQUALIFY YOUR RESPONSE**

**From:** [Cheryl Detillieu](#)  
**To:** [Matthew Doyle](#)  
**Subject:** RFP 2017-45 Town of Miami Lakes  
**Date:** Tuesday, May 16, 2017 4:18:55 PM

---

Matt:

*Please be advised that the Certificate of Authority, form 7.2.1 included with RFP 2017-45 from Town of Miami Lakes for Disaster Debris Monitoring Services, required slight revisions. The revisions were necessary to accurately reflect Witt O'Brien's Board of Directors meeting minutes as they relate to signature authorization.*

**Cheryl Detillieu | Director of Contracts and Compliance**

Witt | O'Brien's  
818 Town and Country Blvd, Ste 200  
Houston, TX 77024  
CDetillieu@wittobriens.com  
P: 281-606-4721

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

24 HR Emergency: [+1 \(985\) 781-0804](tel:+19857810804)



# *State of Florida*

## *Department of State*

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

The document number of this limited liability company is M10000003124.

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

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

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



*Ken DeFoner*  
**Secretary of State**

Tracking Number: CU6697449496

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

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

# Executive Summary

WITT|O'BRIEN'S  
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## 2. Executive Summary

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

Witt O'Brien's was established through the combination of the nation's top preparedness, crisis management, and disaster response and recovery organizations: Witt Associates, founded in 2001 by former Federal Emergency Management Agency (FEMA) Director James Lee Witt, and O'Brien's Response Management, founded in 1983 by Jim O'Brien, a premier leader in oil spill response management and debris management. Now, Witt O'Brien's is a limited liability company, incorporated in the State of Delaware, with over 460 full-time, part-time, and on-call employees nationwide with offices in Washington, DC, Texas, Florida, and a global office in Brazil.

With zero debt, strong cash flow, and a record of accomplishment of true partnership between the company and its clients, Witt O'Brien's is a financially stable, 100% wholly owned subsidiary of SEACOR Holdings, a \$1billion+ publicly traded company on the New York Stock Exchange under the symbol CKH. SEACOR had more than \$450mm of cash as of September 30, 2016. As a SEACOR subsidiary, we have stability and resources that surpass most of our peers.

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

### Proven Success and Ability

Our success extends to supporting multiple clients at once—we have supported as many as 20 concurrent client deployments. **We recently supported recovery efforts as result of the August 2016 floods in Louisiana, and Hurricane Matthew in Georgia, Florida, North and South Carolina. On these, we have activated more than 500 personnel.**

We have also successfully supported other large projects for major disasters, including Hurricanes Katrina, Rita, Gustav, Ike and Sandy - monitoring and documenting the removal of **more than 33 million cubic yards** of all types of disaster debris.

### Bringing You Highly Capable Project Management Services

Our project management approach is based on completion of many complex and challenging debris monitoring projects. We can mobilize rapidly, adjust to fluid circumstances, seamlessly implement our field tested and proven operating procedures, and provide successful debris monitoring services. Our project management services are designed for quick response to maintain the highest level of customer service and accountability, yet allow us to be flexible and scalable and adapt to ever-changing project requirements.

<b>Proposer Firm</b>	Witt O'Brien's, LLC
<b>Corporate Headquarters</b>	1201 15 <sup>th</sup> Street, NW, Suite 600, Washington, DC 20005 Phone: (202) 585-0780 Fax: (202) 524-9185
<b>Office Servicing Contract</b>	2200 Eller Drive, Fort Lauderdale, FL 33316 Phone: (954) 627-5298
<b>Chief Executive Officer</b>	Tim Whipple Phone: (202) 585-0780 Email: <a href="mailto:twhipple@wittobriens.com">twhipple@wittobriens.com</a>
<b>Primary Contact (Authorized Agent)</b>	Greg Fenton Chief Operating Officer Phone: (404) 942-7750 Email: <a href="mailto:gfonton@wittobriens.com">gfonton@wittobriens.com</a>
<b>Primary Contact (Technical Questions)</b>	Chuck Brannon Director, Debris Operations Phone: (850) 376-2375 Email: <a href="mailto:cbrannon@wittobriens.com">cbrannon@wittobriens.com</a>
<b>Project Manager</b>	Kevan Parker Phone: (850) 260-2884 Email: <a href="mailto:kparker@wittobriens.com">kparker@wittobriens.com</a>
<b>Type of Business</b>	Limited Liability Corporation (LLC)
<b>State of Incorporation</b>	Delaware (County: Kent)
<b>Date of Incorporation</b>	October 29, 2009
<b>Witt O'Brien's Services</b>	Global leader in crisis and emergency management with services in the areas of preparedness, response, communication and recovery. These services include elements such as planning, training, exercises, incident management, staff augmentation, crisis communications, debris management, Federal grant management, long-term recovery, and hazard mitigation.
<b>Website Address</b>	<a href="http://www.wittobriens.com">www.wittobriens.com</a>

# Qualifications and Experience of Proposer

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### 3. Qualifications and Experience of the Proposer

Witt O'Brien's has responded to more than 20 different major disasters in the United States in the past 13 years. Since 2004, after the catastrophic disaster events that impacted the State of Florida, we have assisted our clients with disaster recovery challenges and maintain a proven track record of successfully completing many large and complex debris removal and disposal monitoring projects. We have worked with Town, county, and state governments, educational and health institutions, and private organizations in 11 states on debris monitoring, removal, and management and related pre-event planning projects.

Our success extends to supporting multiple clients at once—we have supported as many as 20 concurrent client deployments. **We recently supported recovery efforts for the August 2016 floods in Louisiana, and multiple hurricanes in Georgia, Florida, North and South Carolina activating more than 500 personnel on these projects combined.**

#### Successful Recovery Project Examples and References

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

##### Town of Savannah, Georgia; September 2016-Present

Witt O'Brien's is still engaged with debris monitoring efforts in the Town of Savannah because of Hurricane Hermine and Hurricane Matthew. The totals to date for our on-going projects in the Town of Savannah and Glynn County, Georgia are 374,099 cubic yards and 424,016 cubic yards for vegetative debris removal respectively. These projects are still in process.

*Gene Prevatt, Bureau Chief Sanitation Bureau, 912-651-6579, gprevatt@savannahga.gov*

##### Livingston Parish, Louisiana; August 2016-Present

Witt O'Brien's was retained by Livingston Parish, Louisiana to assist with the monitoring of debris removal after the historic level flooding event in August 2016. To date, we have helped the Parish manage the monumental task of the removal of over 690,000 cubic yards of construction and demolition debris, 18,000 white goods, and over 269,000 pounds of putrescible waste resulting from water damaged homes and businesses. We are currently monitoring the removal efforts in the Parish and continuing to help with the long-term recovery of the communities within the Parish.

*Mark Harrell, Director, Livingston Parish Office of Homeland Security and Emergency Preparedness (LOHSEP), 225-686-3066, lohsep1@lpgov.com*

##### Columbia County, Georgia; February 2014-July 2014

Witt O'Brien's was contracted by Columbia County, Georgia in the aftermath of a severe winter storms of snow and ice in February-March 2014. We helped the County recover from the disaster by managing debris operations and developing FEMA Project Worksheets for Category A debris removal. In Columbia County, we monitored approximately 650,000 CY of debris removal.

*Pam Tucker, Director, 706-868-3303, ptucker@columbiacountyga.gov*

## Special Disaster Recovery Program Management Services

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

Witt O'Brien's has monitored and documented the removal of over 33 million cubic yards of all types of disaster debris including Right of Way (ROW), Right of Entry (ROE), and private property debris removal (PPDR). When destruction is widespread and FEMA renders permission, Witt O'Brien's will assist the Town in taking the initiative to enter private property after signed ROE agreements have been executed. Witt O'Brien's has extensive experience in implementing, managing and monitoring ROE programs and we would assist the Town in identifying private properties which may be eligible for debris removal, work with FEMA to ensure that local ordinances and proper procedures are followed and secure ROE agreements from residents. If demolition of private or public structures is warranted, we would also guide the Town in the proper implementation, documentation and monitoring of that program.

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

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

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

### Data Management and Reporting

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

### FEMA Reporting and Appeals Assistance

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

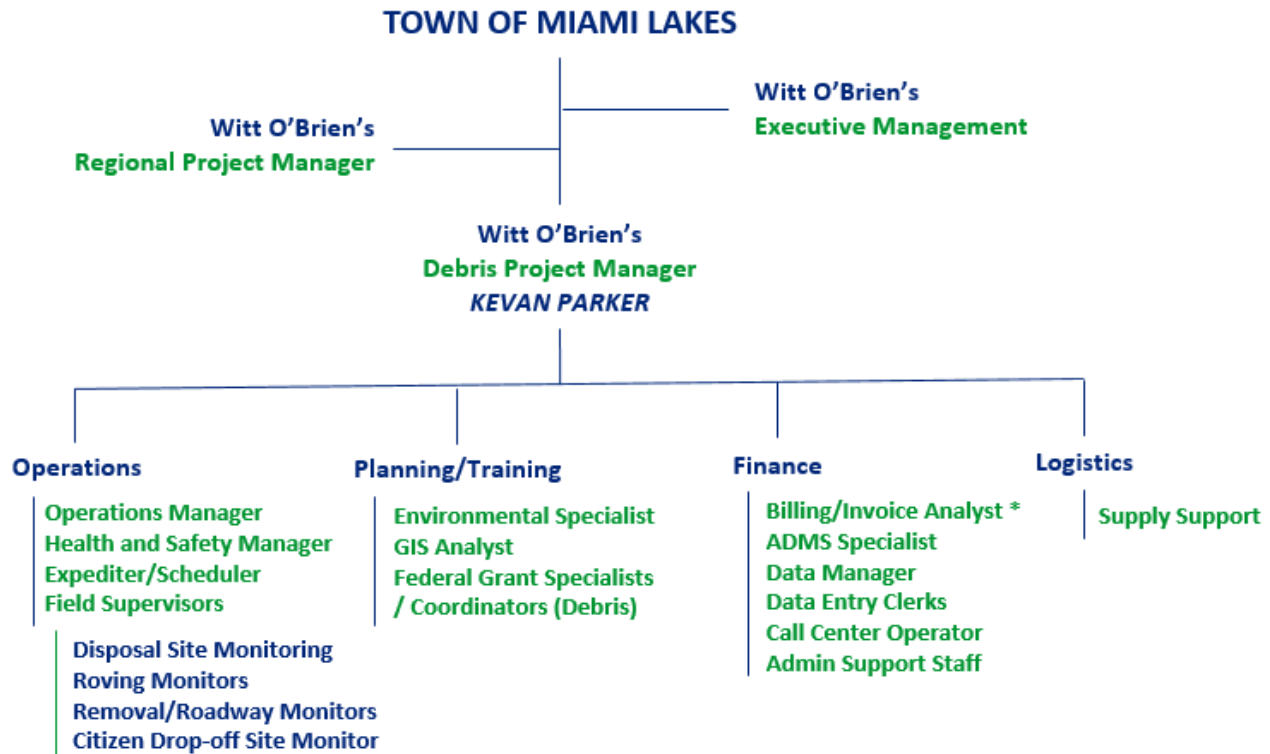
### Our Equipment

Our **mobile command posts**, consist of 4 modified RV-style vehicles equipped with generators, computers, printers, communication and safety equipment, and sleeping quarters, which allows the management team to deploy rapidly and to be self-sufficient for several days until base utility services are restored to the disaster area; mobile command assets include all supplies and equipment necessary to initiate a debris monitoring project in pre-packaged bundles at office facilities and warehouses.

# Qualifications of Staff

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#### 4. Qualifications of Staff



*\* Other Required/Suggested Debris Monitoring Positions*

#### Project Team - Staffing Plan

Our project planning integrates the assembly of hundreds of personnel on short notice, and is validated in our project illustrations in this proposal. Our roster of permanent year-around staff ensures that our management teams are intact and ready, and our cadre of personnel on standby ensure that we have depth of personnel for each position. Witt O'Brien's staff will be committed and available to work for the State through the duration of the response, and for the specified contract period.

#### Witt O'Brien's Key Personnel | Name & Designation

Chuck Brannon, Project Principal  
Kevan Parker, Project Manager  
Ryan Booth, Project Manager  
Stephen Powell, Field Supervisor

Chris Denney, Data Manager  
Alexandra Hestilow, GIS Specialist  
Curtis Johnson, Operations Manager  
Charles Bryant, FEMA Reimbursement



## Resumes of Proposed Staff

### Chuck Brannon, Principal

Chuck Brannon has executive oversight of Witt O'Brien's debris monitoring services division in response to five major disasters since 2011. He has more than 25 years of experience in emergency management and 34 years of experience working for the Florida Department of Transportation (FDOT) and served as the FDOT Right-of-Way (ROW) Resource Management Manager, responsible for the development of policy statements, rules, procedures, and guidelines for the Statewide \$600 million ROW Work Program, ROW Funds Management, Property Management, and the ROW Training program. He also worked with district offices to perform in-depth analysis by project of projected roll forward, assisted districts in setting targets for contingencies, and helped ensure that projects were funded at proper levels.

He also served as the Recovery Manager for emergency services for FDOT, FEMA-PA and FHWA-ER programs, responsible for tracking the \$27 million program budget for programming, encumbrances, and expenditures, and for developing Standard Emergency Operations Policies and Procedures for Emergency Management related functions and processes. Chuck also assisted the department's Emergency Coordination Officer in coordinating emergency operations for FDOT and ESFs 1 and 3.

Chuck served in the US Army for more than 27 years, where he gained invaluable experience in emergency operations support, security, and administration. He was deployed to Guantanamo Bay, Cuba, in support of Operation Enduring Freedom, serving as First Sergeant for the 160th Military Police Battalion. He supervised personnel and administrative functions of the company, prepared rosters, schedules, reports, correspondence and operational orders, and ordered operations and security of resources and installations.

#### Areas of Expertise

Debris monitoring and management, project management, staff management, client relations, Continuity of Operations (COOP)

#### Registrations, Certifications & Training

FEMA IS-100, IS-200, G-300, G-400, IS-630, IS-632, IS-700, IS-800

NIMS ICS-300, Intermediate ICS for Expanding Incidents Training

NIMS ICS-400, Advanced ICS Training  
US Army Anti-Terrorism/Force Protection Level II Instructor Certification

Department of Homeland Security Enhanced Threat and Risk Assessment Training

Florida Division of Emergency Management COOP Program Manager Training

#### Education

Associate of Science, Business, Vincennes University

#### Relevant Project Experience

- Flood Event in Louisiana and Hurricanes Hermine and Matthew, Florida, Georgia, South Carolina and North Carolina
- Recovery projects, Columbia County, Georgia and New Hanover County, North Carolina
- Hurricane Sandy debris monitoring projects, New Jersey boroughs, cities, and towns
- Debris monitoring projects, Louisiana cities and parishes
- Severe snow storm debris monitoring project, Massachusetts EMA
- Tornadoes - debris monitoring projects, various cities, Massachusetts 2010

### Kevan Parker, Project Manager

A Regional Debris Manager for Witt O'Brien's, Kevan Parker has 40 years of experience in and for government agencies at the local, state, and federal levels, including 20 years of emergency management, Federal Highway Administration-Emergency Relief (FHWA-ER) Program, and FEMA Public Assistance (PA) Program experience, and more than 10 years of disaster debris eligibility and oversight experience. Kevan has worked more than 27 major disasters, where he documented the removal of several million cubic yards of debris, assisted in the reimbursement of more than \$100 million in debris-related costs. He supervised the hiring, training, and deployment of more than 400 employees and the associated equipment to accurately document and expedite the entire debris removal process.

Kevan recently served as Senior Project Manager for the Livingston Parish, LA flooding event, seven debris monitoring projects in Louisiana in response to Hurricane Isaac, and eight projects in New Jersey in response to Hurricane Sandy, and was the Senior Regional Manager on 14 debris projects in the Southeast resulting from Hurricanes Hermine and Matthew in 2016 and two debris projects in North Carolina and Georgia because of Severe Winter Storm Pax in 2014. During these activations, Kevan directly supervised as many as 300 employees.

Kevan previously worked as state PA Project Officer and Coordinator during several major disasters, including Hurricanes Opal, Erin, and Ivan. He also served on the Rapid Impact Assessment Team (RIAT) covering the State of Florida and adjoining states. He was part of a five-man team deployed to Mississippi and Louisiana during Hurricane Katrina to determine the needs of local governments and relay information back to the Emergency Operations Center in Florida for the deployment of personnel and assets.

He worked with the Louisiana Department of Transportation and Development (LaDOTD), the Florida Department of Transportation (FDOT), and the Texas Department of Transportation (TxDOT). Specifically, as Project Manager for a TxDOT project, he managed bay cleaning, private property debris removal, monitoring of threatened and endangered species, and demolition of facilities. He was also responsible for storm generated debris removal from a 2,000-acre state park, two miles of beach sand removal, 2 million cubic yards of sand removal from ditches and drainage canals (FHWA-ER), 6,000 feet of more than five miles of revetment wall, removal of more than 500 vehicles and vessels and dangerous tree and limb debris removal from public rights of way.

### Areas of Expertise

Debris management, disaster recovery, Public Assistance, FHWA-ER program, project management, program management, hazardous materials, staff management

### Registrations, Certifications & Training

FEMA PAC Project Officer, Certified FEMA IS-16, IS-100, IS-200, IS-700, IS-800, IS-630, IS-631, IS-632, IS-775, IS-801, IS-805, IS-807, IS-814

HazMat Technician Training

Asbestos Inspector and Manager Training

Air Quality Training

Emergency Medical Technician Training

Florida Firefighter Training

FDOT Advanced Maintenance of Traffic Training

### Education

Chipola Junior College

Florida Fire College

### Relevant Project Experience

- Flood Event in Louisiana and Hurricanes Hermine and Matthew in Florida and Georgia
- Winter Storm Pax, New Hanover County, North Carolina and Columbia County, Georgia
- Hurricane Isaac, Louisiana cities and parishes
- Hurricane Sandy, New Jersey boroughs, cities, and towns
- Storms and tornadoes, Massachusetts cities and towns
- BP Deepwater Horizon Oil Spill

### Ryan Booth, Project Manager

Ryan Booth has over 7 years of experience as a debris management specialist. He has held many important positions in debris monitoring projects, including recent efforts managing operations for the City of Tallahassee, New Hanover County, NC, and Wayne County, NC resulting from Hurricanes Hermine and Matthew in 2016.

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

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

#### Areas of Expertise

Debris management, project management

#### Registrations, Certifications & Training

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

Hazardous Materials Emergency Response Training (HAZWOPER 40-Hour)

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

Hazardous Communications Training

American Red Cross First Aid & CPR Certified

HSC Basic Plus Safety Course

Transportation Security Administration

Transportation Worker Identification (TWIC) Card

Confined Space Attendant

Firewatch Attendant

Breathing Air Bottleneck Attendant

#### Education

Bachelor of Arts, Business, University of Alabama

Associate of Science, Faulkner State Community College

#### Relevant Project Experience

- Hurricanes Hermine and Matthew, Florida and North Carolina
- Severe winter storms, City of Wilmington, North Carolina
- Debris management projects, 20 cities and towns in western Massachusetts
- Hurricane Isaac, Livingston Parish, and City of Chalmette, Louisiana

### Curt Johnson, Field Supervisor

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

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

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

### Stephen Powell, Field Supervisor

Stephen Powell is a Debris Management Specialist and Project Manager for Witt O'Brien's. He has 10 years of project management and technical assistance experience. Stephen has extensive knowledge of FEMA processes relating to debris removal, including monitoring and documenting the removal of hazardous waste and materials. Stephen is also thoroughly familiar with the process for removing and disposing of electronic waste and discarded household appliances such as refrigerators, freezers, air conditioners and washing machines (known as white goods). His experience involves monitoring and documenting the removal of hazardous waste and materials, private property debris removal, white goods (including verification of Freon recovery), construction and demolition debris, and all manner of tree and vegetative debris, including stumps, hanging limbs, and trees.

Stephen was a Project Manager for the response to Winter Storm Pax in Columbia County, Georgia. He also served as a Project Manager for the response to Hurricane Sandy in the Boroughs of Lavallette and Union Beach in New Jersey, Severe Snow Storms in Western Massachusetts, Hurricane Ike in Texas, and Hurricane Gustav in Louisiana.

#### Areas of Expertise

Disaster recovery, debris specialist, staff management

#### Education

Bachelor of Arts, Disaster & Emergency Management (Currently Enrolled) American Military University

#### Relevant Project Experience

- Severe winter ice storm, New Hanover County, North Carolina
- Hurricane Isaac, St. Bernard Parish, Louisiana
- Hurricane Sandy, Borough of Union Beach, New Jersey 2014

#### Areas of Expertise

Debris management, Private Property Debris Removal, hazardous materials removal

#### Registrations, Certifications & Training

FEMA IS-001, IS-005, IS-005.a, IS-007, IS-026, IS-033.13, IS-035.13, IS-037, IS-100, IS-100.b, IS-200, IS-200.b, IS-230.c, IS-325, IS-700, IS-800.b, IS-630, IS-631, IS-632, IS-632.a, IS-775, IS-860, IS-1900, IS-805, IS-807, IS-909

EPA 608 Universal training

DOT Intermediate Maintenance of Traffic training

Hazwoper Training (40 hour)

#### Education

Undergraduate, General Studies Chipola College

#### Relevant Project Experience

- Hurricane Matthew, Georgia
- Winter Storm Pax, Columbia County, Georgia
- Hurricane Sandy, Boroughs of Lavallette and Union Beach, New Jersey
- Hurricane Gustav, Louisiana Department of Transportation and Development
- Debris removal, debris-related reimbursement projects for Houston Ship Channel; La DOTD; TxDOT

### Alexandra Hestilow, GIS Analyst

Alexandra Hestilow is a GIS specialist with Witt O'Brien's, and has over five years' experience in geographic mapping and data compilation. She is proficient with multiple types of GIS software, including ArcGIS and ERSI ArcSDE 10.4.1. She currently supports a full suite of GIS services related to oil spill contingency planning, response and recovery. She also supports the development of facility response plans, regional response plans, spill prevention, control, and countermeasure plans, oil spill response plans, storm water pollution prevention plans, and recovery. She is the GIS support for the preparation and conducting of Oil Spill Drills and exercises, as well as managing the Common Operating Picture / Platform during events. She creates Oil Spill Trajectories, Environmentally Sensitivity maps, and can also help manage debris tickets with web applications.

#### Areas of Expertise

GIS

#### Software

ArcGIS, Arc Catalog, ERSI ArcSDE 10.2, MS Access, MS Office,

#### Education

Master of Science in Geographic Information Systems, Sam Houston State University, Huntsville, Texas  
Bachelor of Arts in Geography, Texas Tech University, Lubbock Texas

#### Relevant Project Experience

- GIS Specialist, Hess Corporation, Houston, Texas
- GIS Analyst, Houston Airport System, Houston, Texas
- GIS Specialist, Landworks Inc., Houston, Texas

### Chris Denney, Data Manager

Chris Denney has 10 years of experience in debris monitoring and data management. He began his recovery services career as a field monitor during the recovery efforts of Hurricane Katrina in St. Tammany Parish, Louisiana, and now serves as a Disaster Recovery Data Manager. He is a thoroughly trained debris specialist, and knowledgeable in cubic yard estimations. His advanced understanding of cutting-edge recovery service technology applications, allow him to successfully lead the electronic ticketing process, which he led since electronic ticketing was first introduced, and this enables him to bring efficiency to a broad range of projects. He has been a data manager on large scale projects bringing upwards of 3,000 tickets and 20,000 cubic yards daily.

#### Areas of Expertise

Debris monitoring, data management

#### Registrations, Certifications & Training

FEMA IS-100, IS-200  
Occupational Safety and Health Association (OSHA) Training Certified (30-Hour Course)  
First Aid & CPR Trained  
USCG Documentation Unit Leader (Type 3)

#### Relevant Project Experience

- Hurricanes Hermine and Matthew in Florida
- Hurricane Isaac, Livingston Parish, Louisiana
- Winter Storm Pax, Columbia County, Georgia
- Hurricane Katrina, St. Tammany Parish, Louisiana
- Hurricane Sandy, State of New Jersey 2012



### Charles Bryant, FEMA Coordinator

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

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

Charles is a national certified instructor for E202 National Debris Management Planning Course and is an Advanced Level ICS Instructor – E449 ICS Curricula. He served on the course development team for the 2007 and 2012 rewrites of the National Debris Course, E202. Additionally, Charles is a senior adjunct instructor for the National Emergency Response and Rescue Training Center, a division of Texas A&M University. He teaches exercise design and facilitation for the Weapons of Mass Destruction (WMD) exercise program and hurricane exercise design.

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

### Areas of Expertise

Disaster recovery and debris specialist

### Registrations, Certifications & Training

EMI NIMS Advanced Level ICS Curricula  
Train the Trainer E449, Certified Instructor  
EMI E202 National Debris Management  
Planning Course, Certified Instructor  
EMI National Debris Management, Training  
FEMA Pilot Program Train the Trainer,  
Training

FEMA Hazardous Materials Contingency  
Planning, Training

FEMA Introduction to Emergency  
Management, Training

FEMA Liability Issues in Emergency  
Management, Training

National Fire Academy Fire Service  
Financial Management and Planning,  
Training

Hazardous Materials Tactical  
Considerations, Training

Hazardous Materials on Scene Coordinator,  
Training

Fire Department Insurance Rating, Training

### Education

Associate Fire Science Degree, Louisiana  
State University at Eunice

### Relevant Project Experience

- Hurricane Hermine in Florida
- Severe Winter Storm Pax, DR-4165, Georgia
- Hurricane Sandy, DR-4086, State of New Jersey
- Hurricane Isaac, DR-4080, State of Louisiana
- FEMA (AECOM)
- Hurricanes Gustav and Ike, DR-1786/1791, Louisiana
- Hurricane Ike, cities of Houston and Galveston, TX/Texas A&M Galveston
- Hurricanes Katrina and Rita, DR-1603/DR-1607, Louisiana

# Technical Approach

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## 5. Technical Approach

After our initial meeting to discuss and review immediate and near-term needs, we will appropriately define and assign personnel to support the Town's disaster event, and efficiently scale up and down to meet the Town's needs during disaster recovery.

The primary interface between the Town and Witt O'Brien's will be our Project Manager—your day-to-day point of contact who will assure that our personnel are performing within the scope of services and are addressing the needs and priorities identified by the Town. The Project Manager will also be the focal point on contract issues and will ensure that all reports and deliverables mandated under the terms of the contract are appropriately provided. This structure will be in place from the initial notification phase through the mobilization, support and final demobilization of the project.

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

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

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

*We will provide the Town with our Standard Operating Procedure / SOP field guide as requested.*

### Debris Estimating Methodology

Witt O'Brien's utilizes the US Army Corps of Engineers (USACE) debris estimating model and can also utilize the HAZUS®MH is the Federal Emergency Management Agency's (FEMA) nationally applicable software program that estimates potential building and infrastructure losses from hurricanes, riverine and coastal floods, and hurricane winds.

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

Project Plan Timeline/Activities | “The Master Plan” (Subject to Change)

Project Management Plan Summary and Timeline (Subject To Change)		
Task	Time Frame	Scope of Work
<b>Pre-Event Coordination, Planning and Training</b>	Prior to Storm Season or an anticipated event	Train client’s debris staff; review/revise debris management plan; review ordinances and codes.
<b>Pre-Event Project Management</b>	12 – 48 Hours from a Notice to Proceed	Coordinate with client, debris removal contractors, FEMA, State; Devise Action Plan.
<b>Damage Assessments and Debris Quantity Estimations</b>	8 – 48 hours	Coordinate with FEMA, State and Client to scout affected area and document damages; estimate debris quantities and removal costs identify hazardous and dangerous debris for immediate removal.
<b>Debris Clearance Coordination and Monitoring</b>	First 70 hours of clearance work	Prioritize roads, facilities and areas for initial debris clearance; document T&M contract work and force account expenses. Track costs for Federal Aid roads separately.
<b>Truck Measurement and Certification</b>	Initiated within first two days and continued as needed	Measure capacity, mark, certify, log, photograph collection trucks as they arrive on scene; Periodically “spot check” trucks for compliance and accuracy of volume measurement to reveal and deter tampering.
<b>Health and Safety / Quality Assurance Program</b>	48 – 72 hours	Initiate Health and Safety awareness and compliance program; ensure debris sites and personnel are equipped with proper safety gear; Implement Quality Assurance program to ensure contract compliance and maintain performance standards and goals.
<b>Public Information</b>	First two weeks	Establish Debris Hotline phone center to field questions from residents and record complaints; devise and disseminate information about debris removal program requirements and timelines.
<b>Hire and Train Local Debris Monitors</b>	48 hours in and as needed for duration of project	Recruit, screen and train locally hired monitoring, clerical and administrative personnel
<b>Debris Management Site Establishment and Staffing</b>	48 – 72 hours	Inspect sites, document conditions, secure permits, prepare safety report, coordinate set-up with contractors; Staff each DMS with at least 2 experienced and trained monitors to assess load volumes and inspect debris.
<b>Debris Collection Site Monitors</b>	48 – 72 hours	Pair monitors to collection crews and dispatch to debris removal sites as needed to complete and issue load tickets.
<b>Field Supervisors</b>	48 – 72 hours	Deploy experienced Field Supervisors to oversee monitoring activities and implement quality assurance program at a ratio of 1:10.
<b>Roving Monitors</b>	48 – 72 hours	Deploy roving monitors to locate, document and map special debris (hazardous, stumps, leaning trees, white goods, etc.); report on ineligible debris and contractor caused damages.
<b>Federal Aid Roadway Debris Removal Program</b>	1st pass	Initiate the collection of debris from Federal Aid System roadways; track and document all costs separately for FHWA ER program.
<b>Special Debris Program</b>	2 – 3 weeks’ in	Deploy specially trained and equipped monitors to document (with photos and GPS) the proper removal of special debris types (stumps, hanging limbs, leaning trees, hazardous waste, white goods, etc.)

Project Management Plan Summary and Timeline (Subject To Change)		
Task	Time Frame	Scope of Work
<b>Data and Document Management and Reporting</b>	48 hours in and for duration of project	Data collection, entry, management, and daily reporting; document collection, management, scanning and storage.
<b>Contractor Invoice Reconciliation</b>	Within 3 days of receiving invoices	Review contractor invoices and database for accuracy and reconcile with Witt O'Brien's independently maintained database; provide written discrepancy reports and payment approvals.
<b>Final Pass Completion</b>	Last weeks of debris collection operations	Publish public announcements of last pass schedules; Deploy roving monitors to confirm clearance of all roadways and map any remnants; Provide written confirmation of debris removal completion.
<b>Mulch and Processed Debris Haul-out</b>	Last two weeks	Monitor and document the removal of reduced and processed debris from DMS; Confirm final disposition of debris and document.
<b>Debris Management Site Closure</b>	After DMS cleared of debris	Document and confirm removal of all debris, equipment, towers and materials; document site restoration work and costs; confirm compliance with environmental regulations.
<b>FEMA Claims Support</b>	For Duration of Project	Witt O'Brien's works with the Client, the State and FEMA from the initiation of the project to ensure that all eligible costs for debris removal are documented and submitted for reimbursement, including for Immediate Needs Funding estimates.
<b>After Action Report</b>	Within 30 days of project completion	Prepare a report detailing project specifics, highlights, data, lessons learned and recommendations for next event.

### Disaster Debris Monitoring - Plan and Approach

Witt O'Brien's has a sound project management approach, which allows us to mobilize rapidly, adapt to fluid circumstances and challenges, implement our tested operating procedures seamlessly, and provide the Town with the finest debris monitoring and federal grants management services available. We are an extension and partner to the Town, and will serve to augment and strengthen your capabilities. Our approach is designed to allow us to coordinate and integrate rapidly and effectively with all participants in a major debris removal and grants management operation while maintaining the highest level of customer service and accountability, while remaining flexible and scalable to allow us to adapt to ever changing project requirements.

The following sections describe our customized technical approach to fully respond to the services expected by the Town. We have also included details of our valued-added services where pertinent.

### Rapid Response Assurance

When time matters most, clients rely on Witt O'Brien's 24/7/365 rapid response guarantee. We are always poised to respond. Our assets at various offices—pre-packaged mobilization packages in trailers and Mobile Command Unit posts—keep core management staff on standby, maintain a national emergency call center, and coordinate with the Town staff to ensure that lines of communication are always open. We have responded to hundreds of incidents on behalf of clients, always within hours of the event or can be located on-site prior to an anticipated event if requested.



Scheduling the expected monitoring services along with the debris removal is a vital step to ensure efficient implementation of debris operations. We will contact the Town's representative 96, 48, and 24 hours prior to a disaster.

A Project Management team will arrive on-scene to assist the Town within 24 hours of notification. Additional management and monitoring staff will arrive as needed within 48 to 72 hours when local hiring and debris monitor training will commence.

#### Response Times from Notice to Proceed

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

#### Daily Briefings

Our Project Manager and/or Deputy Project Manager will attend daily meeting with the Town's Debris Manager and the debris removal contractors' management and operational staff to coordinate scheduling, resolve problematic issues, and make any adjustments required to debris removal, reduction, and disposal operations to enhance safety, control costs, increase efficiencies or better comply with FEMA guidelines.

#### TDSRS Site Selection and Permitting

Witt O'Brien's would assist with pre-event selection of Temporary Debris Storage and Reduction Sites (TDSRS) suitable to handle the quantities and types of debris forecast during the planning session and would advise the Town on obtaining all necessary environmental or other permits, in coordination with local and state environmental agencies. We will review potential sites, consult on site selection criteria and issues, assist with the acquisition of all necessary environmental and other State, Federal or Local permits, make sight visits to photograph and inspect potential properties and produce a summary report with recommendations.

#### Scheduling Work

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

Service	Schedule
Pre-Event Coordination, Planning and Training	Prior to Storm Season
Post-Event Project Management	24 – 48 hours from a Notice to Proceed
Damage Assessments and Debris Quantity Estimations	24 – 48 hours
Debris Clearance Coordination and Monitoring	First 70 hours of clearance work
Truck Measurement and Certification	Within first two days, then as needed
Health and Safety/Quality Assurance Program	48 – 72 hours
Public Information	First two weeks

Service	Schedule
Hire and Train Local Debris Monitors	Within 48 hours, then as needed
Debris Management Site Establishment and Staffing	48 – 72 hours
Debris Collection Site Monitors	48 – 72 hours
Field Supervisors	48 – 72 hours
Roving Monitors	48 – 72 hours
Federal Aid Roadway Debris Removal Program	Week 3
Special Debris Program	Two – three weeks
Data and Document Management and Reporting	Within 48 hours and for project duration
Contractor Invoice Reconciliation	Within three days of receiving invoices
Final Pass Completion	Last weeks of debris collection operations
Mulch and Processed Debris Haul-out	Last two weeks
Debris Management Site Closure	After DMS cleared of debris
FEMA Claims Support	Project duration
Handover Final Deliverables	Project conclusion
After Action Report	Within 30 days of project completion

### Hiring, Scheduling, and Managing Field Staff

Witt O'Brien's responsibility to its disaster-affected clients goes beyond project management. We are committed to hiring as many local personnel as possible on our projects, to both minimize travel expenses and to spread employment opportunities locally. When potential disasters loom, our management activates Witt O'Brien's standard procedures for broadcasting job announcements in a storm's path – via radio, newspapers, unemployment offices, college job boards, churches, and the internet. We carefully screen our monitoring staff with background checks and drug tests to ensure that any with felony convictions, drug use or questionable moral character are excluded. Witt O'Brien's also regularly uses E-Verify to screen potential employees, which is an internet based system for determining eligibility for employment in the United States. We impose a strict "zero tolerance" policy for drug usage, safety violations, foul language, disrespectful behavior or any confrontational approach towards debris removal contractors or our client's personnel, or any hint of impropriety or misconduct which may reflect negatively on our client or our firm. The Town would always can dismiss any of our field staff from the project, for any reason.

### Health and Safety Program

One of our primary responsibilities is to remain vigilant for ways to avoid accidents and enhance safety. The company takes safety seriously and works with clients and removal contractors on ways to ensure that all debris removal and monitoring operations are conducted in the safest manner possible. Supervisory and monitoring staff will be trained in internal safety guidelines for monitoring projects. Safety guidelines include daily safety inspections at temporary debris sites to ensure that fire suppression equipment, first aid kits, eye flush materials and other safety equipment is on hand; that the contractors are operating in safe manner, and that OSHA safety guidelines posters are prominently displayed. Supervisors always carry first aid kits in the field with them, and stress safety issues. Monitors

are required to call supervisors in the event of safety program violations. All monitoring personnel are required to wear hard hats, steel-toed boots, safety vests, and eye protection (at DMS) and are required to remain a safe distance from loading equipment and activities. Trucks are inspected before leaving the loading sites to ensure that debris is properly loaded and is not protruding or hanging out of the truck in a dangerous manner. Witt O'Brien's will document and report any serious unsafe activities or conditions witnessed in the field and halt debris operations immediately until corrective measures are taken.

### Truck Measurement and Certification Program

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

### Electronic Debris Management System

Witt O'Brien's success in managing debris monitoring projects is based on our ability to provide responsive, efficient service. Our electronic debris management solution, DebrisPro™, is a securely hosted, multi-device supported, web-enabled system. It integrates the best of the breed technology, tools, server infrastructure, hand-held devices, and a web portal to simplify the basic tasks of managing debris monitoring and removal, contracts management, and office operations. DebrisPro™ provides a distributed as well as a central database-driven platform to create different rosters, manage contracts and contractors, load tickets, and deliver business results in a timely, productive, and customizable manner. DebrisPro™ effectively captures field operations and synchronizes information to the central server over the internet. This allows our leadership to view reports, charts, and summaries relevant to their level of authority through a web portal. The system automates the tracking, documentation and quantification of disaster debris. Our electronic, "ticketless" system collects data in the field using smartphone or tablet devices which monitors use to capture data on each debris load. DebrisPro™ allows automatic integration of global positioning system (GPS) / geographic information system (GIS) data and streamlines the documentation and data collection process. A simple bar-coded ticket is produced for the truck's driver to take to the tower, where a final receipt is printed out for each load. Witt O'Brien's can warrant that our database of debris volumes, types, locations and removal costs is sound, secure, and accurate and would allow the Town and FEMA to easily review, validate and audit the project. We currently have on-hand over 300 electronic devices, and enough portable printers to

equip our field staff for this project. We also can acquire additional devices and printers quickly, to meet any additional operational demands that may arise.

Our electronic debris management system is designed to automate and streamline the tracking and documentation of all elements of debris removal work and costs, including for these operational and programmatic elements:

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

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

### Paper Load Tickets

Witt O'Brien's is also proficient with the use of the standard paper load ticketing system. The paper load tickets serve as the basis for payment for the removal contractors and are carefully handled and managed by us. Load tickets document and certify the loading location of the debris, its eligibility under FEMA guidelines and its type and quantity. Our field supervisors manage quality control over the proper completion of the load tickets with all required information and ensure that tickets are organized, secured, sorted, recorded, compiled and distributed daily.

### Maps and GIS Applications

Our monitors and field supervisors map out debris locations, locate 'hot spots' for immediate collection, mark ineligible debris piles and track progress for pass completions and debris removal zone closures. This information can be used by the government's debris management staff to track progress and provide updates to the media, elected officials and the public, or to approach FEMA about eligibility issues. Our mapping services incorporate state-of-the-art technology and can be tailored to any specifications requested, including GIS applications. Debris collection data can be used to update neighborhood or zonal maps daily, and we can assist with the development of a web-based mapping system to upload to an internet site. We would utilize DebrisPro™ for automated GIS data integration and mapping. Our technology generates an automatic link of GPS and GIS data and photos to each load, tree stump, hanging limb, leaning tree, vessel, or other type of debris requiring validation for FEMA reimbursement.

### Invoice Reconciliation and Final Payment Approval

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

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

### Final Disposal Confirmation and Documentation Presentation

Witt O'Brien's will assist in confirming that all eligible storm debris is disposed of in a manner and at a site which conforms to Federal, State and Local regulatory guidelines. Our monitors inspect loads of reduced debris leaving the TDSRS, issue a load ticket to each truck and maintain a log of ticket numbers and volumes. If requested, we also position monitors at the final disposal landfill or other designated sites to record tare weights and document disposal costs. If final disposal sites other than established landfills are to be used, then we would confirm that all the required documentation and environmental permits are in place and that Federal, State and Local authorizations are secured. We would also coordinate with Federal, State and Local environmental agencies to ensure the integrity and regulatory compliance of all final disposal activity. After the project, we will provide all documentation of debris clearance, removal, management, reduction, disposal and monitoring costs, sufficient to fully and accurately support federal grant program claims. As stated in the RFP, we will maintain adequate records to justify all charges, expenses, and costs incurred in estimating and performing the work for three years after completion of the contract, and the Town will have access to all records, documents, and information collected and/or maintained.

# Training Program

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## 6. Training Program

Please see a copy of Witt O'Brien's training manual in Attachment A.



# M/WBE Participation

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## 7. Minority/Women (M/WBE) Participation

### Local and Minority Subcontracting Plan

**Employment of Local Contractors** - To ensure the ability to quickly ramp up staffing levels on large projects, we maintain a network of professionals and technical specialists that have worked with the company in the past and in whose abilities and characters there is complete confidence. Our trained and experienced operations coordinators, monitors, supervisors and FEMA program specialists can mobilize on short notice.

**Screening and Qualification of Local Service Providers** - Our primary concern is the professionalism and personal integrity of field personnel; we understand that the monitoring staff represent the firm and our clients. Our monitoring staff is carefully screened with background checks and drug tests to ensure exclusion from the team of anyone with felony convictions, drug use, or questionable moral character. We also regularly use E-Verify to screen potential employees, the internet-based system for determining eligibility for employment in the US. A strict “zero tolerance” policy is imposed for drug usage, safety violations, foul language, disrespectful behavior, or any confrontational approach towards debris removal contractors or clients’ personnel, or any hint of impropriety or misconduct, which may reflect negatively on the client or the firm. Our clients may also dismiss any field staff from the project at any time for any reason.

**Disadvantaged, Minority, Woman-owned, Small Business Inclusion** - If activated to provide debris monitoring services, we will make every effort to identify and utilize local disadvantaged, minority, women-owned and/or small business suppliers of goods and services. While we have not entered a pre-contract teaming agreement with a DBE/MBE/WBE/SBE, if awarded the contract under consideration, we will endeavor to team with qualified firms to provide these goods and services:

- Lodging for our project management team
- Office supplies and equipment
- Temporary labor for field and site monitors
- Environmental services (for debris site soil samplings, evaluations, and permitting)
- Administrative/Office assistance

# Subcontractors

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## 8. Subcontractors

Witt O'Brien's only intends to use subcontractors for aerial photography services during the term of this contract.

# Forms

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## 9. Forms

In addition to the Forms and documents identified elsewhere in the RFP the following Form must be submitted:

- a. Form AK – Anti-Kickback Affidavit
- b. Form PEC – Public Entity Crime Affidavit
- c. Form NCA – Non-Collusive Affidavit
- d. Form COI – Conflict of Interest Affidavit
- e. Form –PR – Public Relations Affidavit
- f. Form PRA- Public Records Affidavit
- g. E-Verify Certification
- h. Acknowledgment of Addendum 1

**ANTI-KICKBACK AFFIDAVIT**

Texas  
STATE OF FLORIDA                }  
  }  
  }       SS:  
COUNTY OF MIAMI-DADE       }

I, the undersigned, hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees of the Town of Miami Lakes, its elected officials, and Witt O'Brien's, LLC or its design consultants, as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

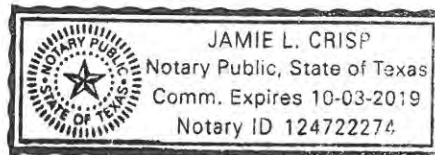
By: Greg Fenton  
Title: Chief Operating Officer

BEFORE ME, the undersigned authority, personally appeared \_\_\_\_\_ to me well known and known by me to be the person described herein and who executed the foregoing Affidavit and acknowledged to and before me that Greg Fenton executed said Affidavit for the purpose therein expressed.

WITNESS, my hand and official seal this 11 day of May, 2017.

My Commission Expires: 10/03/19

Jamie L. Crisp  
Notary Public State of Texas at Large





**SWORN STATEMENT ON PUBLIC ENTITY CRIMES**

**SECTION 287.133(3)(a), FLORIDA STATUTES**

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

1. This sworn statement is submitted to the Town of Miami Lakes

by Greg Fenton, Chief Operating Officer

[print individual's name and title]

for Witt O'Brien's, LLC

[print name of entity submitting sworn statement]

whose business address is

2200 Eller Blvd., Fort Lauderdale, FL 33316

and (if applicable) its Federal Employer Identification Number (FEIN) is 27-2783923

(If the entity has no FEIN, include the Social Security Number of the individual

signing this sworn statement: \_\_\_\_\_)

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)9g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or the United States, including, but not limited to, any bid or contract for goods and services to be provided to any public entity or an agency or political subdivision of any other state or of the United States involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction or a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand than an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

a. A predecessor or successor of a person convicted of a public entity crime; or

b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime.

The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who

has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an entity.

6. Based on information and belief, the statement that I have marked below is true in relation to the entity submitting this sworn statement. **[Indicate which statement applies.]**

☒ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, not any affiliate of the entity, has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

☐ This entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

☐ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. **[attach a copy of the final order]**

**I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO**

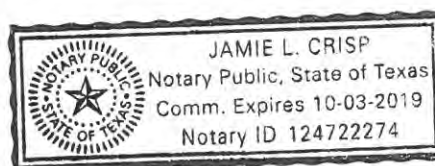
**UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.**

BEFORE ME, the undersigned authority, personally appeared \_\_\_\_\_ to me well known and known by me to be the person described herein and who executed the foregoing Affidavit and acknowledged to and before me that Greg Fenton executed said Affidavit for the purpose therein expressed.

WITNESS, my hand and official seal this 16 day of May, 2017.

My Commission Expires: 10/03/19

Jamie L. Crisp  
Notary Public State of Florida at Large  
Texas







State of Texas }  
County of Harris } SS:

Form COI





## PUBLIC RELATIONS AFFIDAVIT

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

Solicitation No.: RFP-2017-45

By executing this affidavit, Proposer discloses any personal or business relationship or past experience with any current Town employee or elected representative of the Town.

Proposer shall disclose to the Town:

- a) Any direct or indirect personal interests in a vendor held by any employee or elected representative of the Town.

Last name	First name	Relationship
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Last name	First name	Relationship
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Last name	First name	Relationship
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- b) Any family relationships with any employee or elected representative of the Town.

Last name	First name	Relationship
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Last name	First name	Relationship
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Last name	First name	Relationship
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\_\_\_\_\_  
Authorized Signature

May 16, 2017

Date:

Greg Fenton

Print Name

Chief Operating Officer

Title:

## COMPLIANCE WITH PUBLIC RECORDS LAW

The Town of Miami Lakes shall comply with the Public Records Law as provided by Chapter 119, Florida Statutes, and all applicable amendments. Applicants must invoke the exemptions to disclosure provided by law in the response to the solicitation and must identify the data or other materials to be protected by separate envelope, and must state the reasons why such exclusion from public disclosure is necessary. The submission of a response authorizes release of your firm's credit data to the Town of Miami Lakes.

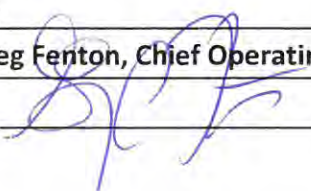
If the company submits information exempt from public disclosure, the company must identify with specificity which pages/paragraphs of their submittal/proposal package are exempt from the Public Records Act, identifying the specific exemption section that applies to each. The protected information must be submitted to the Town in a separate envelope marked "EXEMPT FROM PUBLIC RECORDS LAW". Failure to identify protected material via a separately marked envelopment will cause the Town to release this information in accordance with the Public Records Law despite any markings on individual pages of your submittal/proposal.

- (a) CONTRACTOR acknowledges TOWN'S obligations under Article 1, Section 24, Florida Constitution and Chapter 119, Florida Statutes, to release public records to members of the public upon request. CONTRACTOR acknowledges that TOWN is required to comply with Article 1, Section 24, Florida Constitution and Chapter 119, Florida Statutes, in the handling of the materials created under this Agreement and that said statute controls over the terms of this Agreement.
- (b) CONTRACTOR specifically acknowledges its obligations to comply with Section 119.0701, Florida Statutes, with regard to public records, and shall:
  - 1. Keep and maintain public records that ordinarily and necessarily would be required by TOWN in order to perform the services required under this Agreement;
  - 2. Provide the public with access to public records on the same terms and conditions that TOWN would provide the records and at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law;
  - 3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed, except as authorized by law; and
  - 4. Meet all requirements for retaining public records and transfer, at no cost to the TOWN, all public records in possession of CONTRACTOR upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to TOWN in a format that is compatible with the information technology system of TOWN.
- (c) Failure to comply with this Section shall be deemed a material breach of this Contract for which TOWN may terminate this Agreement immediately upon written notice to CONTRACTOR.

By submitting a response to this solicitation, the company agrees to defend the Town in the event we are forced to litigate the public records status of the company's documents.

Company Name: Witt O'Brien's, LLC

Authorized representative (print): Greg Fenton, Chief Operating Officer

Authorized representative (signature): 

Date: May 16, 2017

### E-VERIFY COMPLIANCE CERTIFICATION

In accordance with County Policy and Executive Order Number 11-116 from the office of the Governor of the State of Florida, Bidder hereby certifies that the U.S. Department of Homeland Security's E-Verify system will be used to verify the employment eligibility of all new employees hired by the contractor during the contract term, and shall expressly require any subcontractors performing work or providing services pursuant to the contract to likewise utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the contract term; and shall provide documentation of such verification to the Town upon request.

As the person authorized to sign this statement, I certify that this company complies/will comply fully with the above requirements.

DATE: May 16, 2017

COMPANY: Witt O'Brien's, LLC

(Typed or Printed)

ADDRESS: 2200 Eller Blvd.

Fort Lauderdale, FL 33316

E-MAIL: gfenton@wittobriens.com

PHONE NO.: 404-942-7750

SIGNATURE: 

NAME: Greg Fenton

TITLE: Chief Operating Officer





**Town of Miami Lakes**  
**RFP 2017-45**  
**Disaster Debris Monitoring**  
**Addendum #1**  
**Due Date: May 18, 2017**

This addendum is incorporated into and made a part of the Request for Proposal ("RFP"). The following may include clarifications, revisions, additions, deletions, or answers to questions received relative to the RFP, which take precedence over the RFP documents. Underlined word(s) indicate additions. Deletions are indicated by strikethrough.

**Clarifications:**

1. This addendum is issued to provide Forms AK, PEC, NCA, COI, TSA, PR, PRA, and E-Verify Certification. These forms can be found as a separate attachment to this solicitation on either DemandStar or the Town's Procurement website under the Disaster Debris Monitoring header ([http://miamilakes-fl.gov/index.php?option=com\\_content&view=article&id=289&Itemid=278](http://miamilakes-fl.gov/index.php?option=com_content&view=article&id=289&Itemid=278)).

Acknowledgement:

**Greg Fenton**

\_\_\_\_\_  
Name of Signatory

**Chief Operating Officer**

\_\_\_\_\_  
Title

**May 16, 2017**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

**Witt O'Brien's, LLC**

\_\_\_\_\_  
Name of Bidder

## Contract Exceptions

If awarded the contract, Witt O'Brien's would appreciate if the Town of Miami Lakes would take the following contract exceptions into consideration.

**\*\*\*We cannot agree to have payments withheld in anticipation of a possible event. The indemnification section, insurance section, and other provisions of the agreement would cover such losses.**

### 1.6 Progress Payments

Contractor may make application for payment for Work performed under a Work Order at intervals of not more than once a month. All applications will be submitted in triplicate and the Contractor will only use the Town's Invoice Form, if provided by the Town.

Invoices will be prepared based on the books of account kept by the Contractor and will be supported by copies of payroll distribution, bills of receipt, documents or reports required by the Agreement, or other documents reasonably required by the Town, and will show the Town's Agreement number

All applications for payment will be made in accordance with the State of Florida Local Government Prompt Payment Act.

~~Town may withhold, in whole or in part, payment to such extent as may be necessary to protect itself from loss on account of:~~

- ~~▪ Claims filed or reasonable evidence indicating probable filing of claims by other parties against Contractor or Town because of Contractor's performance.~~
- ~~▪ Failure of Contractor to make payments properly to a Subcontractor, or for material or labor.~~
- ~~▪ Damage to another Contractor not remedied.~~
- ~~▪ Liquidated damages and costs incurred by Town due to the Contractor's performance or lack thereof.~~
- ~~▪ Failure of Contractor to provide any and all documents required by the Agreement.~~

A Work Order may require the Contractor to submit specific documents not required by the Contract.

### ~~1.57. Set-offs, Withholdings, and Deductions~~

~~The Town may set-off, deduct or withhold from any payment due the Contractor, such sums as may be specifically allowed in the Agreement or by applicable law including, without limitation, the following:~~

- ~~▪ Any amount of any claim by a third party;~~
- ~~▪ Any Liquidated Damages, and/or;~~
- ~~▪ Any unpaid legally enforceable debt owed by the Contractor to the~~

~~Town. The Town will notify the Contractor in writing of any such withholdings.~~

~~Any withholding, which is ultimately held to have been wrongful, will be paid to the Contractor in accordance with the Local Government Prompt Payment Act~~

\*\*\*It is the standard position in the industry to limit both parties consequential or special damages. We seek to do that via the addition of the consequential damages waiver below. We also cannot agree to unlimited liability, and would like to request the liability of Contractor be capped at the contract amount or insurance limits of the agreement.

#### 1.11. Indemnification

The Contractor will indemnify and hold harmless Town, its officers, agents, and employees, from ~~all~~ liabilities, damages, losses, and expenses, including, but not limited to, reasonable attorney's fees and costs at both trial and appellate levels arising out of or resulting from the performance of the Work under this Agreement, caused by the negligence, recklessness or ~~intentional~~ misconduct, or any act or omission of Contractor and anyone directly or indirectly employed by Contractor or anyone for whose acts Contractor may be liable in the performance of this Agreement. ~~The Contractor expressly understands and agrees that any insurance protection required by this Agreement or otherwise provided by Contractor will in no way limit the responsibility to indemnify, keep and save harmless and defend the Town or its officers, employees, agents and instrumentalities as herein provided.~~ Neither party shall be liable for, and each party expressly waives and releases the other party from, and against, any and all consequential, indirect, punitive, or special damages.

The Contractor agrees and recognizes that the Town will not be held liable or responsible for any claims which may result from any actions or omissions of the Contractor in which the Town participated either through review or concurrence of the Contractor's actions. In reviewing, approving or rejecting any submissions by the Contractor or other acts of the Contractor, the Town in no way assumes or shares any responsibility or liability of the Contractor or Subcontractor, under this Agreement. The Contractor will defend the Town or provide for such defense at its own expense, at the Town's option.

Contractor will require the Consultant and all Subconsultant and Subcontractor agreements to include a provision that they will indemnify the Town.

This indemnity will survive the cancellation or expiration of the Agreement. This indemnity will be interpreted under the laws of the State of Florida, including without limitation and interpretation, which conforms to the limitations of §725.06 and/or §725.08, Fla. Statute.

The Town has provided specific consideration for the indemnification of \$10.00 from the sums due to the Contractor under this Agreement.

\*\*\*We would like to request a reasonable opportunity to cure in the event of a possible default. In the event of a default, not being cured in the reasonable time, we cannot agree to cover another contractor performing the work as those costs may be out of the scope of the agreement.

#### 1.42. Notice of Default-Opportunity to Cure

In the event that the Town determines that the Contractor is in default of their obligations under the Agreement, the Town may at its sole discretion notify the Contractor, specifying the basis for such default, and advising the Contractor that such default must be cured within a ~~specified~~ **reasonable** time frame or the Agreement with the Town may be terminated. ~~The Town is under no obligation to issue such notification.~~ The Town may grant an extension to the cure period if the Town deems it appropriate and in the best interest of the Town, without waiver of any of the Town's rights hereunder. ~~The Town, at its sole discretion, may have a default corrected by its own forces or another Contractor and any such costs incurred will be deducted from any sums due the Contractor under any contract with the Town.~~

#### 1.43. Termination for Default

If Contractor fails to comply with any term or condition of the Agreement Documents, or fails to perform any of its obligations hereunder, then Contractor will be in default. Upon the occurrence of a default hereunder which is not cured within the time specified to cure the default ~~if one has been granted by the Town~~, the Town Manager in addition to all remedies available to it by law, may immediately, upon written notice to Contractor, terminate this Agreement whereupon any advances for which Work has not been performed, paid by the Town to Contractor while Contractor was in default will be immediately returned to the Town. The Town Manager may also suspend any payment or part thereof or order a Work stoppage until such time as the issues concerning compliance are resolved. Contractor understands and agrees that termination of this Agreement under this Article will not release Contractor from any obligation accruing prior to the effective date of termination. Upon Termination for Default and the Town fully satisfying all of its obligations under this Agreement the Town will have full use of the Work Product in connection with the Town's completion and occupancy of the Project.

A finding of default and subsequent termination for cause may include, without limitation, any of the following:

- Contractor fails to obtain the insurance or bonding herein required by the Agreement.
- Contractor fails to comply with any of its duties under the Agreement Documents, with any terms or conditions set forth in this Agreement, beyond any specified period allowed to cure such default.
- Contractor fails to commence the Work within the timeframes provided or contemplated herein, or fails to complete the Work in a timely manner as required by the Agreement.

Where it has been determined that the Contractor has been erroneously terminated under this Article, such termination will be deemed to have been occurred under Article 1.40, Termination

for Convenience. ~~The Town in its sole discretion may terminate the Agreement without providing the Contractor a written notice to cure.~~

#### **1.44. Remedies in the Event of Termination for Default**

~~If a Termination for Default occurs, the Contractor and the bond provider will be notified of the effective date of the termination and will be liable for all damages resulting from the default, including but not limited to re-procurement costs and other direct damages~~

The Contractor will stop Work as of the date of notification of the termination and immediately remove all labor, equipment and materials (not owned or paid for by the Town) from the Work Site. The Town assumes no liability for the Contractor's failure to remove such items from the Project(s) site(s) as required.

The Contractor will also remain liable for any liabilities and claims related to the Contractor's default. As an alternative to termination, the Town may bring suit or proceedings for specific performance or for an injunction

\*\*\*It is against Witt O'Brien's corporate policy to pay liquidated damages and to cover losses or damage without the issue being properly asserted and litigated. We also cannot agree to have payments withheld due to the possibility of needing to pay local personnel and subcontractors where monetary payment is of the essence.

#### **1.46. Liquidated Damages**

~~The Contractor is obligated and guarantees to complete the Project in the time set forth in the Agreement Documents or any approved extension of time the Contractor will pay to the Town liquidated damages as follows. In the event of a delay in completion beyond the timeframe set forth in a Work Order, where the Town has determined that the Contractor caused or contributed to the delays, the Contractor will pay to the Town for each and every calendar day of unexcused delay, the sum of one thousand dollars (\$1,000.00) per calendar day, which is hereby agreed upon not as a penalty but as liquidated damages. The total amount of liquidated damages will not exceed the value of the applicable Work Order.~~

~~The Town will have the right to deduct liquidated damages assessments from any payment due or which may thereafter become due to the Contractor under any contract the Contractor has with the Town. In case the amount, which may become due hereunder, will be less than the amount of liquidated damages due the Town, the Contractor will pay the difference upon demand by the Town. Should the Contractor fail to compensate the Town for any liquidated damages, the Town will consider this as a form of indebtedness and may deny any future Work under the Agreement or any other Town contract until such indebtedness is paid in full to the Town.~~

#### **1.53 Loss & Damage to Property**

Contractor will accept full responsibility for Work against all losses or damages of whatever nature resulting directly or indirectly from the performance of the Work, and will promptly make all necessary repairs or replacements, at no additional cost to the Town, to the satisfaction of the Town's Project Manager, any Work, private property, materials, equipment, or supplies damaged, lost, stolen, or destroyed from any cause whatsoever.

**1.71. Payments Related to Guaranteed Obligations**

The Town may withhold from any payments to be made such sums as may reasonably be necessary to ensure completion of the Project with respect to defective Work, equipment or materials which may be identified by the Project Manager.

The Town may deduct from any payment due the Contractor an amount equal to its cost incurred on account of the Contractor's failure to fully perform its obligations under the Agreement.

The Project Manager, prior to withholding or deducting any monies hereunder, will give the Contractor notice of the defective Work, equipment or material and the basis for the withholding or deduction.

Upon the Project Manager's determination that the Contractor has fulfilled its obligations, the Town will pay the Contractor any monies owed, subject to Contractor's submission of, or compliance with, any remaining documentation or obligation, as the case may be, in accordance with the Agreement Documents

# Appendix A: Training Manual

WITT|O'BRIEN'S  
CONTROL THE OUTCOME<sup>®</sup>



## Appendix A: Training Manual

# WITT | O'BRIEN'S

## Disaster Debris Monitor Training

## Debris Monitor Training Manual

### Section 1. What is debris monitoring?

**Debris removal** is the clearance, removal, and/or disposal of items such as trees, sand, gravel, building components, wreckage, vehicles and personal property. For debris removal costs to be eligible for reimbursement the debris must be a direct result of the disaster and the work must be necessary to:

- Eliminate an immediate threat to lives, public health and safety;
- Eliminate immediate threats of significant damage to improved public or private property; or
- Ensure the economic recovery of the affected community to the benefit of the community-at-large.

**Debris monitoring** is the process of ensuring the disaster-related debris removal operations are conducted in accordance with the funding agencies requirements (the Federal Emergency Management Agency (FEMA) and the Federal Highways Administration (FHWA)). The debris monitoring operations are meant to ensure that the removal contractor is performing the scope of work (as defined by their contract) and to document the debris removal operations.

The primary role of debris monitors is not to function as the debris police, but simply to confirm debris eligibility by documenting the location of the debris (**field monitors**) and the volume of debris collected (**tower/debris management site monitors**). Monitoring includes:

- Certifying the volumetric capacity of the debris removal trucks and trailers;
- Accurately, completely and legibly complete load tickets;
- Physically controlling every single load ticket;
- Verifying that the debris is being removed from eligible locations (public right-of-ways adjacent to improved property);
- Verifying that all debris removed is eligible (the debris must be a direct result of the disaster that poses an immediate threat to lives, public health and safety and cannot be removed from private property);
- Correctly identifying the type of debris (vegetative, construction and demolition (C&D), mixed, hazardous and electronic waste);
- Determining the actual volume (not measured truck volume) of debris taken to a Debris Management Site (DMS) or the final disposal location (such as a landfill);
- Ensure that mixed debris types are not placed in a single truck;
- Maintain communication with debris contractor (driver of the truck you are monitoring)
- Measure and validate all hazardous trees (leaners), hazardous hanging limb (hangers) and hazardous stumps;
- Total and accurate completion of the required documentation (load tickets, load ticket journals, damage/incident reports, etc.);
- Identification of pickup location (FEMA versus FHWA roadways);
- Ensure that debris is safely and properly loaded for transport;

- Documenting and reporting all damages to private property and structures;
- Insure that all debris is removed from the truck at the Debris Management Site; and
- Providing all required paperwork to supervisor on a daily basis;
- Remain courteous, respectful, and professional at all times with residents, contractors, FEMA, or City/County officials and fellow Witt-O'Brien's employees.

## **Section 2.     How is debris monitoring accomplished?**

Disaster debris monitoring is comprised of three steps which are completed for each phase of the debris removal and disposal operation (cut/toss for right-of-way clearance, removal of dangerous limbs (hangers), stumps and leaning trees, curbside debris removal, debris reduction and haul-out to final disposal site).

The first step is field monitoring stage, where the actual curbside removal of eligible debris is verified and documented through the use of load tickets. The second step is tower monitoring stage, where the estimation of the actual volume of debris delivered to the Debris Management Site (DMS) or the final disposal site is accomplished and the load tickets are completed. The third step is the final haul-out stage, where the measurement and documentation (using load tickets) of the volume of reduced debris (mulch) or ash that is taken to the final disposal site (such as an approved landfill).

The debris removal operation is conducted in repetitive phases called passes. Each pass is completed when all roadways have been cleared of debris for the first time. Then, as residents continue to place additional debris of the public right-of-way, a second pass of the debris removal equipment is conducted on each roadway. Depending on the severity of the disaster and the quantity of debris, a third pass may also be necessary.

### **The Debris Monitoring Process Simplified:**

- A. The debris removal trucks and equipment are certified for documentation purposes
- B. The debris locations are separated into debris zones
- C. The removal crews and their monitors are assigned to specific locations within each debris zone
- D. The debris is loaded while the monitor observes
- E. The debris load is checked by the monitor for safety during transport
- F. The load ticket is completed and the last copy kept by the monitor
- G. The remaining copies of the load ticket are given to the driver
- H. The field monitor completes the log and maps the debris removal progress
- I. The driver proceeds to the DMS or the final disposal site
- J. The driver gives the load ticket to the DMS ground monitor at the tower
- K. The DMS tower monitor determines the actual volume hauled (volume or percentage based)

- L. The DMS ground monitor inspects the load ticket for accuracy and takes action if it is incorrect
- M. The DMS ground monitor completes the bottom of the load ticket and gives a copy to the driver
- N. The DMS monitors complete the log
- O. The driver empties the hauled debris
- P. The truck is checked to verify that all debris has been removed
- Q. The truck returns to the collection site to start the process again

### **Section 3. Truck and equipment certifications**

The first step in disaster debris monitoring is to accurately certify the volumetric capacity of the debris removal trucks and/or trailers and completing a truck certification form. The first step in the certification process is to review, verify and document the driver's/vehicle documents such as driver's license, current registration and insurance coverage. A safety check of the vehicle is also performed to insure that all local, state and federal safety standards are being complied with.

The measurements of the overall dimensions of the bed are recorded to obtain the gross capacity. Then the measurements of all deductions such as the cut-out (for loading boom) and the doghouse (hydraulic lift for dump trucks) are taken and their volume calculated. The deduction volume is subtracted from the gross capacity to determine the certified net capacity. Sometimes a sketch is drawn to identify the measured sections of the truck. All measurements and calculations must be completely accurate in order for the correct volumetric capacity of the debris removal equipment to be calculated. Any debris removal equipment that does not actually haul debris to the Debris Management Site or directly to a certified landfill is required to have all certification process steps completed with the exception of the calculation of volumetric capacity.

After the truck certification form has been completed, an adhesive-backed vinyl placard identifying the truck and its certified capacity is attached to the driver's side of the truck's bed as closely as possible to the driver's door. Photographs of the entire side view (at a minimum) of the debris removal equipment are required to be attached to the certification form. Specific and detailed training will be given to any monitors that are selected to assist in the certification process

## PLACARD ON TRUCK

## PLACARD ON EXCAVATOR



Trucks and/or trailers may need to be periodically re-checked to insure that the certified volumetric capacity has not been altered during the debris removal operations (sideboards missing, bed alterations).

All aspects of the certification process must follow the currently approved FEMA requirements. The certification of debris removal equipment requires specialized training to understand the methodology by which the volumetric capacity is measured and determined. Any monitors that are utilized for the certification process will receive additional training which is beyond the scope of this introductory debris monitoring course.

## EXAMPLE OF TRUCK CERTIFICATION FORM:

<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="font-size: 1.2em; font-weight: bold;">WITT O'BRIEN'S</div> <div style="font-size: 0.8em; font-weight: bold;">TRUCK MEASUREMENT CERTIFICATION FORM</div> </div>																																											
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Subcontractor: _____																																											
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Description (Circle One):		<table border="1" style="font-size: 0.8em; width: 100%;"> <thead> <tr> <th colspan="4" style="text-align: center;">Inches to Decimal Feet Conversion Chart</th> </tr> <tr> <th>Inches</th> <th>Decimal</th> <th>Inches</th> <th>Decimal</th> </tr> </thead> <tbody> <tr><td>1</td><td>0.083</td><td>7</td><td>0.583</td></tr> <tr><td>2</td><td>0.167</td><td>8</td><td>0.667</td></tr> <tr><td>3</td><td>0.250</td><td>9</td><td>0.750</td></tr> <tr><td>4</td><td>0.333</td><td>10</td><td>0.833</td></tr> <tr><td>5</td><td>0.417</td><td>11</td><td>0.917</td></tr> <tr><td>6</td><td>0.500</td><td>12</td><td>1.000</td></tr> </tbody> </table>										Inches to Decimal Feet Conversion Chart				Inches	Decimal	Inches	Decimal	1	0.083	7	0.583	2	0.167	8	0.667	3	0.250	9	0.750	4	0.333	10	0.833	5	0.417	11	0.917	6	0.500	12	1.000
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Subcontractor (Print Name): _____						Signature: _____		Date: _____																																			
Primary Contractor (Print Name): _____						Signature: _____		Date: _____																																			
Client (Print Name): _____						Signature: _____		Date: _____																																			
White: Client      Yellow: OIRM      Pink: Primary Contractor      Gold: Subcontractor																																											

## Section 4. The Load Ticket

Load tickets are 4 or 5-part forms which are filled out by loading site debris monitors and completed by the tower monitors. They record important information about the truck load of debris and it is critical that they are filled out correctly. Load tickets are used by our client to request reimbursement from FEMA for the cost of removing storm debris from their jurisdiction. Load tickets can actually be viewed as checks and therefore each ticket must be accounted for and completely and accurately filled out in order that the funds expended on the removal of each specific load of debris can be reimbursed to the client.

**WITT|O'BRIEN'S** Ticket No.           (pre-printed)          

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

White: Client    Green: SRI    Yellow: Contractor    Pink: Hauler    Gold: Client



It is **CRUCIAL** that each load ticket is completely and accurately filled in, and is legible through all five copies. Due to the number of copies for each ticket, all monitors **MUST PRINT STRONGLY AND LEGIBLY** to insure that all copies are readable. It is **EXTREMELY IMPORTANT** that both field and tower monitors complete **EVERY** load ticket correctly and keep detailed records (ticket log) of all tickets daily, and provide this documentation to their supervisor at the end of each day.

Load tickets should only be filled out when the debris removal equipment is at the debris pick-up location and ready to begin removing debris. This will help to ensure that load tickets are not incorrectly filled out and the accurate data from the equipment placard is placed in the truck information section of the load ticket.

Every load ticket that is issued to a field monitor must be accounted for and recorded on a Load Ticket Log by a Supervisor. Every field monitor is responsible for the safekeeping of each and every load ticket, and all personnel involved with the debris removal and the debris monitoring processes depend on the detailed tracking of each load ticket as well as its accuracy and completeness. Load tickets are similar to bank checks, if they are not correctly completed, the bank (federal reimbursement agencies) will not cash them (reimburse the client).

## **Section 5.    Field monitor duties**

Each field monitor is assigned by their supervisor to a single debris removal crew daily. The field monitor must exchange contact information with the truck driver, especially names and cell phone numbers. Field monitors meet their removal crew at either the staging area (initial assignment) or at a specific time and location determined at the end of the previous day. **Punctuality is important; field monitors must not delay the debris removal operations.** All field monitors will be given maps of the area of the daily debris removal operations for which they are responsible for monitoring. Field monitors must document each and every load ticket that is assigned to them.





As the debris removal crew arrives at the loading site, the field monitor should begin completing the first six (6) fields of the load ticket, after ensuring that the debris to be removed is eligible for reimbursement. If the field monitor is unsure as to the eligibility of the debris, they should immediately contact their supervisor for assistance. Strict attention should be paid to the observing any potential hazards buried underneath the debris (such as gas/water meters) or hazards such as electric/cable/telephone lines.

It is very important to know whether or not the debris is being removed from a Federal-aid (FHWA) eligible roadway during the first pass and this information should be identified on the daily map provided to the field monitor. If the debris is on a Federal-aid roadway, the appropriate box must be checked on the load ticket. This is very important as the Federal Highways Administration reimburses the client for 100% of all debris removal costs during first pass

As the debris removal process begins, the field monitor should record the starting time and all other loading and debris information fields on the load ticket. Any comments pertaining to the location should be provided in the comments section.

**IF A LOAD TICKET IS DAMAGED OR OTHERWISE NOT USABLE**, the field monitor must keep the ticket and record the reason for not using the ticket on the Load Ticket Journal. If damage of any type occurs to private property, the field monitor must immediately call the appropriate emergency number (if required) and also call their supervisor. The field monitor must also complete a Damage Incident Report for each and every occurrence of property damage.

After the load ticket has been completed, the field monitor should print their name and badge number in the correct field and sign the ticket. **THE FIELD MONITOR SHOULD VERIFY THAT ALL OF THE FIELDS ON THE LOAD TICKET ARE COMPLETED, ACCURATE AND LEGIBLE AND CAN BE READ THROUGH TO THE LAST COPY.** The last copy of the ticket is then kept by the field monitor and the rest of the ticket is given to the debris removal driver. The field monitor should then confirm the next removal location with the debris removal driver.

After the debris removal crew has departed, the field monitor should complete the Load Ticket Journal with information from their copy of the load ticket, identify (map) the area where the debris removal has been completed and then move to the next debris removal location. Load Ticket Journals, like Load Tickets, **MUST** be filled out completely.

## EXAMPLE OF A PARTIALLY COMPLETED LOAD TICKET JOURNAL

## Field Monitor - Load Ticket Journal

Field Monitor Name: John Smith

Date	Ticket Number	Truck Number	Truck Capacity (CY)	Time	Debris Type*	Comments**
12-19-08	00017643	149	48	0835	Veg	
12-19-08	00017644	149	48	1021	Veg	
12-19-08	00017645					<b>Ticket damaged</b>
12-19-08	00017646	149	48	1146	Veg	
12-19-08	00017647	149	48	1304	Veg	<b>Mailbox damaged, damage incident report filed with Supervisor</b>

Field monitors must wear all assigned safety equipment (hard hat, vest, steel-toe shoes etc.) at all times throughout the day. The debris removal equipment is dangerous and all monitors must be observant of traffic conditions and remain clear of the debris removal equipment at all times. Field monitors are not to assist in the removal operation itself, but rather concentrate on their specific duties, especially the thorough, accurate and legible completion of the load ticket.

Field monitors should not argue with either the debris removal crew or private residents, and should always act in a professional, calm and courteous manner. If there are any disagreements with any parties involved, the field monitor should immediately contact their Supervisor. No field monitor should speak to the media (TV, radio or newspaper), but rather they should refer the media to contact the client's Public Information Officer.

Documenting and reporting all damages to private property and structures is another very important responsibility of debris monitors. Monitors should keep in mind that these forms should be filled out even in instances where there is no property damage. Monitors can use these forms to document encounters with residents, whether it be positive or negative, or pre-existing damage at a debris loading site. Having pre-existing damage documented will protect both our client (City or County), as well as the debris contractor.

## EXAMPLE OF A DAMAGE INCIDENT REPORT FORM

### WITT|O'BRIEN'S 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

## Field Debris Monitor Job Responsibilities

### Daily AM

- Report to work on time at designated area – check in with your Supervisor - sign in on roster - fill in time sheet and have your Supervisor initial both.
- Check for new information, procedures, maps, issues or phone numbers.
- Once assigned, proceed to work zone or meet with truck(s) at designated area.
- If not assigned, inform Supervisor and wait for assignment – do not leave the staging area without telling your Supervisor where you are going.

### Field Duties

- Meet truck(s) at designated loading or staging site. Get the driver's cell phone numbers and give them your cell phone number.
- Monitor and observe all loading activities of trucks, bobcats, front-end loaders – confirm that they are loading only storm-related debris which is on public rights-of-way or public property, and that they are not going onto private property to collect debris.
- Get out of your vehicle to observe loading activities – wear safety vest and hardhat.
- Remain a safe distance (50 feet) from loading operations and street traffic – check area for children, downed power lines, unsafe traffic conditions - report any safety issues or unsafe or reckless Contractor behavior to your Supervisor.
- Call your Supervisor if you cannot determine debris eligibility or have any questions about policies, procedures, or your responsibilities.
- Make sure truck is fully loaded and safe to travel – tailgate is secure, debris trimmed and not sticking out of sides or piled too high and ensure that debris not likely to fall off.
- Make sure that Contractors pick up all eligible debris, and that they clear branches and other debris off the roadway and private driveways before leaving the area.
- Fill out the Load Tickets carefully – accuracy and completeness are critical – always reference the address and name of the street that the debris came from – write neatly and hard enough to make sure all copies are clearly legible – be sure to sign the Load Ticket.
- Retain bottom copy of the Load Ticket and give the remaining pages to the truck driver – log the information from the ticket into your Load Ticket Journal and safely store the Load Ticket. Remember that the Load Tickets are the basis for everyone's paycheck.
- Keep any voided Loaded Tickets and turn them into your Supervisor at the end of the day.
- Ensure that you and the truck driver agree where you will meet after they unload the debris.
- While trucks are in transit to and from the Disposal Site, scout the area for debris and record the location of ineligible piles, illegal dumping and special debris types (white goods, stumps, hazardous waste) into the log and map the locations and update maps of debris collection progress. If bobcats or loaders continue to move debris while the trucks are away, stay and monitor their activities to ensure they do not go on to private property to get debris.
- Record all damages caused by Contractor to private property or public utilities on the Damage Incident Report and call your Supervisor or Damages Manager to report damages.
- Remain courteous, respectful and professional at all times with residents, Contractors, County or City officials and fellow employees.

## Daily PM

- When the trucks are finished for the day call your Supervisor to report in – return to base if not assigned to another truck or task.
- Turn in all Load Tickets, logs, maps and field forms to your Supervisor – update master map if required.
- Brief your Supervisor on the day's activities, debris collection progress, issues or problems.
- Check for information updates or scheduled meetings.
- Sign out on both the roster and your time sheet – have your Supervisor verify and sign.

## Basic Debris Eligibility Criteria and Issues

### Vegetative Debris:

- Consists of trees, branches, limbs, logs, and other woody material.
- Must be related to the storm event – blown from trees or broken limbs which were later cut off.
- Must be on public property when collected – in 15 foot right-of-way along roads or other public property such as schools, government facilities, utilities stations and maintained parks or recreational areas.
- Must come from improved and maintained residential lots – not from wild, un-maintained and vacant parcels.
- Be aware of debris which came from land clearing and yard maintenance activities – this debris is not eligible for FEMA funding – log it on the Ineligible Debris Log and report it to your Supervisor.
- Stumps over 24 inches in diameter require special measurement, documentation and validation – record the locations on the Stump Worksheet and Log when found.

### Construction & Demolition Debris (C&D):

- Consists of building materials – roof tiles or shingles, drywall, lumber, plywood, doors, window frames and other materials.
- Must have been generated by the storm event – windblown.
- Debris from remodeling or demolition work is generally not eligible – log it on the Ineligible Debris Log.
- Concrete is generally not eligible – log it and leave it.
- Mobile home debris must also have been generated by the storm, not from demolition or remodeling work.

### Other Types of Debris:

- Furniture – must have been damaged by the storm – is it stained from water or mold, or damaged by high winds?
- Carpeting – must show storm damage from water, mud or mold.
- Cabinets – also must show damage and cannot be from remodeling work.
- Electronics – TV's and stereos – must have storm damage to be eligible.
- White Goods and appliances – washers, dryers, stoves and water heaters may be eligible, but special collection procedures must be initiated.

- Tires – not eligible – make notes in the Ineligible Debris Log and report.
- Hazardous Wastes – household materials such as bleach, gasoline, oil, car batteries, paints and thinners – these must be collected separately – mark them on HHW Log and report them to your Supervisor.
- Mixed – when debris types are mixed and not easily separated at loading site, mark the Load Ticket “Mixed.”

## **Phone Numbers to Have**

- Supervisors and Project Manager
- Emergency Contacts – utilities, police
- Witt-O'Brien's Damages Manager
- Other Witt-O'Brien's Monitors in your area and Tower Monitors at the disposal sites
- Truck drivers you are monitoring
- Contractor Field Supervisors

## **Call your Supervisor**

- In the event of any injury or accident.
- If debris eligibility is in doubt or dispute.
- When your trucks are done for the day or you cannot find them in the morning
- When Contractors cause damages to private or public property – mailboxes, utility lines, water lines, lawns or automobiles.
- If any dispute or conflict arises with the Contractor or a resident.
- If you witness any serious safety violations by the Contractors.
- If your trucks are reassigned to a different zone or they are broken down.
- If you have to leave your trucks or loaders un-monitored for any reason
- If you have questions about your job responsibilities, need load tickets or other items

## **Field Equipment and Supplies**

- Cell phone with 1000 minutes minimum and 12 volt car charger
- All forms and load tickets
- Safety vest
- Hard hat
- Steel-toed boots
- Cooler with ice and water
- Food and snacks for the day
- Clipboard
- Sunscreen
- Insect repellent
- Pens and highlighters
- Camera, preferably digital
- Folding lawn chair
- Notepads
- Rain gear
- Map of area
- Watch



## **Do's and Don'ts of Debris Monitoring**

### **Do's**

- Be on time for the morning briefing or when meeting the removal crew in the field.
- Be polite and respectful to the removal crew and the public.
- Accurately and legibly complete each and every load ticket.
- Be careful working around heavy machinery.
- Wear all safety gear at all times.
- Keep complete and accurate records.
- Keep all emergency contact phone numbers in an accessible place.
- Keep your cell phone and all other equipment fully charged
- Bring water and food daily.
- Dress appropriately for each day's anticipated weather.
- Check each and every load ticket for completeness and accuracy before retaining your copy.
- Call your supervisor if you have an issue.

### **Don'ts**

- Ride on any debris removal equipment.
- Flag traffic.
- Use your vehicle to block traffic.
- Become overly friendly with the removal crews.
- Write load tickets in advance.
- Give out cell numbers of supervisors or management staff.
- Delay the debris removal process.
- Abandon the worksite without notifying your supervisor.
- Argue with the removal contractor.
- Issue a load ticket for ineligible debris.
- Guess at whether debris is eligible, call your supervisor when in doubt.
- Allow removal crews onto private property unless instructed to do so by your supervisor.
- Speak to the media; refer the media to the client's Public Information Officer.
- Forget, be professional at all time.



## Section 6. Debris Management Site (DMS) monitor duties

A minimum of two (2) monitors are assigned to each DMS. Each DMS has an observation tower at the entrance to the site. One monitor works on the ground and the other monitor works in the tower. The loads of debris are examined as the truck enters the DMS to estimate actual volume hauled, and the bed of the truck is checked when the truck leaves the DMS to ensure that all of the debris has been unloaded. Do not allow trucks without the proper identification (placard) to enter the DMS, refer them to a commercial landfill.

The DMS ground monitor is responsible for collecting the load ticket from the truck driver and examining the ticket for errors or omissions. If there is a problem with the ticket, the tower monitor is responsible for contacting the field monitor who supplied the inaccurate ticket as well as his/her supervisor, in order to correct the load ticket prior to any further actions taking place.

The DMS tower monitor observes the void spaces not filled with debris in the loaded truck bed and ensures that only eligible debris has been loaded. A common rule of thumb is to estimate the number of portable toilets that are represented by the empty areas throughout the truck bed and subtract that volume from the certified capacity of the truck bed and entered onto the load ticket.

Newer Style (3 cubic yards)



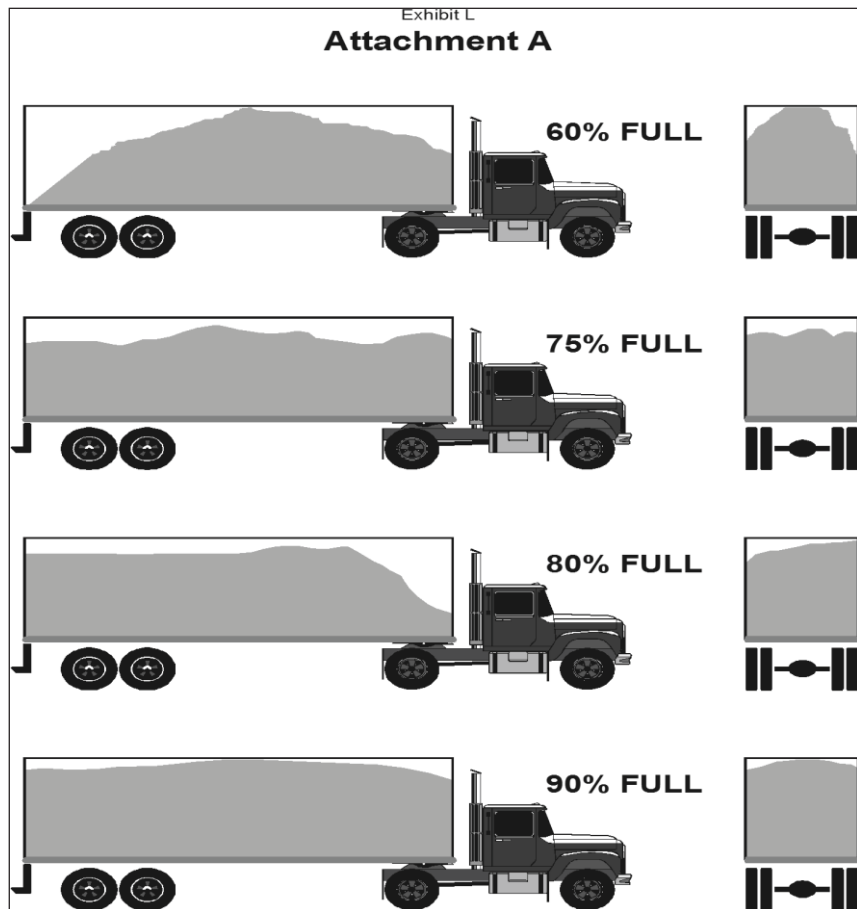
Older Style (2 cubic yards)



Another method to determine actual volume is to visually estimate the percentage of the truck that is filled with debris. The certified capacity of the truck is then multiplied by the percentage (in 5% increments) by the DMS ground monitor and entered onto the load ticket.

Once the load ticket is correct, the ground monitor completes the data supplied by the tower monitor. The DMS ground monitor removes the last copy of the load ticket and returns it to the truck driver, then gives the remaining copies of the load ticket to the tower monitor. The DMS tower monitor completes the DMS Tracking Log and separates the remaining copies of the load ticket for distribution to the debris contractor, Witt-O'Brien's and the client.

After the debris has been unloaded, the debris removal truck must be visually inspected to insure that it is 100% empty so that debris volume is not double-counted.



# WITT|O'BRIEN'S

## PORTIONS OF LOAD TICKET COMPLETED BY DMS MONITORS

WITT|O'BRIEN'S

Ticket No. (pre-printed)

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

White: Client   Green: SRI   Yellow: Contractor   Pink: Hauler   Gold: Client

## Debris Management Site Monitor Job Responsibilities

- Review disposal site conditions and tower for safety issues. Report any safety concerns to your Supervisor, and always wear your safety vest, steel-toed boots, long pants and hard hat.
- When a truck arrives at the tower, verify and confirm that the information on the placard corresponds to information on the load ticket (name, number, capacity, type of debris), and that all loading site information is complete and accurate.
- Check for alterations to the truck – side boards missing, tailgate changed, placard altered, capacity looks correct, truck number not changed, the debris type matches the ticket, and the debris is not obviously ineligible. If anything about the truck appears to have been altered, call your Supervisor and alert him or her to the issue – the truck may have to be re-measured and certified.
- If the truck is overloaded or has debris protruding out dangerously from the sides or top, or has debris that may fall off and present a risk to the traveling public or others, tell the driver and call the loading site monitor to alert him or her that they must make sure trucks are safely loaded before issuing a ticket.
- If any information on the load ticket is missing or incorrect, call the field monitor to obtain the information, if possible. If not, make a note and follow up later to make corrections and complete the ticket. Alert your Supervisor (or QA/QC manager, if present) to the problem.
- Judge and estimate the percentage of the truck's total measured capacity the debris occupies, to the nearest 5%. Does the debris appear to be properly compacted and loaded? If not, and large gaps exist; make appropriate deductions to the percentage call using your best judgment. Use your truck conversion chart to enter the final volume on the Load Ticket. If a truck has no tailgate, it cannot receive more than an 85% call. If trucks or trailers are hand-loaded, the maximum allowed volume is 50% of the certified capacity.
- Fill in the estimated percentage of capacity in the load ticket, as well as all other information – date, time, your name and signature, the name of the disposal site. Write neatly and press hard to make sure all copies are legible.
- Give the bottom copy of the ticket to the driver and retain the rest.
- Do not argue with the truck drivers or Contractor representatives. If a dispute arises, politely ask the driver to pull off to the side and call your Supervisor to resolve the issues. Retain all parts of the load ticket until the matter is settled.
- Transfer the information from the load ticket to the TDSRS Tracking Log. Separate the parts of the Load Tickets and put them into plastic bins for safekeeping.
- Continuously observe the activities of all Contractors operating at the Disposal site for safety and proper unloading and debris handling. Call your Supervisor if any unsafe conditions or behavior is apparent.

- When trucks leave the site after unloading their debris, they must also be inspected to confirm that they discharged all of the debris and that the truck is empty.
- If FEMA monitors are present at the site, cooperate fully with them and maintain respectful, polite and professional relations with all FEMA, Contractor, County or City and Witt-O'Brien's personnel at all times. Call your Supervisor when any disputes, conflicts or safety issues arise.

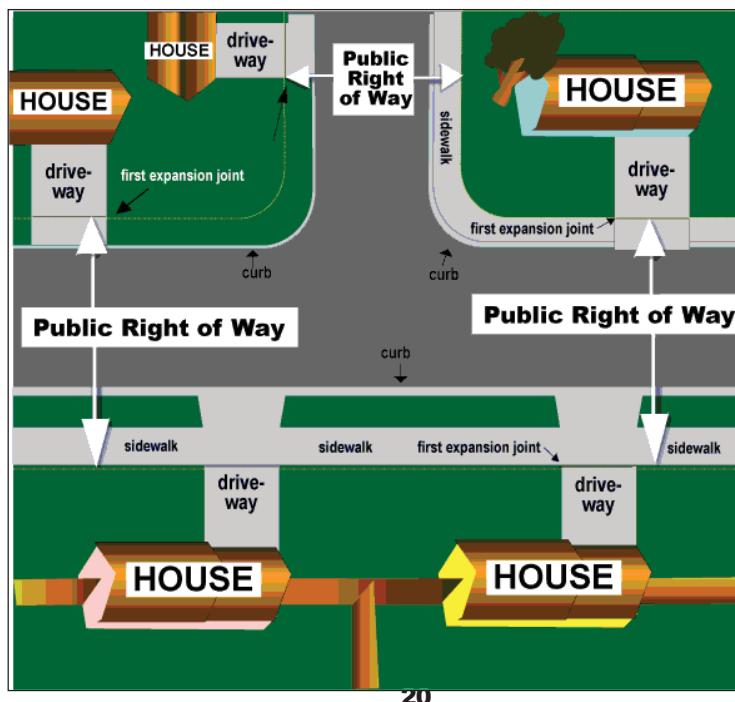
## Section 7. Emergency Right-Of-Way Clearance

Immediately following a disaster event, the first debris removal phase is to cut up and push the debris to the side of the roadway (cut and toss) in order to allow access for emergency and search and rescue vehicles. **During this procedure, and throughout the 1<sup>st</sup> pass removal, it is crucial to identify the exact location of the debris being removed; in order to adequately document the federal agency responsible for reimbursing the costs (FEMA or FHWA).** For all disasters, FEMA generally only reimburses the client 75% of the actual debris removal costs, but the FHWA reimburses at a 100%. This difference in reimbursement levels can be very substantial and therefore accurate recording and documentation of the exact debris pickup location is critical.

Emergency clearance operations are usually accomplished using a time and materials contract for the first 70 hours of actual time completing the cut and toss process; rather than a volume-based contract. In this case, debris monitoring duties consist of recording and documenting the labor and equipment hours on a Time and Materials Contract Log or similar document.

## Section 8. Hazardous Trees (Leaners) and Hazardous Hanging Limbs (Hangers)

All leaning trees and hanging branches must extend into the public right-of-way (ROW) in order for the costs to be eligible for reimbursement. This is the 1<sup>st</sup> critical test for these special debris types to determine their eligibility.





Trees that are determined to be hazardous (leaners) or have broken branches (hangers) have special eligibility and reimbursement requirements that involve special documentation. If possible, all leaning trees and trees with hanging branches should be inspected and approved as eligible for removal by a FEMA representative prior to removal operations occurring. Photographs of all these special debris types must be taken and accurate GPS coordinates recorded. A tree is designated as hazardous (or a "leaner") if it is six (6) inches or more in diameter at breast height AND one or more of the following are met:

- It has more than 50% of the crown damaged or destroyed;
- The trunk is split that exposes heartwood;
- The tree has fallen over within a public-use area; and/or
- The tree is leaning at an angle greater than 30 degrees (leaner).

## **EXAMPLE OF ELIGIBLE HAZARDOUS TREE (LEANER)**



Note: We assume this tree is in the Public Right of Way or on improved Public Property and represents a clear threat to the public's health and safety

Hanging branches must be two (2) inches or greater at the point of breakage and only those branches that extend into the public ROW are eligible to be trimmed. The hanger should be cut at the closest main branch junction, removing the entire branch back to the tree trunk may not be eligible. A Hanger Log should be accurately completed for each tree where hangers are removed. The cost of cutting the branches is generally not eligible for reimbursement, only the cost of removing the actual cubic yard volume of the cut branches.

If possible, all leaning trees and trees with hanging branches should be inspected and approved as eligible debris by a FEMA representative prior to removal operations occurring. Photographs of all these special debris types must be taken and accurate latitude and longitude coordinates recorded.

## EXAMPLE OF HAZARDOUS HANGING LIMB (HANGER)



### Section 9. Hazardous Stumps

If the hazardous tree has **GREATER** than 50% of the root ball exposed and the tree is 24 inches or more in diameter (as measured 24 inches from the ground), the trunk portion of the tree may be removed as cubic yard volume and the stump may be treated as described in the next section using a Stump Worksheet. All leaning trees that are eligible must be recorded on a Validation Field Log.

If the stump of a leaning tree is eligible for removal (greater than 24 inches in diameter at 24 inches above the ground with more than 50% of the rootball exposed), the stump may be removed and the resulting hole in the ground filled in. Stumps with diameters less than 24 inches at 24 inches above the ground do not require special equipment for removal and therefore reimbursement is based on a cost per cubic yard as determined using the Stump Conversion Table.

To determine the stump diameter, measure 24 inches up from the ground and then measure around the trunk of the tree. By dividing that measurement by 3 you can estimate the stump's diameter.

## EXAMPLE OF HAZARDOUS STUMP



Note: We must ensure that this tree is on a public right of way on and not on commercial property in order for it to be eligible for collection by the client's removal contractors operating as part of the FEMA project.



## **Remember**

**Safety First!**

**You represent your company and our client.**

**Conduct yourself in a courteous and professional manner at all times.**

**Stay off of private property.**

**If in doubt, call you Supervisor.**

## **SAFETY POLICY**

Safety is everybody's business. It is to be given primary importance in every aspect of planning and performing all Company duties and activities. We want to protect you against injury and illness, as well as minimize the potential loss of production. All employees have a safety responsibility to themselves, fellow workers and the Company. These rules apply to everyone:

- Report all injuries to your manager immediately (no matter how small).
- Comply with all safety rules, regulations and orders issued by the Company or the federal, state and local government.
- Remain alert on the job at all times.
- Stay a safe distance away from debris loading activities – falling or flying debris is hazardous.
- When stopping to observe debris collection activities use your vehicle's flashing lights and pull off the road when possible.
- When outside of your vehicle, always wear a safety vest and hardhat, remain clear of loading equipment and stand to the side of the road. Stay alert to traffic.
- Anticipate possible dangers in your operations and make every effort to avoid them.
- If you see anything that needs repair or is a safety hazard, report it to your supervisor immediately.
- Utilize personal protective equipment if it has been issued to you. If you wish to have safety equipment that is not provided, request it of your supervisor so that it may be considered.
- Use your seatbelt whenever you are in a vehicle.
- Know the proper procedures for doing your assigned job. If you are in doubt, or if you need additional equipment or any assistance, notify your supervisor.

# WITT|O'BRIEN'S

- No one, except authorized personnel, is permitted to use any machinery or equipment.
- Proper lifting techniques of “back straight, knees bent” are mandatory. Get help for all bulky or heavy jobs.
- Use tools only for the job for which they are provided. Don't improvise. Defective tools are to be reported to your supervisor immediately.
- Do not remove, circumvent, disconnect or render inoperable any safety or protective device. Do not operate equipment that is unsafe. Report any tampering with safety devices to your supervisor.
- Do not climb on racks, pallets or trucks; use safety ladders.
- Know the location of all fire alarm boxes, first-aid kits, fire extinguishers, emergency routes/exits; do not block their access.
- Submit suggestions for improvements in safety, health or efficiency to your supervisor.

These safety rules are not meant to be all inclusive or to cover every conceivable situation. Always use good judgment and common sense to protect your safety and the safety of others. Remember that carelessly endangering yourself or others will lead to disciplinary action, up to and including discharge from employment.

**Town of Miami Lakes, FL**

6601 Main Street  
Miami Lakes, FL 33014

**ELECTRONIC COPY**



**RFP #2017-45 Disaster Debris Monitoring Services  
PRICE PROPOSAL**

**WITT|O'BRIEN'S**  
CONTROL THE OUTCOME

**Submission Due | May 18, 2017 1:00 pm**

**Town of Miami Lakes  
Debris Monitoring Services  
RFP 2017-45**

**Price Proposal Form**

Position	Estimated Hours	Hourly Rates	Total
Project Manager	70	\$69.00	\$4,830.00
TDSR Monitors	220	\$35.00	\$7,700.00
Operations Manager	190	\$57.00	\$10,830.00
FEMA Reimbursement Manager	50	\$95.00	\$4,750.00
Scheduler/Expeditor	40	\$48.00	\$1,920.00
TDSR Security	75	\$32.00	\$2,400.00
Field Supervisor	800	\$50.00	\$40,000.00
Field Monitors	430	\$35.00	\$15,050.00
Environmental Specialist/Consultant	10	\$95.00	\$950.00
GIS Specialist/Computer Analyst	10	\$50.00	\$500.00
Data Entry Clerk (Paper ticket back-up if needed)	20	\$27.00	\$540.00
Data Manager	10	\$55.00	\$550.00
Administrative Support	20	\$28.00	\$560.00
Environmental Field Technician	10	\$55.00	\$550.00
Operations Specialist	10	\$48.00	\$480.00
Engineer/Scientist/Professional	10	\$110.00	\$1100.00
Data Support Personnel		\$28.00	\$Enter Total

Aerial Photographs			
	Estimated Hours	Unit Price	Total
Aerial Photo Package (one flight & five photograph	2	\$Cost + 15%	\$Cost + 15%*
Photograph Copies (per duplicate of original photo)	6	\$Cost + 15%	\$Cost + 15%*
Additional Photographs (per photo, same flight, same location, different view)	5	\$Cost + 15%	\$Cost + 15%*
Additional Location (one photo, same flight, different location)	5	\$Cost + 15%	\$Cost + 15%*

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

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

Print Name: Greg Fenton



## Town of Miami Lakes Price Proposal

### Additional Recommended Positions

Witt O'Brien's recommends the following additional positions for Debris Monitoring Operations, for use on a project by project basis with justification, as well as Planning and Training Initiatives. Job descriptions are provided for your review as required.

Debris Monitoring Operations	Hourly Rate
Billing / Invoice	\$ 28.00

#### Notes on Rates

1. The hourly rates provided in both tables above include all applicable overhead and profit.
2. All non-labor related project costs will be billed to the Town at cost without mark-up. This includes travel expenses such as airfare, hotel, per diem, rental car and/or mileage, which will be billed in accordance with the current GSA schedule or Town's travel policy as required.
3. All expenses shall be submitted with full supporting documentation in compliance with Town's guidelines for reimbursement.

#### Position Descriptions

Other Suggested Positions and Responsibilities	
Position	General Responsibilities
Billing / Invoice	<ul style="list-style-type: none"><li>• Reconcile invoices with load ticket summary</li><li>• Inspect and audit contractor's invoices</li></ul>

\*-Aerial photography services shall be subject to availability.



### Certification – Trench Safety Act

The Bidder, by virtue of signing the Bid Form, affirms that the Bidder is aware of the Trench Safety Act, and will comply with all applicable trench safety standards. Such assurance shall be legally binding on all persons employed by the Bidder and Subcontractors.

The Bidder is also obligated to identify the anticipated method and cost of compliance with the applicable trench safety standards.

Bidder acknowledges that included in the various items of the proposal and in the total Bid price are costs for complying with the Florida Trench Safety Act. These items are a breakout of the respective items involving trenching and will not be paid separately. They are not to be confused with bid items in the schedule of prices, nor be considered additional Work.

The Bidder further identifies the costs and methods summarized below:

Description	Unit	Quantity	Unit Price	Extended Price	Method
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Total \$ 0

The Bidder/Proposer shall acknowledge this Bid and certifies to the above stated IV by signing and completing the spaces provided below.

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

Signature: 

Printed Name/Title: Greg Fenton, Chief Operating Officer

City/State/Zip: 2200 Eller Blvd., Fort Lauderdale, FL 33316

Telephone No.: 404-942-7750

E-Mail Address: gfenton@wittobriens.com