Dewberry

Dewberry Engineers Inc.
200 Broadacres Drive, Suite 410
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973.338.9100
973.338.5860 fax
www.dewberry.com

Via Electronic Submission:
roy.hambrecht@treas.state.nj.us

February 19, 2013

Mr. Roy Hambrecht
Proposal Receiving Room - 9th Floor
Division of Purchase and Property
Department of the Treasury
33 West State Street, P.O. Box 230
Trenton, NJ 08625-0230

RE: BAFO - RFQ - Project Management Services: Waterway Debris Removal Services

Dear Mr. Hambrecht:

Thank you for the opportunity to submit Dewberry's Best and Final Offer (BAFO) for this important project. Dewberry is committed to helping the State of New Jersey through the management of its recovery operations for debris in the New Jersey waterways. We have worked on recovery projects in almost every state in the country, including New Jersey, where we have provided expert project management advice to maximize reimbursements of disaster recovery expenses.

Our objectives are to empower the State to complete the majority of the waterway debris removal activities within the first 90 days while concurrently getting FEMA's reimbursements back into the hands of the State more quickly.

Dewberry recognizes that the State of New Jersey provides initial funding for disaster response and recovery operations. These out-of-pocket funds must be recovered as quickly as possible to avoid negative fiscal consequences. One of the State's biggest challenges is to ensure that it asserts control of the reimbursement process so it can be reimbursed for every dollar for which it is eligible.

The Dewberry team is the best value for New Jersey because we combine the know-how to efficiently deliver support services for debris, and specifically debris in waterways, with our understanding of state and federal regulatory processes that govern debris recovery operations. This comprehensive approach and in-depth knowledge of FEMA's debris policies and processes will be a valuable asset to the State in completing this project.

This is where Dewberry can make a difference.

Benefits of Hiring Dewberry

- Higher than standard reimbursement rates.
  - On every PA recovery assignment over the past two years, Dewberry's clients have actually been reimbursed more than their own cost projections through our superior knowledge of FEMA's program and policies.
  - In some instances, Dewberry identified 50% more damages and costs than the Grantees had identified - all eligible for reimbursement through FEMA.
- Dewberry completed grant applications ahead of schedule, on behalf of our clients.
- Dewberry tracks costs in a manner that has made over 75% of our fees reimbursable from FEMA.
- All staff assigned to this project are employed by Dewberry.
  - No subcontractors are required for any functions.
  - Dewberry has a better span of control, quality control and consistent direction for our staff than companies that require subcontractors.

Dewberry provides a New Jersey-based team to perform the work. The Dewberry team has three offices in New Jersey, staffed with seasoned professionals who bring critical knowledge of New Jersey geographies, waterways, local conditions and construction costs, building codes and other regulatory requirements. Being local means we have a vested interest in the outcome - we care about the results. Being local ensures we can respond immediately when issues arise. Being local means wages and services are being paid to support New Jersey taxes. Being local means our people spend their money in New Jersey, helping to re-invigorate the local economies after this storm.

Work smart and effectively to complete task orders quickly. Our goal is to get the job done right and get it done quickly by providing the knowledge, experience and tools to assist DEP in helping the State recover more quickly, which saves money. No other team focuses on getting it right and getting it done like we do.

Please do not hesitate to contact me for any reason. We look forward to hearing from you soon regarding the Notice of Intent to Award.

Sincerely,

Ileana Ivanciu, PhD
Vice President

Attachment: BAFO Price Schedule

ATTACHMENT A: PRICE PROPOSAL FORM - BAFO 2/19/13

RFQ for Project Management Services: Waterway Debris Removal Project

BIDDER NAME: Dewberry Engineers Inc.

Price Line	Description	Unit	Estimated Quantity	Unit Price	Total Price
	SECTION A - STAFFING				
1	State Lead: The main point of contact between the contractor and the State Contract Manager. Responsible for all communications and reporting between the Contractor and the State. Shall be available 7 days a week, 24 hours a day.	HOUR	2100	$182.79	$383,862.55
2	Regional Managers (3): One Region Manager, with experience in, or oversight of, FEMA compliant debris removal shall be assigned to each Region. Responsible for implementing the services set forth in this RFQ in the respective Region. Shall be available 7 days a week 24 hours a day.	HOUR	6300	$176.96	$1,114,868.17
3	Technical Lead: The Technical Lead has responsibility over all technical decisions made by the Contractor, and is responsible for overseeing the activities of all Technical Support Specialists, as defined below.	HOUR	2100	$242.80	$509,880.58
4	Technical Support Specialist: (multiple) This category would cover various specialty areas required for completion of the Project, including, but not limited to, engineering, environmental compliance, QA/QC, Permit Coordination, Health & Safety, Certified Asbestos Inspector, and GIS Specialist and staff with experience in the use of remote sensing technology in waterways (including side-scan sonar) and interpretation of data from such technology. If Contractor has other specialties they feel are necessary for the completion of the Project that are not listed here, they would be covered by this labor category.	HOUR	8000	$108.21	$865,707.07
5	Community Relations Liaison: Responsible for all community and local government interaction as needed and as requested by the State.	HOUR	2100	$96.21	$202,032.92
6	FEMA Compliance Manager (one or more): Responsible for ensuring all operations conducted by Debris Monitors, Debris Contractors, as well as the Contractor, are FEMA eligible for reimbursement to the extent possible. Bidder should have sufficient staff working under the supervision of the FEMA Compliance Manager available to address FEMA eligibility and compliance issues in all Regions in a timely manner to avoid delays in waterway debris removal.	HOUR	1000	$184.36	$184,355.04
7	Information Management Coordinator: Responsible for overall database operations and electronic reporting as required.	HOUR	1000	$123.49	$123,492.62
8	Project Scheduling Assistant: Responsible for all aspects of Project Schedule development and updates as instructed by the Contractor.	HOUR	1000	$76.53	$76,531.99
9	Inspectors (multiple): Responsible for any necessary inspections of the daily operations of either the Debris Monitors or the Debris Contractors to ensure compliance with their individual contracts and the overall objectives of this RFQ.	HOUR	6300	$75.06	$472,908.56
	SECTION B - TEMPORARY SUPPORT FACILITIES				
10	Mobilization (inclusive firm fixed price for each region)	REGION	3	$20,000.00	$60,000.00
11	Demobilization (all inclusive firm fixed price for each region)	REGION	3	$8,500.00	$25,500.00
12	Operation Rate for Temporary Support Facility (all inclusive firm fixed price for each region)	WEEK	90	$750.00	$67,500.00
	SECTION C - TRAVEL AND PER DIEM				
13	Travel and Per Diem ***(Estimated for proposal submission)***				$500,000.00

TOTAL BID PRICE **$4,586,639.51**

Dewberry

ARCHITECTS ENGINEERS CONSULTANTS

Project Management Services: Waterway Debris Removal Project

New Jersey Department of the Treasury, Division of Purchase and Property
On behalf of: New Jersey Department of Environmental Protection

February 13, 2013

SUBMITTED BY:

Dewberry Engineers Inc.
200 Broadacres Drive
Suite 410
Bloomfield, NJ 07003-3154
973.338.9100

SUBMITTED TO:

New Jersey Department of the Treasury
Division of Purchase and Property
33 West State Street, 9th Floor
Trenton, NJ 08625-0230
Attn: Roy Hambrecht

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RE: Project Management Services: Waterway Debris Removal Project

Dear Mr. Hambrecht:

When disasters impact a region, communities are at the front-line, focused on helping citizens while navigating the support and resources available from governments, volunteer organizations, faith-based groups, and non-governmental organizations. Dewberry's focus is on helping communities by making them stronger, better prepared, better trained, more resilient, and financially stable after any disaster event. With three New Jersey offices, our roots run deep and we understand firsthand the impacts of disasters like Superstorm Sandy.

Waterborne debris can impact our shorelines, near-shore lines, navigatable waters, non-navigatable waters, fishing areas and recreational areas. To have these streams, rivers and coasts unavailable because of potential health and safety hazards from storm debris would be detrimental to New Jersey's economy and coastal livelihood. Having participated in the development of national policies on debris management as well as implementing its practical application, Dewberry's team understands that debris issues are varied, widespread and costly. They have an immediacy to them that requires quick decision making in order to provide access to critical facilities as well as access for emergency vehicles and rescue operations. Debris removal and disposal often constitutes the single most costly activity faced by local and state jurisdictions. Debris is one of the most visible reminders of the disaster and can be a psychological impediment to recovery, both to residents and visitors. Consequently, debris removal is a cornerstone of recovery.

We understand better than any other team the complexities of the full debris management cycle that face New Jersey. Our team includes individuals who have developed the policies, helped State and local communities write their debris plans, and exercised and trained regions on those policies and plans, in addition to being residents

committed to seeing New Jersey shores and waterways free of waterborne debris. Leading the Dewberry team are State Lead Nick Alexiades, PE, PP, a 48 year resident of New Jersey with over 35 years managing large scale consulting projects, and Ron Moore, the most experienced and knowledgeable debris subject matter expert (SME) in the country, as Technical Lead. Mr. Alexiades' intimate knowledge of New Jersey and experience across the entire State makes him ideally suited to provide superior client service to the New Jersey Department of Environmental Protection (NJDEP) while managing the resources of a diverse project team. His past experience managing environmental permitting for projects includes coordinating with the NJDEP, numerous agencies and stakeholders. Mr. Moore will lead, train, and provide oversight and direct waterway debris compliance activities across all three DEP regions, supporting the Debris SME in each Region. Mr. Moore will also serve as a valuable asset to the State, as the premiere resource on FEMA debris policies, program and debris eligibility in the country.

Our team has implemented and monitored debris operations as well as evaluated and assessed reimbursement eligibility, helping State and local communities recoup millions of dollars in federal assistance funding after presidentially declared disasters. Our team has informed policy changes after implementing guidance in the field over the past three decades. The unmatched experience of the Dewberry team will provide NJDEP with management of the Debris Operations and Debris Monitoring contracts to accomplish at least 75% completion of debris operations by June 1, 2013. No other company can match this level of participation and understanding of the policies and programs that drive FEMA's debris program.

As outlined in the proposal that follows, we believe our experience and capabilities will make this project successful and will help the State of New Jersey shores and waterways to be available to the public for recreational use, vacationing guests and normal waterway commerce activities, by the start of the summer season. Dewberry is committed to helping NJDEP maximize every resource, every applicable federal program and every opportunity to recapture all costs associated with debris operations. We look forward to the opportunity to work with you. Please contact me directly at 973.576.0150 or iivanciu@dewberry.com if you have any questions or concerns.

Sincerely,

Ileana Ivanciu
Vice President

New Jersey Department of the Treasury
New Jersey Department of Environmental Protection

Project Management Services: Waterway Debris Removal Project

4.1 Technical Proposal

INTRODUCTION

Superstorm Sandy struck the New Jersey shore on October 30, 2012, leaving unprecedented destruction in her wake. While debris removal and disposal activities on land have been ongoing for some time, significant, but unknown quantities of debris remain in the State's waterways. The New Jersey Department of Environmental Protection (NJDEP) requires a contractor with FEMA Public Assistance program, debris operations, and contract management experience to provide oversight and coordination of its waterway debris removal contractors and debris monitoring contractors to ensure that waterway debris removal and disposal operations will be at least 75% complete by June 1, 2013.

A full-service architecture/engineering firm with forty offices nationwide, including three in New Jersey, Dewberry has provided program and contract management on many large, complex projects that have required us to oversee and coordinate the activities of multiple contractors and subcontractors simultaneously to meet tight project deadlines. We have provided these services for local, state, federal, and private sector clients for design, design/build, and emergency management-related projects.

As FEMA's **first** Public Assistance program contractor, Dewberry has more than 30 years of experience in disaster response and recovery operations. Our personnel have helped to develop many of the FEMA program policies that are in effect today, and we continue to assist FEMA in developing and implementing new guidance. In particular, our personnel assisted FEMA in writing the debris management guide that is currently in use (FEMA 325), and we are coordinating with them on the development of new debris estimating tools and methodologies.

Figure 1 Debris from Superstorm Sandy remains in New Jersey waterways

No other firm brings the NJDEP the depth of debris program and contract management experience combined with local knowledge that Dewberry does to ensure a successful waterway debris removal program.

PROJECT LAUNCH

Immediately upon Notice-to-Proceed Dewberry will assemble our project management team and begin developing our Work Plan approach in preparation for the project launch meeting with NJDEP, its debris removal contractors, debris monitoring contractors, and other key stakeholders.

Within three days of Notice-to-Proceed, Dewberry's State Lead, New Jersey-based engineer Nick Alexiades, will schedule and conduct the Project Launch Meeting. During this meeting, he and our Regional Managers will outline our Work Plan approach to serve as the starting point for collectively engaging in an open dialogue regarding the

background of the project, project goals and objectives, anticipated challenges, and known obstacles/risks to success that may require us to leverage additional resources or develop alternate approaches to achieve project success and overcome challenges. A key outcome of this meeting will be to ensure that the NJDEP project goals and objectives are aligned with our Work Plan approach in managing the NJDEP's debris removal and monitoring contractors.

Another key outcome of the project launch meeting will be to establish clear lines of communication between Dewberry, NJDEP, the debris removal contractors, debris monitoring contractors, and key stakeholders. We believe that one of the keys to success for this project is keeping a clear channel of communication and providing visibility on the status of the data collection and processing efforts. In addition to established reports, updates, and scheduled meetings, Dewberry will use geospatial-enabled, web-based tools to track our progress and enable us to continuously adjust protocols to ensure the most efficient data collection; these tools also will be available to the NJDEP project staff.

WORK PLAN

Within five days of the Project Launch Meeting, Dewberry will have a Work Plan ready for review by the State Contract Manager. The Work Plan will address the management content required in the RFQ, including but not limited to:

- Scope of the Project
- Project Schedule
- Resource Monitoring
- Reporting
- Costs
- Staffing
- Temporary Support Facilities

In addition, our plan will include training for debris removal contractor and debris monitoring contractor personnel regarding waterway debris eligibility issues. Dewberry recommends providing this debris training to ensure consistent application of FEMA's debris policies, while making it clear to debris removal contractors and debris monitoring contractors what the expectations are for their performance of the debris activities.

CONTRACTOR OVERSIGHT

To ensure that operations are being conducted in accordance with relevant regulatory and safety requirements, coordinated properly with other interested parties, progressing on schedule, and tracked financially, the State's Program Manager needs proper oversight of debris removal contractors and debris monitoring contractors. Some of the oversight techniques that Dewberry will use for this contract include but are not limited to compliance reviews, performance metrics/benchmarks, and operational awareness activities.

Compliance Reviews

In order to provide clear direction to the debris contractors and monitors, our State Lead would advocate for a complete review of each respective contractor's debris removal or monitoring plans, health and safety plan, and list of subcontractors.

Table 1 Item for Review	Reviewer	Purpose of Review
Debris removal and monitoring plans	Technical Support Specialists	Compliance with applicable environmental and historic preservation regulations
Debris removal and monitoring plans	FEMA Compliance Managers	Compliance with FEMA debris program requirements
Health and safety plans	Health and Safety Compliance Officer	Adherence to worker safety requirements
List of subcontractors	State Lead	Adherence to debarment clauses
Permits, waivers	State Lead, Region Managers	Compliance with local and state agency regulatory requirements
Licenses	State Lead	Compliance with State licensing requirements
Notification of field activities	Region Managers	Coordination between debris removal contractors and local governments
Load ticket templates	FEMA Compliance Managers	Compliance with FEMA Public Assistance program requirements for potential reimbursement

Once we obtain this information, we will provide training to our team to familiarize them with the debris removal and monitoring plans and the health and safety plans provided by the debris contractors. This knowledge will be important for our field staff to apply during their site visits. The training will be conducted by the State Lead, Technical Specialists, and Health and Safety Compliance Officer via WebEx or in-person prior to sending our personnel into the field.

Performance Metrics

Our State Lead will work with the NJDEP to establish performance metrics and benchmarks that will be communicated to the debris removal contractors and debris monitoring contractors as part of the project expectations. Such metrics could include things like health and safety plan performance (e.g., lost person-days of work), adherence to project schedule, total fees, and prompt payments to subcontractors. These metrics will be used to evaluate individual contractor as well as overall operational progress to determine if corrective actions or adjustments to the operations plan are warranted.

Operational Awareness

Our FEMA-experienced debris team will provide additional oversight of the removal and disposal operations being monitored by the debris monitoring contractor. Our three Region Managers will be supported by technical specialists and field personnel to observe field operations and provide feedback. We will have at least one roving inspector or inspection team for every three debris sites. These roving inspectors will have copies of the debris removal and monitoring plans and the health and safety plans relevant to the sites assigned them and will observe operations and piles for compliance with those plans. Our roving inspectors will also review load tickets for completeness and accuracy, observe and assess debris piles and compare their observations with those of

debris removal contractors' and debris monitoring contractors' personnel, and take photographs of debris sites and operations. The roving inspectors will provide feedback to the Region Managers, who may decide to make field spot checks based on the information received. The field spot checks serve a number of purposes, including providing suggestions for improving efficiency, complying with written and approved plans, and compliance with FEMA Public Assistance program requirements. If the Regional Manager believes it would be appropriate to place a field inspector full-time with a debris removal and monitoring crew, the Region Manager will consult with the State Lead and State Contract Manager to discuss the recommended action before implementation. If FEMA compliance issues arise that our Regional Managers believe would be best addressed by our FEMA Compliance Managers, the Region Manager will consult with a Compliance Manager, who will make site visits as warranted to address and resolve issues and to facilitate a common understanding among debris removal contractors and debris monitoring contractors of debris assessments in the field.

MEETINGS

Regularly scheduled daily and weekly project meetings will facilitate open communication among all stakeholders involved in the project. Our State Lead will schedule daily morning conference calls for representatives of the debris removal contractors and debris monitoring contractors, State Contract Manager, our Region Managers, and other interested parties to discuss the plan for each day, issues encountered the previous day, and other items of interest or concern. Weekly project meetings will be scheduled and conducted in person and via conference call for contractors' representatives and interested state and federal agency personnel to review progress, discuss needs and potential issues, coordinate activities, etc. With participants' permission, we will record each meeting and provide written minutes of the meetings to the State Contract Manager within two days of the meeting.

CONSOLIDATED DATABASE

The development and implementation of a consolidated database will provide the foundation for our reporting, as discussed in the next section of this document. The success of managing a consolidated database ultimately depends on a sound technical approach composed of a properly managed planning phase and experience-driven database design, development, and implementation. Dewberry will develop a comprehensive database for the State suitable for use by multiple stakeholders for a wide variety of business processes to include debris and shoaling tracking and reporting processes. The database will include newly created geospatial data and the collection and import of existing data from a variety of sources to support debris removal contractors, debris monitoring contractors and the State if need be. The depth and breadth of the database content and design will be determined during the kickoff/requirements phase of the project.

Having recently designed and maintained a disaster debris database for our debris estimator efforts and our Substantial Damage Estimator work for Sandy-related work in New Jersey, we are familiar with the requirements and level of effort associated with collecting and reporting on large amounts of data on a daily and weekly basis. The databases we developed are compliant with FEMA standards. We will modify our web-based interface (Figure 1) for the NJDEP Waterway Debris consolidated database and allow secure access to all of those who need the data (through GIS software, websites and/or web services), with security protocols in place to prevent unwanted access.

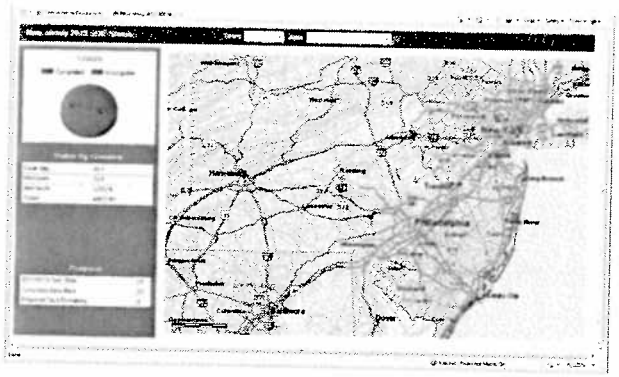


Figure 1 New Jersey Substantial Damage Estimate website for tracking progress.

Reporting from the consolidated database will be done on a daily, weekly, and monthly basis. Dewberry will create a web-based tool with a geospatial interface, available to NJDEP and our team through a web browser that displays locations of waterway debris and quantity of debris removed by type, Zone and Region. The interface will display the locations of disposal, recycling, staging, and offloading debris sites, the number of crews working by Zone and Region, the types of equipment by zone and region, and estimated completion date by Zone and Region. In addition, the user will be able to view worker injuries and associated corrective action plans to the incidents developed by the debris contractors. This information will be immediately updated after our office technicians integrate the field data into the consolidated database, offering near real-time information on performance.

Requirements

Our experience has shown us that the successful design and implementation of a database depends on the identification of requirements of system users, administrators, and owners. Requirements for functionality, security, scalability, extendibility, and performance can shape the design of the database and decisions that are made during implementation. We will work with the NJDEP to build on the requirements outlined in the RFP, starting with a review of the goals during the kickoff meeting, followed by a more in depth requirements discussion led by the Information Management Coordinator and selected NJDEP personnel. During this meeting, we will present an initial database design and web-based interface for review. Upon approval by NJDEP, we will use Amazon Web Services to host and disseminate the collected and processed information to the State. Dewberry, as an Authorized ESRI Gold Partner, will use available GIS software to disseminate collected information, as well as other spatial information to support the mission.

REPORTING

Accurate reporting is crucial to evaluating progress of field operations. With an aggressive schedule for completing 75% of operations by June 1, 2013, monitoring progress daily and comparing it to the total estimated quantities of debris to be removed and the planned schedule will be critical to identify potential issues early and implement corrective actions so that operations remain on track.

We will develop templates for the debris removal and monitoring contractors to enter information into the database on a daily basis. This will provide consistency among the contractors reporting and facilitate transparency for the daily, weekly, and monthly reporting.

Daily data will be input by 10 p.m. for that day's work, and weekly data will be input within 24 hours of the close of the work week. We will evaluate the data provided for consistency and consolidate the data to generate reports for the State.

- Daily Reports - The daily reports may summarize quantities and types of debris removed, man-hours worked, locations worked, estimated percent complete, maps, etc., by Region each day. Dewberry personnel also will track and report their time by debris

site each day so that as much of our cost as possible can be tied to Project Worksheets. The daily reports can be reviewed online by users with access to the database, and/or they can be emailed to a pre-identified group of people.

- Weekly Reports_- Customized weekly reports will aggregate information from the database for the previous weeks' work as well as each contractor's weekly report. Based on the database information, the weekly report will generate a rough estimate of costs incurred for the week and to date. The weekly reports also will graphically depict progress versus plan, highlighting milestones; and if corrective actions have been implemented or other technical issues have surfaced during the week, these items will be summarized along with approaches for resolution. Coordination with other local, state, and federal agencies for the week will be summarized, including discussions with FEMA related to Public Assistance program eligibility for work performed. Corrective action plans can be included as an appendix to the weekly report. We assume that a work week runs from Saturday to Friday. Weekly reports will be available by 9 a.m. on the Monday following the close of the work week, and can be accessed through the database and/or emailed to pre-identified people. Dewberry will address any comments received from the State within three business days of receipt.
- Monthly Reports_– We will use our database to generate monthly reports that summarize and chart progress for the previous month, and track plan versus progress. Our analysis will discuss field and technical issues and resolutions being implemented, and any trends we observe among firms, communities, etc. FEMA Public Assistance program eligibility items will be recapped. The monthly reports also will provide a financial update of the project, summarizing invoicing and payments by and to contractors and subcontractors, along with a list of all of the contractors and subcontractors working on the project during the previous month. For the purposes of the monthly report, we assume that the last day of the month will be the last Friday of the calendar month. Our State Lead will submit the monthly report on the second business day of the following work month, and will address comments received from the State within seven business days of receipt.

SECURITY

Many residences, boats, and other vehicles were washed into New Jersey's waterways as a result of Superstorm Sandy. With them, personal items of both monetary and sentimental value are currently under water. Per the definitions provided by the State of New Jersey, the term "valuables" includes, but is not limited to, items of personal property with considerable value, such as watches, necklaces, bracelets, rings, earrings, and other items of jewelry; artifacts made of precious metals such as gold, silver and copper; and artwork such as paintings or sculpture, regardless of the condition in which they are found. As debris is extracted, it will need to be sorted through to recover as many of these valuable items as possible.

Dewberry will work with the NJDEP, debris removal contractors, and debris monitoring contractors to develop a plan to store and return valuables. Some of our

thoughts on an approach to the plan are included in the following paragraphs.

Debris removal contractors and debris monitoring contractors will be required to bond their personnel working on this project. As valuables are found, the site debris monitors will be required to initiate the chain of custody. Debris monitors will take two photographs of each item to show multiple views of the item, with at least one photograph depicting the scale of the item. After the item is photographed, the debris monitor will log it with a description, the location where it was found (GPS coordinates to five decimal places), the name of the firm that found the item, and date and time it was found. At the end of each day, Dewberry's roving inspectors will be responsible for collecting the valuables and logs from the debris monitoring contractors. The roving monitors will sign the log and give a copy back to the debris monitor as acknowledgment of receipt. Upon returning to the field office, the roving inspectors will enter the logged information into the database. If no valuables are released to the roving inspectors at the end of the day, the debris monitor will sign a log stating that no valuables were recovered that day.

Each Region Manager will be responsible for securing the valuables in their field office until they can be turned over to the State. The Region Managers will secure the items in a room or safe to which only they have access. Where we are using our established branch offices for our operations, the office doors also will be locked at the end of each day. Where we are using on-site trailers for office operations, we will have a 24-hour security guard to secure the site. If the size or volume of valuables recovered exceeds the storage capacity of the space available within our regional offices, we will coordinate with the State Contract Manager to identify and obtain a secured off-site storage facility and will transport the valuables to that facility.

Because the information about valuables recovered will be entered into our database on a daily basis, the information can be contained in our daily report, or we can generate a separate daily "valuables recovered" report for the State Contract Manager. Our State Lead and Region Managers will coordinate with the State Contract Manager to arrange for suitable transfer of the valuables to State custody.

4.2 Management Overview

New Jersey is faced with unprecedented amounts of debris in its waterways, on its coasts and beaches, and along its rivers. These waterways constitute some of New Jersey's and the nation's most famous recreational facilities and tourist destinations. Waterborne debris can impact shorelines, near-shore lines, navigable waters, non-navigable waters, fishing areas and recreational areas. The presence of this debris is a visible reminder of the disaster and that can have detrimental impacts for residents and visitors. To have these streams, rivers and coasts unavailable because of potential health and safety hazards from storm debris would be detrimental to New Jersey's economy and coastal livelihood. Dewberry recognizes that this is the primary catalyst for NJDEP's goal of removing at least 75% of storm debris from waterways by June 1, 2013. This would allow New Jersey shores and waterways to be available to the public for recreational use, vacationing guests and normal waterway commerce activities, by the start of the summer season.

Debris operations are difficult and challenging enough with land-based debris removal activities, and even more so with water-based debris operations. Water-based debris removal actions can include operations that are shore-based, which may require property access permissions, off-shore requiring watercraft, or in wetlands requiring special access procedures and permits. Water-based debris can contain contaminants, toxins or chemicals, requiring special handling and permits from a variety of local, state and federal agencies. The difficulties of removing water-based debris

Figure 2 Meeting an aggressive debris removal schedule will promote restoration of the New Jersey Shore's thriving summertime commerce.

are significantly harsher than normal land-based operations, which typically translates to being more costly and difficult to complete.

NJDEP is putting contracts into place for Debris Operations and Debris Management - the first to remove and dispose of the waterway debris and the latter to monitor the collection, transportation and disposal of the debris in accordance with all local, state and federal laws and regulations. The costs of these combined debris operations are enormous. If all debris operations and monitoring are performed and documented in compliance with FEMA Public Assistance regulations and policies, New Jersey can recoup the federal share of these costs – at least 75% of the total investment. If debris operations are not compliant with all local, state and federal regulations and laws, reimbursement for the costs incurred for debris activities can be put at risk, and the State could also face fines and penalties resulting from non-compliance with EPA, USACE, FEMA, Coast Guard, NEPA, and other state and federal regulations that have dominion over these processes.

Dewberry is committed to helping NJDEP maximize every resource, every applicable federal program and every opportunity to recapture all costs associated with debris operations. Dewberry's role as the State Program Manager is to manage the Debris Operations and Debris Monitoring contracts to accomplish at least 75% completion of debris operations by June 1, 2013. Dewberry's role is also to maximize all available reimbursements to assure the State has the least amount of economic impact resulting from Sandy.

Dewberry's approach is simple and effective – we will provide the best debris experts and the best project management team in the nation to NJDEP– each focused on the expedited debris operations that results in maximizing FEMA reimbursements.

Leading Dewberry's Management Team is **Nick Alexiades, PE, PP** - a senior engineer and the State's primary point of contact. Mr. Alexiades will direct all actions of the entire team and provide the catalyst and capabilities NJDEP will rely upon as Dewberry manages the debris operations on its behalf.

On the debris side of the Management Team, Dewberry offers **Ron Moore** - the most experienced and knowledgeable debris subject matter expert in the country with more than 35 years of experience managing debris for USACE and FEMA. Mr. Moore was the primary author of the USACE debris removal program and their debris management training initiative. Mr. Moore also was instrumental in developing FEMA's debris program.

Mr. Moore will lead, train, and provide oversight and direct debris compliance activities across the three DEP Regions, supporting the Region Manager. Mr. Moore will also serve as a valuable asset to the State, as the premiere resource on FEMA debris policies, program and debris eligibility in the country. Mr. Moore will be available to the State as a resource to answer and advise on all matters associated with debris activities.

Our team approach will conform to DEP's establishment of three Regions – each Region will have a Region Manager who is experienced in FEMA compliant debris removal – **Christopher Colletti, John Flanagan, PE,** and **Donald Cathey.** They will oversee the performance of the debris operations and monitoring contracts, tracking performance, and providing day-by-day supervision and direction in order to accomplish the debris activities in conformance with FEMA regulations. Each Region will also have a Technical Support Specialist who is a trained Dewberry project manager to manage the daily data flow to produce reports, identify problem areas, and maintain schedule and milestone activities and costs of the debris activities. These Technical Support Specialists will also do all the contract management necessary to ensure the Debris Operations and Debris Monitoring contractors are documenting all work appropriately, enabling full reimbursement from FEMA for all debris activities.

Together the Debris SME and the Technical Lead for the region's Management Team that will review all debris-related contracts and procurements for compliance with FEMA requirements under the Code of Federal Regulations. The Management Team will review each debris contractor's operational plans, their staffing and support plans and their disposal plans, including identifying areas where debris eligibility is questionable or requires additional considerations or permits. The Management Team will also review the monitoring oversight plans for the Debris Monitors to ensure they are aligned and appropriate for the assigned debris contractor's operational plans. This will include a review of the

capabilities of the monitors, their distribution at pick-up sites, choke points, and debris disposal sites and help evaluate the need and location of roving monitors to assure compliance and documentation of the debris flow. For instance, debris monitoring contractors should have a span of control that provides for no more than 2-3 debris pick-up crews for each monitoring crew, by using appropriate chokepoints and line-of-sight controls.

Dewberry will provide the necessary oversight and supervision to validate that all contract activities are focused towards the end goals of expedited clean-up operations and maximizing reimbursements. For a state-wide effort, Dewberry would typically provide at least one roving inspector/team for every 3-5 Debris Monitoring teams. This is a scalable approach. Dewberry will provide roving inspectors or teams composed of debris SME's and field inspectors, augmented by any skill category that is required including, but not limited to beach specialists, wetlands specialists, environmentalist, historic preservation specialists, as needed to support the debris removal contractor's level of effort and work plans.

Widely dispersed debris activities that are accessed from multiple watercraft or concentrated debris activities in wetlands require detailed coordination of access points, unique methods of staging and limiting impacts on the ecosystem, and each require different skills and capabilities from the roving inspection teams. The Region Managers will ensure appropriate skills are applied at each critical juncture of the process, as necessary.

Further, Dewberry's scalable approach can be adapted to any needs of the State Contract Manager, even to support any land-based debris oversight and supervision, as required.

Storm-strewn debris in waterways necessitates widely-dispersed debris removal operations in places that are isolated and hard-to-access. Because of this dispersion, the debris contractors and monitors both need to be performing their duties appropriately. This dispersion of activities makes it difficult to monitor and supervise all concurrent debris operations simultaneously. But it is essential that Dewberry establish the expectations, implement controls to accomplish those expectations, and assure that all operations are in compliance with both the contract requirements as well as FEMA eligibility and documentation standards.

To provide FEMA compliance management across all Regions, Dewberry is providing two very strong FEMA programmatic compliance experts. Dewberry has been working with FEMA for over 25 years on their Public Assistance programs and policies, actually writing many of the programs and training courses that FEMA uses today. Case in point, the Debris Management Guide (FEMA 325) serves as the governing document for FEMA's debris programs. Dewberry helped write the original Debris Management Guide following Hurricane Andrew in 1993. More recently, Dewberry rewrote the latest version of FEMA 325 that was last published in 2007. Dewberry's assigned FEMA Compliance Managers are the primary authors of that Debris Management Guide – **Paul Manno** and **Peter Drenan.**

For every community that has debris removal, and especially in those with sensitive debris issues, Dewberry will provide a Community Outreach liaison that will proactively engage with local leaders and community groups to provide a conduit of information and communication on debris removal activities and clean-up schedules to the public and local governments. These liaisons will help to ensure the communities'

concerns are considered and implemented where possible, while providing clear and unambiguous communications about what can and cannot be accomplished.

Another duty of the Community Outreach liaison is to ensure that each community has an approved Debris Management Plan in place and approved by FEMA. Based on new federal legislation signed into law this month, additional cost share of debris activities might be paid by the federal government where the state and local communities both have approved Debris Management Plans in place, in order to obtain additional federal funding of debris activities.

Dewberry will work to ensure New Jersey receives an additional 5% of the cost of debris activities from the federal government, based on the new laws.

This debris initiative requires a strong resource management approach. The tracking database will identify the status of debris locations and debris clean-up activities through completion. Dewberry has a robust in-house GIS capability that will provide analytic support, database management, data control to the Management Team and across all Regions. Dewberry's GIS has the ability to incorporate and apply all geospatial data products, including the use of remote sensing in waterways in order to help identify potential submerged debris locations that would impact the use of NJ waterways.

Our GIS capabilities allow us to compile geospatial reports from the various debris contractors and monitors, allowing us to provide a compiled master document that extends across all Regions in the state. We will work with the State Contract Manager to address their ongoing support needs - initially identified in the Work Plan but subject to modification as needs change or new requirements become necessary. Requests related to importing and exporting data, managing database functions, as well as other database-related support will be assigned to Dewberry's data team for completion.

Dewberry's approach provides NJDEP with complete coverage of all debris issues - eligibility, FEMA compliance and operational controls. In addition, Dewberry provides comprehensive project management controls to ensure contract compliance, metrics, and schedules and costs are monitored and controlled with daily, weekly and monthly oversight of the existing debris operations and monitoring contracts.

Through decades of experience with FEMA and State disaster response and recovery operations, Dewberry has learned that the best approach for disaster grant management is through a collaborative effort that proactively engages the state, FEMA and other regulatory agencies in a collegial and respectful environment. We have found this is the best approach when a State wants FEMA's engagement and concurrence on eligibility and reimbursement issues that are not always clear-cut. The State needs FEMA's cooperation to gain their concurrence where possible, in order to minimize ineligibility claims, appeals and de-obligations of funds, all of which slow down the close-out of the debris operations. We would recommend a collaborative approach be implemented here, until and unless, it proves to be ineffective or unproductive. Dewberry also advocates for a collegial approach in managing debris contractors, tempered by a strong dose of command-and-control based on their contractual performance metrics.

With decades of disaster experience, we have learned that the best approach for disaster grant management is through a collaborative effort.

4.3 Contract Management

As outlined in detail in Section 4.1, Dewberry will utilize the Management Team's years of experience managing large scale projects and nationally recognized debris subject matter expertise to ensure this contract is managed in the most effective and efficient manner.

Based on our contract management experience, several elements contribute to delivery of a successful project. Of these elements, open communication is of paramount importance. To that end, Dewberry will encourage and facilitate partnering among all of the key stakeholders throughout the project. Partnering will begin at the kickoff meeting when all of the stakeholders convene to outline expectations and agree upon approaches for implementation. During the kickoff meeting we will establish overall contract management process expectations with NJDEP, as well as communication protocols, invoicing and coordination for Region Leads and debris removal and monitoring contractors. This will help clarify with participants how communications will be accomplished most effectively for various project requirements, to include face-to-face meetings, phone calls, web-based technology, written communications, text messages, and other appropriate methods. We will continue our partnering during regularly scheduled daily conference calls and weekly meetings/conference calls.

During these partnering discussions, we will review scopes of work to clarify ambiguities and gain a common understanding of expectations as well as identify show stoppers. We also will review debris operations plans so that our personnel can monitor for scope compliance which should contribute to cost and schedule control.

In coordination with NJDEP and other state agencies, we will identify regulatory requirements and governing authorities to ensure that debris contractors comply with requirements and obtain the appropriate permits prior to beginning work. If violations occur, we will develop a compliance plan and schedule for implementation, providing a copy to the State Contract Manager. In a further effort to mitigate risk, we are prepared to manage change order requests and implement a strategy to avoid claims.

The use of scheduling tools is another risk mitigation strategy we will employ to ensure that the project stays on track. Our project scheduler is proficient in the use of both Microsoft Project and Primavera, so we will use whichever program is preferred by NJDEP to track progress by each debris removal contractor as well as the overall operation. Schedules will be updated daily to reflect the previous day's activities. This information will be provided to the State Lead so he can ensure that the aggressive schedule is adhered to. As warranted, he will coordinate with the debris removal contractors and the State Contract Manager to develop and implement corrective action plans, issue warnings and cure notices for non-compliance, increase efficiency, add staff to increase production rates, and other measures to get the operation back on schedule while adhering to work safety requirements.

Our staffing strategy has built-in flexibility, depending on level of effort.

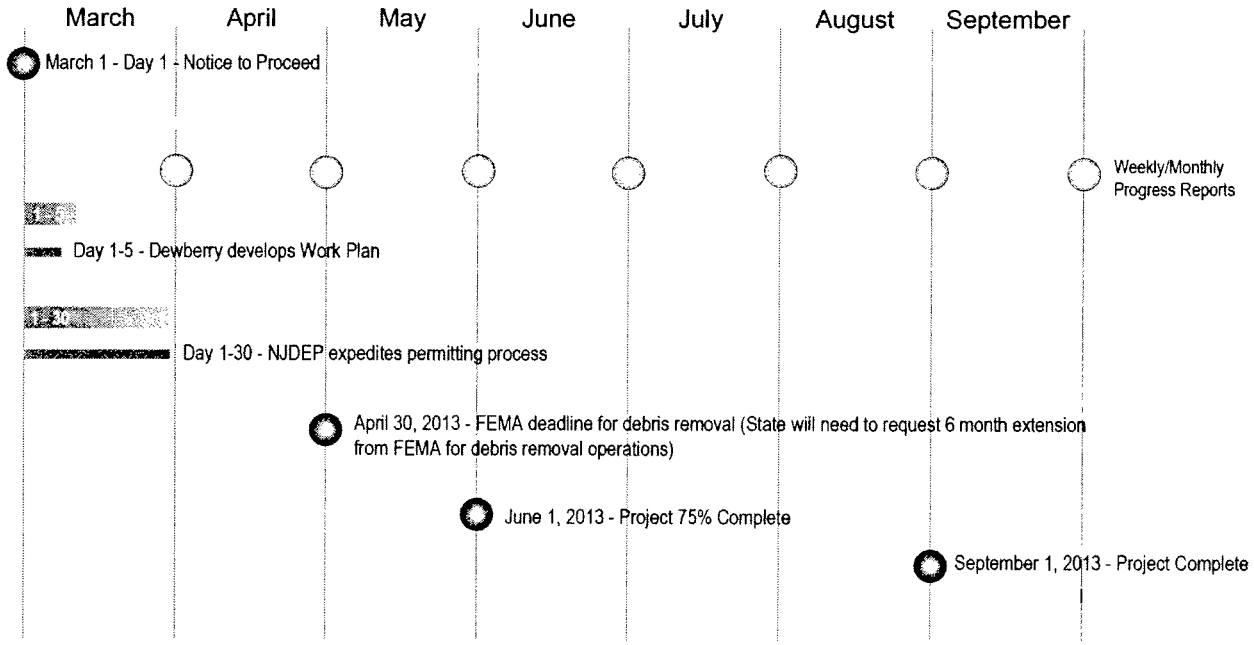
We have developed a staffing strategy that is in accordance with the NJDEP's requirements but that also has built-in flexibility, depending on the level of effort required in the field to meet the goal of

completing 75% of the work by June 1, 2013. We have additional reach-back capabilities in our offices as well as with our cadre of over 750 on-call disaster-seasoned personnel that allows us to flex our staffing up and down as warranted by the project needs.

The extensive amounts of data that will be collected as part of this project will be managed using a database with a web-based, GIS interface. The database will be used to generate customized daily, weekly, and monthly reports. Because the information will be available online through a secure login portal, authorized users can review data and reports at any time.

Dewberry will maintain records documents and communications related to the award and performance of this Contract and will provide protective storage of daily and disaster-related documents/reports for five years or beyond, as required.

4.4 Contract Schedule



4.5 Potential Problems and Solutions

Based on our extensive experience dealing with waterway debris, we have outlined a sampling of common potential problems and recommended solutions in Table 2 below.

Table 2 Potential Problem	Recommended Solution
Responsibility • Whose debris is it? City/County/State/NRCS/USACE?	At the beginning of the project, Dewberry will coordinate a series of stakeholder meetings to obtain consensus on responsibility that will be codified in a written agreement among the interested parties.
FEMA Eligibility • Dewberry witnesses and reports non-eligible debris removal activity by state removal contractor	Dewberry will discuss specific issues with debris removal contractor and debris monitoring contractor to ensure future compliance and report issue to State Contractor Manager with via daily report. Dewberry's proven success in FEMA eligibility will allow the NJDEP team to avoid many of the common eligibility pitfalls we have witnessed and identified on previous disasters
Coordination of stakeholders (Town/Borough/City/County/State/Federal/Contractors) • Work does not meet applicable laws (federal/state/local environmental, historic preservation and worker safety), possibly jeopardizing reimbursement and successful completion of the work	Dewberry will utilize proven process for reviewing and managing all debris operations and monitoring activities to ensure all relevant regulations and requirements are met. Dewberry will implement its field guide for determining where debris activities require specific permits.
Schedule. If key dates are not met due to: • Poor performance by debris removal contractor	Dewberry will provide contract oversight and properly document instances where contractors do not perform as required. If necessary, Dewberry will develop a corrective action plan and work with contractor and NJDEP to ensure compliance. This documentation will support any necessary future action taken by NJDEP.
Resource Monitoring • If debris removal and debris monitoring contractors increase their resources and pace of the operation, commensurate resources are needed by Dewberry to perform their services.	Dewberry has a time-tested team that is scalable to meet NJDEP's needs. This will be a seamless process that can expand and contract based upon the needs of the project.
Logistics • Performance of debris removal work while allowing for navigation of nearby waterways by public/private/commercial vessels	Dewberry will utilize our Community Relations Liaison, in conjunction with NJDEP, to effectively articulate the schedule, scope and logistics of the operation with potentially affected community for awareness and cooperation.
Security • Valuables go missing from secured facility	Submit a police report, identifying specific items from daily logs, notification to NJDEP, and implement corrective security actions.

4.6 Organizational Support and Experience

Dewberry as a company, and many of the individual members of our team, began working in Debris Management in the aftermath of Hurricane Andrew in 1992 just as FEMA started developing strategies to deal with large-scale debris generating events. Both as a FEMA contractor and as individual FEMA employees, ***we developed the FEMA Debris Policy Manuals, which are still in use today, in addition to currently supporting FEMA in developing policies and an implementation process for the recently passed legislation.***

We bring the best of two worlds – FEMA/national debris expertise, along with local, experienced New Jersey staff, who know local conditions. Dewberry is one of FEMA's primary disaster response and hazard mitigation contractors. In the past 25 years, we have been a prime contract holder, joint-venture partner, or major subcontractor on FEMA's Public Assistance Technical Assistance Contract, Individual Housing Inspection Services contract, Individual Assistance Technical Assistance Contract, Technical Assistance Research Contract, and Hazard Mitigation Technical Assistance Program contract. In addition to this support of FEMA's programs and disaster response, Dewberry's nationally recognized professional staff members have provided Debris Management Planning Services to dozens of states and communities across the nation and have a reputation for successfully providing debris management plan development and delivery services. No other firm can offer the depth and breadth of relevant debris management planning and exercise experience coupled with an expert understanding of post-disaster debris operations and management under FEMA's numerous grant programs.

The organization chart on the following page shows how we propose to organize our deep pool of staff resources to ensures that experienced and qualified personnel are working on this project. Detailed information on each of our key staff follows.

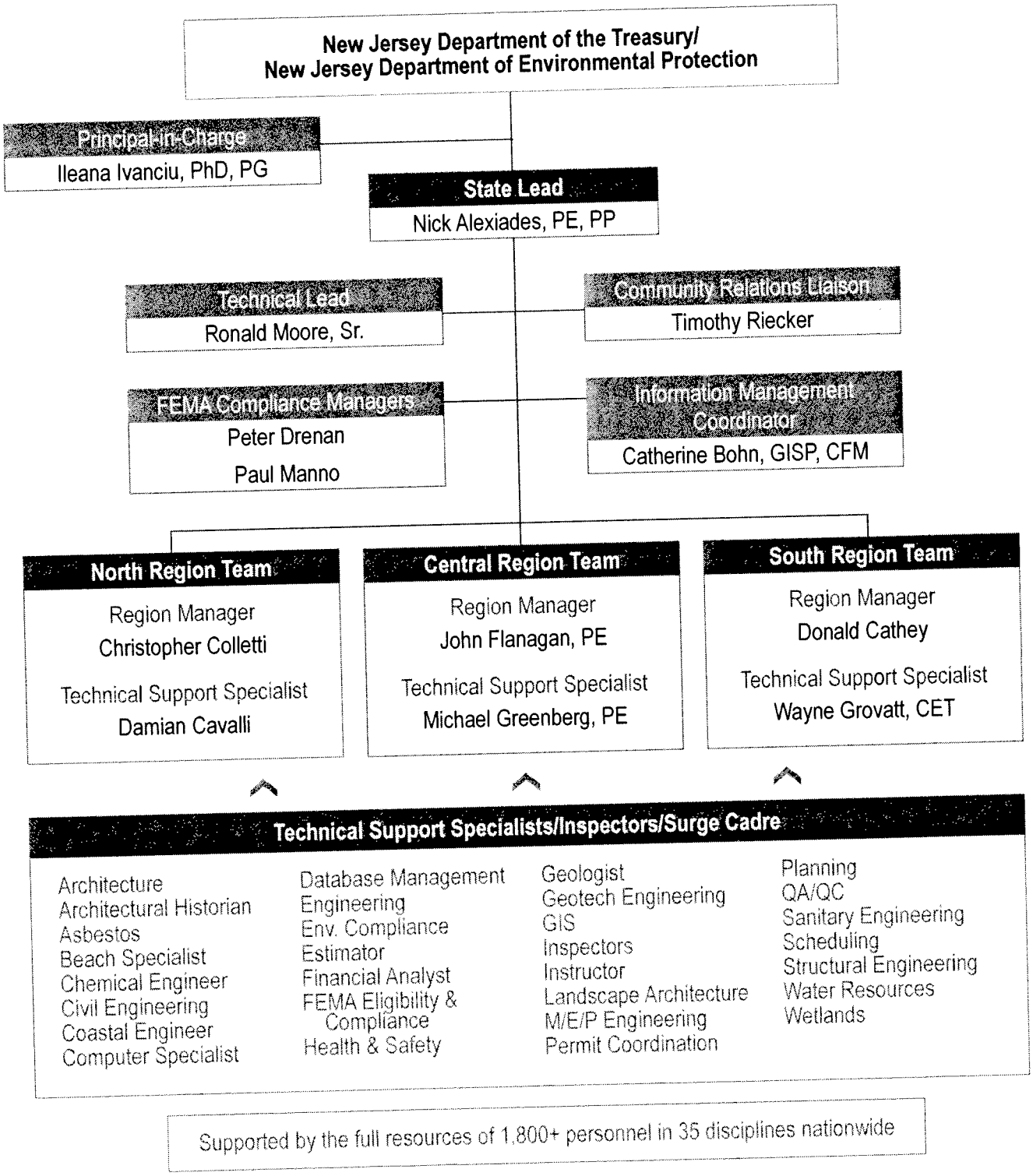
Our team offers a proven track record of providing award-winning services and solutions to a wide variety of public- and private-sector clients. We've built long-term, trusted relationships through unsurpassed client service and a dedication to solving today's – and tomorrow's – most complex challenges. In the process, we help our clients transform their communities and improve their quality of life.

However, the true measure of Dewberry lies in the commitment and caliber of our people. Dewberry has the diverse and deep pool of resources necessary to provide support to the State of New Jersey for the full range of requested scope of work items. Whether it's utilizing one of our national subject matter experts or tapping into our more than 750 part-time personnel who have experience in debris, FEMA programs and provide a wide variety of technical skills, including, but not limited to, architects, coastal engineers, geotechnical engineers and cost estimators, we have the capabilities and capacity to support this project to the fullest extent.

References

Please see references listed on each similar project in Section 4.8

ORGANIZATION CHART



4.8 Experience of Bidder on Contracts of Similar Size and Scope

This project will have a significant focus on the practical application addressing with water-based debris management issues – those practices and protocols that help the State apply best practices and maximize their reimbursements from federal agencies. This is where Dewberry truly stands apart from others: we have decades of hands-on experience helping local and state jurisdictions plan for and implement their debris operations. Dewberry has developed tens of thousands of debris grant applications on behalf of these jurisdictions. There is no company with more practical knowledge in the field.

To illustrate this point, we have included a selection of case studies where Dewberry has applied deep knowledge and understanding of FEMA's program to uniquely solve debris-related issues at the local and state level. Individually, each of these examples show our commitment to developing best practices; collectively they demonstrate our long-term commitment to helping communities and FEMA understand and solve the most difficult debris issues.

We have decades of hands-on experience helping local and state jurisdictions plan for and implement their debris operations

Louisiana Hurricane Gustav (DR-1786-LA)

FEMA

CHALLENGE

In 2009 and 2010 as a result of Hurricane Gustav, the **streams and waterways** were impacted by flooding and widespread debris in the **waterway systems** in Livingston Parish, Louisiana. Debris in **waterways** can cause logjams at culverts, road crossings, and bridges, where it can cause structural damage and localized flooding of public and private properties. Due to the widespread nature of **waterway** debris, and the difficulty in accessing this debris, the contractors are dispersed over a large area with limited controls and supervision.

Based on FEMA's initial inspections it appeared likely that Livingston Parish's debris contractors were removing both eligible and ineligible debris from the **waterways**. Further, it also appeared that the Parish's debris monitoring contractor was allowing this ineligible work be performed, without notification or controls. The Parish's contractor did not obtain any permits from any federal or state agency to perform the work, according to FEMA regulations and state and federal laws. Consequently, the Parish was being overcharged for the clean-up of eligible debris while also being charged for the removal and disposal of ineligible debris.

SOLUTION

Dewberry's team of experienced debris specialists led the effort, based on our familiarity with complex regulatory issues, including access, property rights, and the potential impacts of debris-induced flooding. Dewberry deployed technical specialists to work with FEMA and the Parish to establish a process for surveying the **streams** to determine what debris was eligible. The team also reviewed the **monitoring contractor's data to determine eligible trees, leaners, and hanging tree limbs in the streams and roadways, as well as debris found on stream banks, waterways, wetlands and other non-navigatable waterways.** Ultimately, Dewberry developed a process for reviewing and managing all debris operations and monitoring activities by the contractors, in order to force compliance with FEMA regulations. We

PERIOD OF PERFORMANCE:
7/2009 - 9/2010

FEE:
$3,900,818

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launched **'Stream Debris Teams'** throughout the Parish to survey all impacted **streams** and roads, with a process, protocol, and checklist to assess all potential debris in these areas.

SUCCESS METRICS

Based on this, the Parish was able to positively identify the volumes and types of debris, allowing them to renegotiate their debris contracts, more effectively apply their limited resources for the review and supervision of the contracts, and to pay only reasonable costs for both the debris removal and debris monitoring contracts. This approach resulted in approximately $63 million in savings from the debris operations. The Inspector General has validated these savings through a review of the subsequent appeals processes.

ACCOMPLISHMENTS AND BENEFITS

Based on our knowledge of the program, policies, and application of these policies in disaster response situations, we developed a superior solution that saved costs while streamlining the processes. In addition to the significant cost savings, our assistance allowed the Parish to re-allocate their limited resources to other aspects of the disaster recovery operations. **Dewberry's work contributed to the development of the Stream Policy, which establishes the guidelines and processes for evaluating the acceptable limits for debris in natural and manmade streams.**

Florida Hurricane Ivan (DR-1551-FL)

FEMA

CHALLENGE

When Hurricane Ivan slammed into Florida's Gulf Coast in 2004, it caused extensive damage to **coastal** and inland areas. Gulf Breeze, situated on the Fairpoint Peninsula just north of Pensacola, was particularly hard hit by the storm. The Interstate 10 Bridge across Pensacola Bay was severely damaged as a result of wave action exacerbated by the more than 10-foot storm surge. **As much as a quarter-mile of the bridge collapsed into the bay, severely impacting access to Gulf Breeze.** The city's unique location meant that much of the debris from Hurricane Ivan ended up in **wetlands** areas. FEMA's program requirements called for the removal of any debris larger than two-square-inches.

SOLUTION

A Debris Planning Team, facilitated by Dewberry, consisted of representatives of USACE, FLDEP, FEMA Office of the General Counsel and Environmental Officer, and Florida Department of Agriculture and Consumers Services, Division of Forestry, was established to address the issues and coordinate the debris removal operations. The major issues addressed by the group included:

- Florida Department of Agriculture and Consumers Services, Division of Forestry declaring the area a fire hazard and recommending that the debris be removed. They also stated that if not removed and caught fire it would create a toxic smoke.
- Reviewing the scope of work of the debris contracts for eligibility, environmental impacts and compliance with health and safety requirements.
- Developing recommendations to minimize the impacts on the **wetlands** including the use of specialty access roads and work platforms. This required the use of wooden mats to be used with heavy equipment on rubber tires.
- Determining that the restoration of the **wetlands** would only be eligible in the areas that were disturbed as a result of the approved debris removal operations.

PERIOD OF PERFORMANCE:
9/2004 - 9/2005

FEE:
$945,500

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- Deciding that no soils could be imported without prior approval of the appropriate agencies.
- Working with permitting agencies to expedite permits. FLDEP issued an "Emergency Authorization or Emergency Order" which superseded the permit order, in order to expedite debris removal activities, preventing further damage to the **sensitive wetland areas.** USACE also expedited their permit process.

Action items were assigned to the various agencies and all were acted upon in a timely manner.

SUCCESS METRICS

The expediting of the permit process was beneficial in getting the project started quickly and decisively. The work was completed in a timely manner with no fires or other further damages to the wetlands and access areas.

ACCOMPLISHMENTS AND BENEFITS

Dewberry helped developed an approach to **remove waterborne debris in marshes and wetlands** that are protected areas under state and federal laws. This effort helped identify the extent to which debris removal operations would not be detrimental to the sensitive areas. **Dewberry developed and implemented a strategy to remove the debris that could be removed, while minimizing further damages to the local ecosystem.**

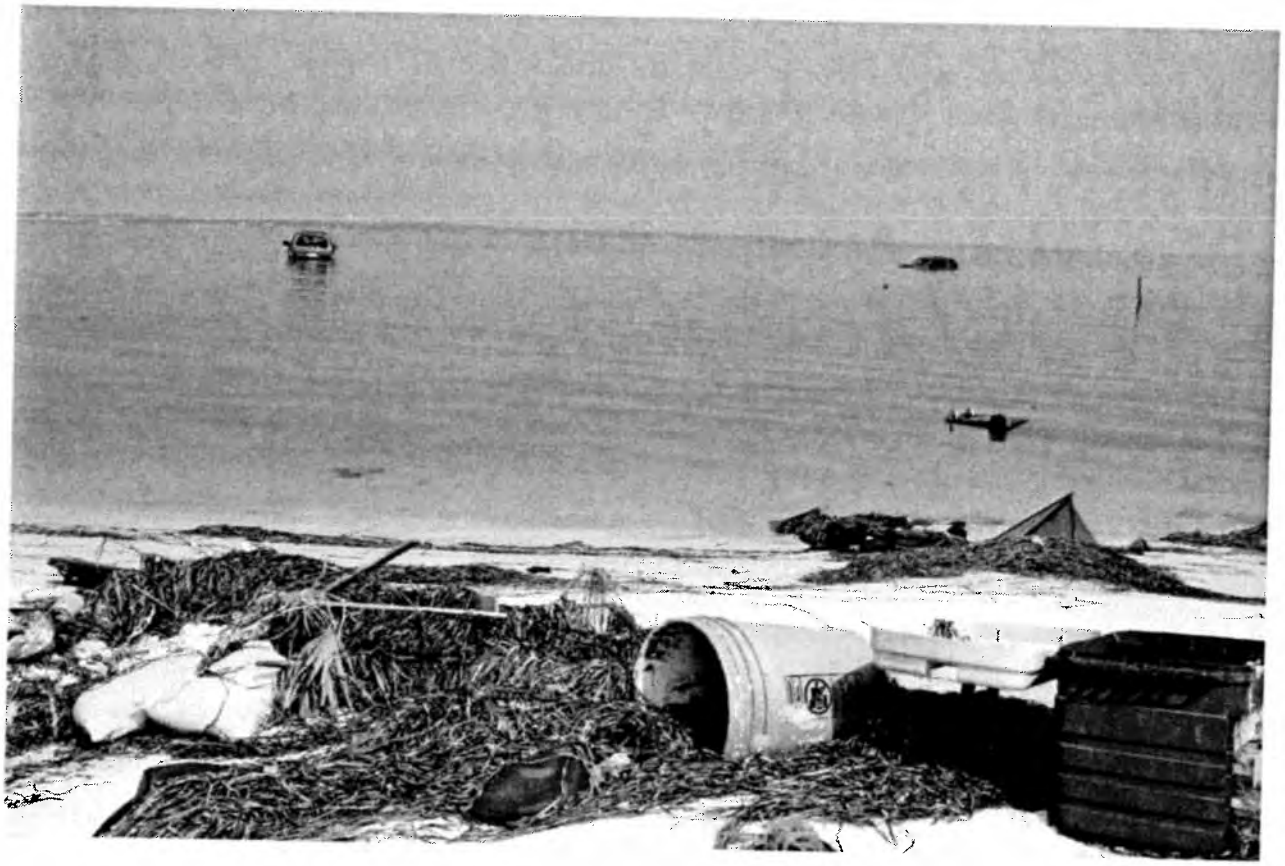

Photo Courtesy of FEMA Photo Library

Florida Hurricane Andrew (DR-955-FL)

FEMA

CHALLENGE

Hurricane Andrew was a Category 5 hurricane that made landfall in Florida on August 24, 1992. Andrew caused $26.5 billion in damage, leaving more than 250,000 people homeless, and creating an estimated **20 million cubic yards of waterway and landside debris**. Hurricane Andrew created a challenging debris management operation because of the widespread destruction in both urban and rural areas of Dade County, Florida, including waterways. **This was the largest debris operation ever undertaken by FEMA at that time.** City, county and state assets were quickly over whelmed resulting in FEMA assigning a Mission Assignment to the USACE to manage the overall cleanup effort.

SOLUTION

Due to the size and widespread nature of the damages from Hurricane Andrew, **waterway and landside debris** clean-up, processing, and disposal operations were required well beyond any previous experience. FEMA's protocols and processes did not scale up effectively to accommodate the massive influx of debris operations. At FEMA's request, **Dewberry helped develop a debris management team to monitor contractor operations to ensure that contractors were following FEMA guidance**, which in turn allowed for more complete reimbursement. Dewberry's solution, based on our working knowledge of the debris policies, guidelines, and operational issues, **provided a process by which FEMA could administer the statewide debris activities** with a reasonable level of confidence in the integrity of the outcome.

Dewberry supported FEMA by providing debris monitors that became FEMA's "eyes and ears" in the field. The debris monitoring teams were assigned to each debris zone. The teams observed operations on a daily basis and reported progress and problems observed. Reports (with photographs) were prepared daily and the results were discussed with representatives of FEMA and the USACE each day. This procedure expedited

PERIOD OF PERFORMANCE:
8/1992 - 6/1993

FEE:
$1,014,414

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coordination and reduced potential political intervention. Moreover, Dewberry documented the entire operation and developed a comprehensive after-action report on debris management operations for FEMA.

SUCCESS METRICS

The Dewberry Project Manager identified ten significant debris management issues and created a questionnaire that was used to document interviews with key participants in the cleanup operations including FEMA, USACE, prime contractors, field supervisors, and even truck drivers to get their perspective on each of the issues.

ACCOMPLISHMENTS AND BENEFITS

These experiences, the After-Action Reports and subsequent assessments all served as the basis for the re-crafting of FEMA's Debris Management program. Based on our knowledge of the program, eligibility requirements, and strong working relationships with FEMA, Dewberry was able to help develop the first edition of *FEMA 325 Debris Management Guide* and the Debris Management Course for FEMA's Emergency Management Institute. Examples were developed along with recommendations on how to respond to many of the problems that were observed during the Hurricane Andrew cleanup operation. The *FEMA 325 Debris Management Guide* is still the primary source used by all communities to develop Debris Management Plans, and Dewberry just completed the latest revision of this FEMA policy document in 2011.

Oklahoma Tornadoes (DR-1272-OK)

FEMA

CHALLENGE

Seventeen counties in Oklahoma were hard hit by a series of tornados, creating over half a million cubic yards of debris on public and private property. FEMA had experience in coordinating and oversight of debris operations from previous disaster events, but each event was treated as a first-time occurrence. FEMA wanted to establish a protocol to serve as the baseline approach for debris management that could serve as the basis for all future disaster events. **Dewberry was tasked by FEMA to assist in developing a Public Assistance (PA) Debris Removal and Disposal Operations Plan.**

SOLUTION

A Debris Planning Group consisting of representatives from FEMA Disaster Field Office Staff, Dewberry, USACE, the Environmental Protection Agency, the State Department of Civil Emergency Management, and the State Department of Environmental Quality was created to address the systemic issues associated with debris cleanup operations. Major issues identified by the group were:

- Identification and acquisition of temporary debris storage and reduction sites.
- Dissemination of debris removal information and cleanup schedules to the public and local governments.
- Development of a contingency plan to deal with possible debris removal from private property by USACE.

SUCCESS METRICS

Our Debris Management specialists developed a plan that outlined all of the major debris issues anticipated by the Debris Planning Group. This was the first time that a detailed PA Debris Removal and Disposal Operation Plan was implemented and proved to be very successful.

ACCOMPLISHMENTS AND BENEFITS

Based on our knowledge of the program, eligibility requirements, and strong working relationships with FEMA, **we were able to help FEMA develop, evaluate, and implement the Disposal Operations Plan.** This is now a required element on all PA Operations for any major debris-generating event.

PERIOD OF PERFORMANCE:
05/1999 - 11/1999

FEE:
$17,390

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Indiana Severe Storms and Flooding (DR-1795-IN)

FEMA

CHALLENGE

When the powerful remnants of Hurricane Ike passed through Indiana in early September 2008, they caused severe flooding in the northern parts of the state and windstorms in the south which resulted in 38 county disaster declarations. This disaster event was the third for the state of Indiana in a single calendar year. At that time, FEMA's Public Assistance Program had a Pilot Program that provided additional reimbursements to states and localities above and beyond the normal reimbursement practices. Of the four elements of the PA Pilot Program, the one relevant to this disaster was the provision that local and state entities could receive a larger Federal share of reimbursement if they had an approved Debris Management Plan in place and approved. The termination date for the Pilot Program was mandated at December 31, 2008. Further, this deadline was not for the submission of the debris-related damages but for the review, approval and obligation of funds for the submission of those reimbursement requests.

In order to take advantage of this limited, one-time Pilot Program, the communities needed to have debris plans developed and approved and have all of their project worksheets (PW) documenting the costs for all debris operations completed and documented prior to December 20, 2008. Dewberry arrived in Indiana to provide technical support to the State on October 30, 2008. Debris operations were partially underway but no debris PWs had been written. Normal debris operations on a disaster take 3-5 months and processing the documents that authorize reimbursement can take an additional 2-4 months to complete.

SOLUTION

Dewberry participated in an emergency implementation of the PA Pilot program.

Working with FEMA and the State, Dewberry spearheaded a statewide effort to develop and implement fast-track debris operations and a streamlined PW approval process. Concurrent with expedited debris operations, Dewberry also implemented a statewide local Debris Management Plan

PERIOD OF PERFORMANCE:
9/2008 - 1/2009

FEE:
$6,295,520

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development and review program to ensure that all communities had Debris Management Plans in place and approved. Dewberry staff and technical support developed a systematic program of debris operations, supervision of field operations, and PW documentation that resulted in a statewide effort to document all debris costs (Category A—Emergency Protective Measures PWs) throughout the 38 declared counties.

SUCCESS METRICS

All debris operations were completed by November 30, 2008, in time to allow for documentation of debris volumes, tracking of debris operations, and identification of all eligible debris-related costs. **All jurisdictions in the declared areas with debris damages had Debris Management Plans in place and approved by November 30, 2008.** A total of 233 Category A Debris PWs were completed, documented, approved and funds obligated before the PA Pilot Program deadline.

ACCOMPLISHMENTS AND BENEFITS

Indiana was able to recover from the disaster more quickly with the completion of the debris operations on a record-setting schedule. This allowed the State and its jurisdictions to more quickly focus on the long-term recovery operations to return the communities to normalcy. **The 233 debris PWs (Category A PWs) were approved and funds obligated before the deadline, resulting in over $13,808,000 in Pilot Program revenues** being received by the State of Indiana that would otherwise not have been available.

Program Manager Garden State Parkway Shoulder Restoration and Widening Program MP 83 to 100

New Jersey Turnpike Authority

CHALLENGE

The 172.4 miles of the Garden State Parkway (GSP) stretch the length of New Jersey from the New York state line to Cape May at New Jersey's southernmost tip and is one of the nation's busiest toll roads with hundreds of thousands of vehicles traveling on the road daily. As part of an effort to improve traffic flow conditions, the New Jersey Turnpike Authority decided to widen 17 miles of highway including 31 bridges (two new, 20 replacements, nine superstructure elements) in Ocean and Monmouth Counties. The $300-million project involves four design engineers and four contractors, and requires coordination with two Ocean County interchange projects in the corridor.

SOLUTION

Dewberry serves as the **Program Manager** responsible for coordinating and shepherding this critical infrastructure project through design, regulatory approvals, and construction. Dewberry has been responsible for managing the program and coordinating with parties including the New Jersey Turnpike Authority (client); New Jersey Department of Transportation; Ocean and Monmouth counties; municipalities of Toms River, Lakewood, Brick, and Wall; utilities; regulatory agencies; and the public. Required approvals included NJDEP Flood Hazard Area Permit, NJDEP Freshwater Wetlands Permit, NJDEP Dam Safety approval, NJDEP Fish Collection approval, NJDEP State Historic Preservation Office concurrence, NJDEP Mitigation Plan approval, Ocean County Soil Conservation District Permit, Herbicide Application Permit, and Local Planning Board approvals. Permit conditions/seasonal timing restrictions include warmwater and pickerel fisheries (program-wide), migratory songbird (program-wide), Bald eagle habitat (Metedeconk River), anadromous fish and trout species (Manasquan River), Wood turtle (Manasquan River), and Pine barrens tree frog (Kettle Creek).

PERIOD OF PERFORMANCE:
2010 - 2014

FEE:
$7,700,000

CONTACTS:

Maynard Abuan, PE
Project Engineer
NJTA
732.750.5300 x8214

John Withers, PE
Supervising Engineer
NJTA
732.750.5300 x8283

We developed and implemented a program featuring:

- Strong hands-on project management
- Clear lines of reporting and communication
- Workflow process for review, quality control, and issue resolution
- Proactive meeting schedules (including those for design engineers jointly, individual design engineers, internal Dewberry team, NJ Turnpike Authority, regulatory agencies, and the public)
- Program website/web-based portal for document sharing and review
- Program manual
- Program-wide directives

SUCCESS METRICS

Success has been measured by:

- Obtaining all required permits and approvals
- Meeting schedule milestones, including permits, review dates, bid dates, and construction
- Keeping Dewberry's Program Management Contract under budget

ACCOMPLISHMENTS AND BENEFITS

Based on our knowledge of the client's policies and procedures, governing regulations and regulatory agencies, and engineer/contractor practices, we established an effective management process for design reviews and revisions, and quality control that enabled the project to gain all necessary regulatory approvals and meet all schedule milestones. The Dewberry-established program accommodated challenges including necessary redesign due to Hurricane Irene flooding and the fact that the design engineer contracts did not align with the construction contracts. Successful coordination efforts and management guidance has enabled this critical safety project to progress and meet schedule milestones. This project is currently under construction.

Success Stories for New Jersey Term Contract Floodplain Study Mapping Services

Department of Environmental Protection (NJDEP) through the Department of Treasury, Division of Property Management and Construction (DPMC)

CHALLENGE

NJDEP was a new Cooperating Technical Partner (CTP) with FEMA and was undertaking new projects and processes that they were not previously accustomed to managing under FEMA's Risk MAP program. In addition, the state needed support for other initiatives on which they were partnering with other Federal Agencies. These required a contractor that was knowledgeable of all aspects and could connect the dots between several initiatives and multiple stakeholders.

SOLUTION

Dewberry has unmatched floodplain mapping experience, strong and dedicated management and production capabilities, and proven innovative flood mapping technologies that helped NJDEP hit the ground running as a CTP. Specifically, we are seamlessly integrating the coastal and riverine flood studies initiated by FEMA in Cumberland County, New Jersey, and developing the regulatory Flood Insurance Rate Maps and Flood Insurance Studies. In addition, we are working alongside NJDEP in training, providing technical assistance, and quality reviewing their development of non-regulatory flood risk products for all counties along the Atlantic coast. There are new products being required by FEMA, and we are supporting NJDEP in a hands-on environment as they learn the requirements and develop the products.

As the Passaic Basin is NJDEP's highest priority watershed in terms of flood risk, inundation mapping and risk assessments at National Weather Service (NWS) forecast points within that watershed are critical pieces for readiness in those areas. As a major contributor to the NWS's Advanced Hydrologic Prediction Service (AHPS) inundation mapping guidelines, Dewberry worked with NJDEP, NWS, USGS, and USACE to develop inundation mapping for 12 forecast points, as well as risk assessment for an

PERIOD OF PERFORMANCE:
2010 - Present

FEE:
$115,000

CONTACTS:
Joseph Ruggeri, PE, CFM
Supervising Engineer
NJDEP
609.292.2296

John H. Moyle, PE
Manager, Bureau of Dam Safety & Flood Control
NJDEP
609.292.2296

additional nine forecast points within the watershed.

SUCCESS METRICS

Our close coordination with all NJDEP and all stakeholders, and early identification of potential hurdles as well as the actions we can take to mitigate them, has allowed these projects to proceed on track in respect to quality, budget, and schedule.

ACCOMPLISHMENTS AND BENEFITS

Dewberry continually adapts our approaches to hazard engineering to support NJDEP and the Risk MAP program, which allows us to produce more informed models and maps, and encourage community engagement while continuing to deliver the high quality mapping products and reports for which we are known.

ADDITIONAL EXPERIENCE OF BIDDER

In addition to our full life-cycle experience with the majority of the resources already identified by the panel, Dewberry has similarly contributed to the development of, applied in the field, trained state and local representatives on, and refined based on lessons learned several other documents, policies, and training courses that are equally relevant to FEMA's debris operations within the Public Assistance program. The project summaries below highlight our depth of experience supporting clients in the aftermath of a disaster event and qualifications for administering the FEMA reimbursement requirements.

City of Houston, Texas Debris Management Planning

Dewberry has worked with the City of Houston since 1999 to develop and refine their Disaster Debris Management Plan and strategies, provide post disaster support during Tropical Storm Allison, and recently updated the City Debris Management Plan to include a Weapons of Mass Destruction Annex.

Tropical Storm Allison Response and Recovery Support

Following Tropical Storm Allison, Dewberry provided a multitude of post disaster debris management services including testing of the debris management plan originally developed by Dewberry, the supervision of all debris contractor operations within the city, utilized the debris prediction model to manage the debris removal operation, the provision of debris monitoring services by Dewberry and other subcontractors, provided daily briefings with the city debris manager, and coordinated with FEMA and the state to resolve eligibility and other federal reimbursement issues.

Debris Management Seminar

Presented a two-day debris management seminar to key City of Houston Department of Public Works and Solid Waste Management supervisors and staff. The seminar was designed to increase the awareness of officials responsible for debris management by focusing on the need to develop a citywide debris management plan.

Debris Contract Monitor Training

Conducted two debris contract monitor workshops for City of Houston Neighborhood Protection Division (NPD) personnel who will monitor the activities of debris removal and disposal contractors involved with cleanup activities following any major debris-generating event.

Pinellas County, Florida Debris Management Plan

Dewberry has been supporting Pinellas County, Florida since 2002. Our work with the County began with a debris needs assessment that evaluated their ability to respond to a debris generating event and provide recommendations for improving their capabilities. We developed a comprehensive Debris Management Plan for the county and its 24 independent municipalities. Dewberry continues to provide the following services to Pinellas County:

Disaster Debris Tabletop Exercise

As part of Dewberry's current contract, we will be developing, conducting and evaluating a disaster debris tabletop exercise. This exercise will focus on their current plan and their debris operations.

GIS-Based Debris Prediction Model

Dewberry developed a GIS based Debris Prediction Model that will predict the volume of disaster debris generated by a variety of

natural and manmade disaster events (hurricane, tornado, flood, and bomb blast). This model will reside on the Pinellas County server utilizing data from the county's GIS system. Additional tools to assess the need for /size of temporary storage/staging/reduction sites, to evaluate disposal options, and to manage a post disaster debris operations were also included.

Site Operations Management Plans

Dewberry evaluated three sites available for use as debris staging, storage, reduction, and transfer activities (North County site, Central County site, and South County site) and developed plans to address the temporary debris storage and staging and final disposal. Specific deliverables included:

- Temporary Debris Storage and Staging Sites
- Identify permitting and coordination needs for temporary storage sites
- Develop operations plans for each site with standard forms and procedures for accurate tracking of debris, work, and submittal of audit quality documents acceptable for Federal reimbursement.
- Final Debris Disposal Sites
- Develop criteria for landfill/disposal sites
- Support developing and finalization of Contracting/Mission Assignments
- Review existing contractual obligations regarding waste and debris handling
- Develop pre-event debris disposal management site contract scope of work

Coordinated Debris Management Plan

Dewberry prepared a debris management plan that is integrated with the County's Comprehensive Management Plan and Emergency Management Plans. It addressed the management and operational structures needed to prepare for, respond to, and recover from a debris-generating disaster event. Specific sections of the plan addressed the following:

- Concept of Operation
- Organization and Responsibilities
- Pre-Disaster Planning Actions
- Post Disaster Actions
- Debris Reduction Methods
- Debris Management Sites
- Debris Forecasting/Debris Classification
- Equipment/Debris Measurements
- Debris Prediction Model
- Authorities, References and Appendices

Training

Dewberry is providing annual training to Pinellas County and local municipality staff over the next five years to ensure the area is prepared for each hurricane season. Two courses are offered each year.

Public Assistance Program Workshop

This workshop provides hands-on assistance with the decision-making and administration of the recovery operations, including: FEMA eligibility assessments for response/recovery activities, including contractor operations, grant management, and coordination with FEMA and State recovery managers.

Debris Monitoring Workshop

This workshop assists the participants in developing a debris monitoring plan

9/11 World Trade Center Debris Removal, New York City

Dewberry provided nearly 40 senior staff, professional engineers, and technical

specialists to expedite debris removal operations and assist with response and recovery efforts for the September 11, 2001 terrorist attacks in New York City. We worked closely with a wide range of local governmental authorities and facility owners to assess damages, quantify work, and prepare cost estimates, preliminary designs and other required documentation. Dewberry's debris management experts led the debris monitoring operation for the removal of more than 1.4 million tons of debris from the WTC site, including working closely with federal and local officials to ensure contractor equipment and procedures complied with requirements and regulation.

National Cooperative Highway Research Program, Debris Management Handbook for State and Local DOTs and DPWs. Washington, DC.

Dewberry is currently working with the Transportation Research Board to develop a Debris Management Handbook for local and state departments of transportation (DOTs) and departments of public works (DPWs) throughout the nation. The goal behind the research project and handbook development is to help transportation and public works agencies and other key stakeholders understand how to plan for and recover from natural and manmade debris-generating disasters.

Our research approach is divided into two phases: Phase I includes a review of existing literature and a preliminary survey; Phase II includes detailed interviews leading to case studies that highlight best practices for debris management. The end product will be a Debris Management Handbook for Local and State Departments of Transportation (DOTs) and Departments of Public Works (DOTs), accompanied by a sortable, searchable literature review database. Phase I includes:

- *Task 1, Literature Review:* An in-depth analysis of publicly available policies, guidance documents, and academic research relevant to every aspect of debris management, reviewed against a common set of criteria developed in coordination with our Subject Matter Experts and compiled into a searchable database.
- *Task 2, Review of Field Experience:* An in-depth review of publicly available reports on past debris operations included in the Task 1 database, as well as a preliminary survey of government employees at all levels and other professionals with debris experience to help identify both additional resources for review and interviewees for Phase II.
- *Task 3, Analysis:* An analysis of the results of Tasks 1 and 2 in which themes, gaps, and common challenges will be identified to shape the further development of the Handbook. This task will culminate in a summary report outlining the themes, gaps and common challenges for each phase of debris management (policy, planning, operations, reimbursement, and evaluation).
- *Task 4, Outline and Updated Phase II Work Plan:* Development of a preliminary handbook outline based on Tasks 1-3, as well as development of an updated work plan to guide Phase II.
- *Task 5, Interim Report:* Development of an interim report to the Committee summarizing the work accomplished in Phase I and the work anticipated in Phase II.

Phase II includes:

- *Task 6, Case Studies:* Development of five to eight case studies based on themes and trends identified in Phase

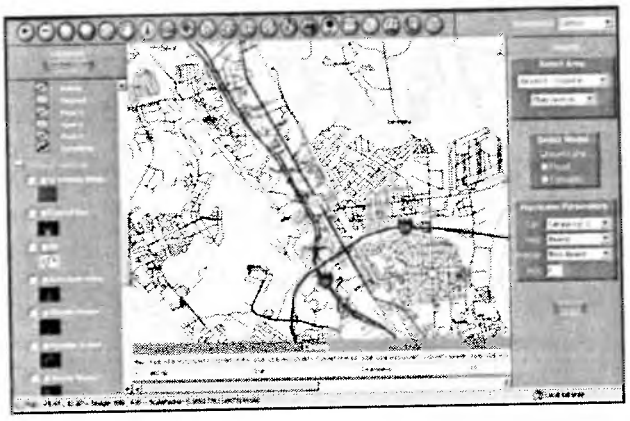
I and supplemented by in-depth interviews with debris management professionals.

- *Task 7,* Develop *Handbook:* Development of the final handbook based on the outline created in Task 4 and the Case Studies completed in Task 6.
- *Task 8, Final Report:* Development of a Final Report, including an executive summary of the project and an implementation plan. All other deliverables will be included or referenced in the final report.

District of Columbia Hurricane Isabel Response and Debris Support Contract, Washington, DC

Dewberry provided disaster response and recovery support to the District of Columbia's ESF #3 during and after Hurricane Isabel. Immediately after the hurricane, Dewberry jointly performed a PDA with DC Department of Public Works (DPW) personnel to estimate the quantity of debris to be removed and identify staging sites for debris removal operations. We then assisted the DPW in establishing debris removal operations and tracking systems that complied with FEMA PA requirements for contracting, large project worksheet development, and closeout documentation.

Dewberry assisted with the selection of a debris removal contractor, ensuring that the contract was competed and procured according to FEMA requirements.



We developed a debris load ticket template containing the information that FEMA requires for reimbursement. To ensure that debris removal operations were performed efficiently, we deployed our GIS-based tracking tool, DARTT, to identify and track the number of debris removal passes that had been performed on each city street. Dewberry also created a database for debris removal load ticket information so that the total amount of debris removed and the associated costs could easily be tracked and tabulated. The reports from this database, along with the load tickets, formed the basis for the DC DPW's documentation supporting their FEMA Project Worksheet grant request for reimbursement for debris removal.

Metropolitan Washington Council of Governments Debris Management Planning and Exercise

The Metropolitan Washington Council of Governments (MWCOG) required updates to the debris management annex to the Emergency Support Function #3 (ESF #3) section of the existing National Capital Region Regional Emergency Coordination Plan (NCR RECP), as well as updated debris management plans for all jurisdictions in the NCR. MWCOG retained Dewberry to execute the following services:

Regional Solid Waste Debris Tabletop Exercise

Dewberry developed and conducted an NCR-wide emergency debris management tabletop exercise to test the capability of state, federal, and local personnel to respond to a major debris-generating emergency incident.

Regional Debris Operations Plan Development

Dewberry developed debris management plans for 15 jurisdictions in the NCR, in addition to supporting MWCOG in the identification of and development of

operational plans for both temporary debris management sites and regional debris management sites.

Regional Debris Management Resource List

Dewberry developed a detailed solid waste resource questionnaire that is being completed by MWCOG's member jurisdictions. Based on the results of the questionnaire and follow-up telephone interviews, Dewberry is compiling a comprehensive list of available solid waste management resources owned by and under contract to local area governments.

Regional Debris Removal Sample Contract Scope of Work

Developing sample scopes of work for pre-positioned debris removal contracts for use by MWCOG and/or its member jurisdictions. The sample scopes of work will provide FEMA-compliant language for contracting staff to use in contracts for debris removal services by licensed contractors.

Disaster Assistance Response and Recovery Technology (DARRT) Regional GIS Debris Prediction Model

The DARRT uses U.S. Census Bureau data as well as available MWCOG regional GIS data and other nationwide data to predict debris that will be generated by a storm event. DARRT allows users to:

- Identify storm characteristics
- Select an area of impact
- Place and remove obstacles such as flooding and downed power lines
- View debris calculations by estimated totals, type of material, and acres required for reduction

Debris Annex for Regional Emergency Coordination Plan

As an annex to the existing ESF #3 Regional Plan, the plan provides a framework for communication and decision-making so that member jurisdictions can successfully implement a regional, coordinated response to a debris-generating event.

Disaster Recovery Support Services Tropical Storm Middletown, PA

After tropical Storm Lee in 2011, no reimbursements or project development had occurred in the Borough of Middletown, Pennsylvania, for over four months after the storm. We were hired by the Borough to manage their disaster recovery operations.

Based on the Borough's original damage assessments, we identified 50% more damages and costs that were eligible for reimbursement by FEMA, raising their tally from $800 thousand to $1.2 million. We processed all documentation and negotiated settlements for all grant applications for both the public assistance and hazard mitigation programs. Hazard mitigation grants are being processed amounting to over $2.5 million additional revenues to the Borough.

Shenandoah Valley Electric Co-Op Derecho Support

A local rural electric cooperative (REC) in Virginia identified over $2.4 million in damages following the straight-line winds and debris from the 'derecho' storm in 2012. The REC had no in-house experience or capabilities for managing their paperwork requirements to submit reimbursement requests to FEMA. The REC was preparing to write-off the disaster-related damages when we approached them with a proposal to provide 'cradle-to-grave' services to manage and implement all aspects of FEMA-required documentation and programmatically required processes. We completed all grant applications on behalf of the REC in less than two months. We were able to track our costs in a manner that also made 75% of our fee reimbursable from FEMA, allowing the REC to recoup the full federal share of $2.4 million

in reimbursements, with an out-of-pocket cost of only about $15,000. Further, we volunteered our expertise to the REC in other FEMA programs, resulting in the submittal of a hazard mitigation grant application to improve the preparedness of the REC for future storms, amounting to over $4.3 million. Additionally, the REC was able to concentrate their full-time staff on their normal duties during this period, rather than shifting to the labor-intensive efforts of the FEMA reimbursement process.

Baltimore Metropolitan Council Disaster Debris Tabletop Exercise 2011

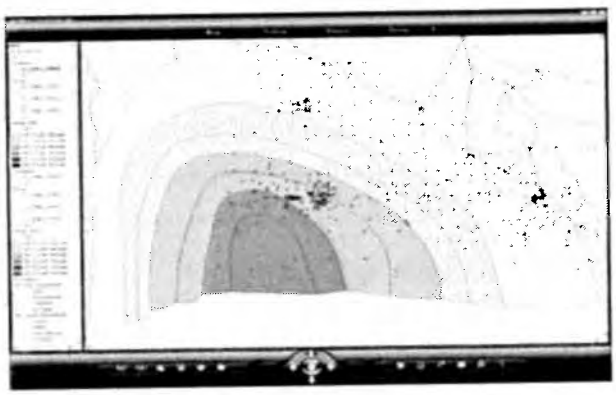
On November 1, 2011, the Baltimore Region conducted the Baltimore Regional Disaster Debris Tabletop Exercise 2011 which was designed as a learning environment for Players to exercise debris management plans, contracts, and agreements as they pertain to responding to and recovering from a debris generating event. Dewberry assisted the region by designing, conducting, and evaluating this HSEEP compliant exercise. This exercise simulated the initial response to and recovery from multiple tornados hitting the region resulting in significant debris. It brought together participants from 39 separate departments and agencies within the region and helped to identify strengths and weaknesses in the Region and within the participating jurisdictions. Dewberry developed an HSEEP compliant AAR/IP for the exercise.

Hazard Mitigation Technical Assistance Contract: Substantial Damage Estimation

In the wake of Superstorm Sandy, Dewberry is providing technical assistance to five communities in coastal New Jersey to help them make Substantial Damage Determinations. Dewberry has fourteen teams using FEMA's Substantial Damage Estimator Tool to perform inspections of 7,000 residential and non-residential structures in Ocean, Middlesex, Monmouth and Cape May Counties. Specifically, our inspectors are evaluating the damage to each building using 12 general construction categories (e.g., plumbing, foundations, appliances, etc.) and recording the information in the field using Panasonic Toughbooks. Field data entry is a time- and money-savings that Dewberry has introduced to the process along with an innovative workload and route planning approach. The results of our evaluations will be given to each community to be used as a basis for making substantial damage determinations.

FEMA Debris Estimation Tool

Over the last five years, debris removal operations following a disaster have accounted for over 40 percent of total disaster recovery costs. In light of the significant costs and importance of debris removal in the recovery process, the need exists to better estimate debris quantities early in the response period following a large-scale disaster. To accomplish this, Dewberry collaborated with FEMA Public Assistance (PA) to lead the development of a new methodology that uses the best available resources to produce accurate estimates for debris volumes following a large-scale disaster. As part of this initiative, Dewberry developed an ArcGIS Engine based application that incorporates GIS technology into a scalable, all sources, iterative



methodology to produce debris quantity estimates that evolve from modeled data early in the response phases to actual data in the weeks following an event. As part of this task, Dewberry researched, developed, and documented the use of oblique imagery for debris estimation. This methodology was tested after Hurricane Irene in 2011 and was 10 percent within the actual totals. The Debris Estimator was used after Hurricane Sandy in New Jersey in 8 counties with the results pending since the actual totals are still being finalized.

Dewberry's participation in the development and evolution of FEMA's debris management program highlights our experience on all aspects of debris management and operations. We have created the table below to show that we are not only familiar with the practical application of policies; we have had a hand in their development, implementation and evolution.

Table 3 Named Debris Management Resources – Notes E & F	Contributed to development	Applied in field	Monitored compliance	Provided training
FEMA 325 Debris Management Guide - July 2007	✓	✓	✓	✓
FHWA Emergency Relief Program		✓		✓
Debris removal statistics and information from Hurricane Katrina US Army Corps of Engineers operations	✓			✓
Sample Debris Management Plan, Louisiana Homeland Security and Emergency Preparedness Office	✓	✓		✓
Biloxi, Mississippi, Debris Management FAQs		✓		
Debris Management Brochure - FEMA 329	✓	✓		✓
FEMA Debris Management Fact Sheets (FS) – Series 9500; Debris Removal – Authorities of Federal Agencies - FS No. 95880.202	✓	✓	✓	
FEMA Debris Management Fact Sheets (FS) – Series 9500; Debris Monitoring - FS No.9580.203	✓	✓	✓	✓
FEMA Debris Management Fact Sheets (FS) – Series 9500; Debris Operations – Clarification: Emergency Contracting vs. Emergency Work - FS No. 9580.4	✓	✓		✓
FEMA Debris Removal Operations: Disaster Assistance Strategy 2007-2		✓		✓
FEMA Resources for Debris Removal and Demolition Operations	✓	✓	✓	✓
FEMA IS-630 Introduction to the Public Assistance Process	✓	✓	✓	✓
FEMA IS-631 Public Assistance Operations I	✓	✓	✓	✓
FEMA IS-632 Introduction to Debris Operations in FEMA's Public Assistance Program	✓	✓	✓	✓
Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707,		✓	✓	✓

Table 3 Named Debris Management Resources – Notes E & F	Contributed to development	Applied in field	Monitored compliance	Provided training
amended by the Disaster Relief Act of 1974, PL 93-288				
FEMA B-797 Hazard Mitigation Field Book May 2010	✓	✓		✓
FEMA E202 Debris Management Planning for State, Tribal and Local Officials	✓	✓	✓	✓
FEMA 603 Debris Management Plan Workshop	✓	✓	✓	✓
FEMA E200 Debris Task Force Leader	✓	✓		✓
FEMA 587 – Debris Monitor Field Guide	✓	✓		✓
FEMA 327 – Debris Monitoring Guide – October 2010	✓	✓	✓	✓
FEMA Eligibility Workshop - Pilot	✓	✓		✓
FEMA Public Assistance Pilot Program	✓	✓	✓	✓
FEMA Public Assistance Policies – Series 9500; Debris Removal from Waterways- DAP No.9523.5	✓	✓		✓
FEMA Public Assistance Policies – Series 9500; Duplication of Benefits - DAP No.9525.3	✓	✓		✓
FEMA Public Assistance Policies – Series 9500; Management Costs & Direct Administrative Costs - DAP No.9525.9		✓	✓	✓
FEMA Public Assistance Policies – Series 9500; Payment of Contractors for Grant Management Tasks - DAP No.9525.11		✓	✓	✓
FEMA Public Assistance Policies – Series 9500; Public Assistance Grantee Administrative Costs - DAP No.9525.14		✓	✓	✓
FEMA Debris Management Fact Sheets (FS) – Series 9500; Expedited Debris Removal Initiative		✓		
FEMA Public Assistance Operations II	✓	✓	✓	✓
FEMA 329 Debris Estimating Field Guide – September 2010	✓	✓		✓

As this table shows, Dewberry's experience, history, and involvement with the development of FEMA's debris program and policies is unparalleled. Our individual and collective roles in the development and refinement of these documents enable us to be more knowledgeable and insightful about their content, purpose, and application than those with field application experience only.

4.7 Resumes

Nick Alexiades PE, PP

State Lead

Mr. Alexiades has over 35 years experience in managing large scale consulting projects. With deep roots in New Jersey, he is ideally suited to provide superior client service to NJDEP while managing the resources of a diverse project team. Prior to joining Dewberry, Mr. Alexiades served as a Director of Operations, responsible for the operation of six offices, community profile, strategic focus and human resources. His projects literally criss-cross the state, from Replacement of 14th Street Bridge over Great Egg Harbor River in Atlantic County to the Newark Bay-Hudson County Deck Reconstruction in Newark to the Route 46 Bridge over Hackensack River in Bergen County. His past experience managing environmental permitting for projects includes coordinating with the NJDEP, numerous agencies and stakeholders. In addition, he was responsible for communications and reporting to the Rockland County Drainage Agency for a stream repair program following Tropical Storm Floyd.

EDUCATION:

MS, Civil Engineering, New Jersey Institute of Technology, 1978

BS, Civil Engineering, New Jersey Institute of Technology, 1976

REGISTRATIONS:

PE: NJ, NY

PP: NJ

EXPERIENCE:

35 Years

AFFILIATIONS:

American Society of Civil Engineers

American Society of Highway Engineers/North-Central New Jersey

RELEVANT EXPERIENCE

Rockland County Stream Inspections, Rockland County, NY (1999 - 2000) Project Manager. Responsible for all efforts on this fast track project, which involved the inspections for approximately 80 miles of streams and the inventory of damage caused by Tropical Storm Floyd in September 1999. At the request of the Rockland County Drainage Agency, the inspection work was completed on a fast-track schedule within three weeks and individual reports were prepared for each location of damage identified. For each of the 75 damaged areas identified, a color one-page abstract was prepared and multiple color copies were submitted for design and construction authorization by the legislature. *Client Reference: Kent Rigg, 845.638.5081, Rockland Drainage Agency, 23 New Hempstead Road, New City, NY 10956*

Stream Repair Program Management, Rockland County, NY (2000 - 2001) Project Manager. Represented the Rockland County Drainage Agency to implement the emergency stream repair program in the aftermath of Tropical Storm Floyd in September 1999. Responsible for the solicitation of proposals from various consultants, review of proposals and recommendations for contract procurement, and review of consultant submissions during the design phase. A total of 11 projects were managed which involved varying complexity of stream repair work at multiple locations. *Client Reference: Kent Rigg, 845.638.5081, Rockland Drainage Agency, 23 New Hempstead Road, New City, NY 10956*

Nick Alexiades PE, PP

State Lead

Nauraushaun Brook Improvement at Pelham Avenue, Rockland County, NY (2000 - 2003) Project Manager. Responsible for embankment stabilization design and the preparation of contract documents. The project involved stabilizing and maintaining an existing 36-inch diameter sanitary sewer trunk line running parallel to the eroded stream embankment and the reconstruction of a half-mile long segment of the Nauraushaun Brook in the vicinity of Pelham Avenue damaged by a tropical storm event. Under a very aggressive schedule, he produced emergency repair plans for localized programs and final PS&E documents for the final work. *Client Reference: Kent Rigg, 845.638.5081, Rockland Drainage Agency, 23 New Hempstead Road, New City, NY 10956*

Nauraushaun Brook Improvement at Sickletown Road, Rockland County, NY (2002 - 2004) Project Manager. Responsible for embankment stabilization design and the preparation of contract documents. The project involved the reconstruction of approximately a quarter-mile long section of the Nauraushaun Brook in the vicinity of Sickletown Road damaged by a tropical storm event. Under a very aggressive schedule, produced emergency repair plans for localized problems and final PS&E documents for the final work. *Client Reference: Kent Rigg, 845.638.5081, Rockland Drainage Agency, 23 New Hempstead Road, New City, NY 10956*

Route 70 over Bisphams Creek, NJ Department of Transportation, Burlington County, NJ (2001 - 2006) Project Manager. Project involved the replacement of the existing reinforced concrete slab bridge and elimination of the upstream timber spillway. Mr. Alexiades monitored the performance and delivery of the project including coordination of the work, staff assignments, budget, schedules, final reports, study and design of the project. Work included minor roadway widening and profile adjustment, utility company coordination, bridge design, scour analysis, geotechnical design, NJDEP NJ Pinelands Commission coordination. Coordination with NJDEP Dam Safety Section was required for the removal of the timber spillway. An existing 12-inch diameter one-way feed gas main was relocated under the stream bed. Design involved the preparation of designs for retaining walls, and for the detailed staging and demolition plans. A maintenance weather station was incorporated into the project. *Client Reference: Richard Hammer, 609.530.5704, 1035 Parkway Avenue, Trenton, NJ 08625*

Timber Fender Repairs for NJ Turnpike Structure #84.24 over the Rariratn River (Basilone Bridge), NJ Turnpike Authority, Middlesex County, NJ (1999 - 2000) Project Manager. Responsible for the coordination of all efforts for the inspection of the existing timber fender system and the design of new replacement segments, new dolphins, and the reconstruction of existing segments to remain. The new steel sheeting/concrete dolphins were up to 30-feet in diameter and founded on the rockbed. *Client Reference: Jean Laird, 732.750.8236, 581 Main Street, Woodbridge, NJ 07905*

Ronald Moore, Sr.

Technical Lead

Mr. Moore has 50 years of experience working with the U.S. Army Corps of Engineers (USACE) and Dewberry. He has served as a Debris Team Leader, DPAO for Debris, Debris Task Force Leader, facilitator, and instructor and assisted with the development of various policy and program revisions tasked to Dewberry for FEMA headquarters. In particular during disaster responses for severe storms and flooding in New York, Ron worked with FEMA to modify the criteria and develop policies to evaluate FEMA eligibility criteria for debris in streams. He also worked with FEMA Headquarters in the development of the curriculum for the Pilot Debris Task Force Leader training course and served as one of the instructors.

Prior to retiring from the USACE and joining Dewberry, Mr. Moore coordinated all of the debris activities/mission assignments between FEMA and the USACE.

EDUCATION:

Civil Engineering, Armstrong State College, 1959

Georgia Institute of Technology

Air Force Academy of Military Science

Air Command and Staff College

EXPERIENCE:

50 Years

EXPERIENCE HIGHLIGHTS:

Contributed to the development of FEMA 325 Debris Management Guide

Assisted with the development and taught the FEMA Debris Task Force Leader course and Debris Management Plan Workshop

Provided training and assisted in the writing, review, and approval of 56 Debris Management Plans for Louisiana parishes

Led the debris monitoring operation for the removal of more than 1.4 million tons of debris from the World Trade Center site

RELEVANT EXPERIENCE

Debris Management, Federal Emergency Management Agency, Florida (8/04 - 5/05) Senior Debris Specialist. Handled debris operations following Hurricanes Charley, Frances, Ivan, and Jeanne. *Client Reference: Ronald Rabaric, 407.836.7870, City of Orlando, 4200 South Johns Parkway, Orlando, FL 32839-9205*

Debris Management, Federal Emergency Management Agency, Virginia (11/03 - 9/04) Deputy Public Assistance Officer. Worked on debris operations following Hurricane Isabel in September 2003. Led development of GIS tools and monitoring of debris cleanup operations statewide. *Client Reference: John Connolly, 856.522.3961, FEMA*

Debris Management, Federal Emergency Management Agency, Kentucky (3/03 - 6/03) Special Debris Advisor to FEMA Public Assistance Officer addressing debris monitoring and programmatic issues following the severe weather declaration and flooding in March 2003. *Client Reference: Gracia Szczech, 770.218.8047, FEMA*

Debris Management, Federal Emergency Management Agency, Mississippi (2/01 - 5/01) Debris Specialist for 22 counties in Mississippi following the February 2001 winter storms. Advised local officials on how to address debris removal issues on demolition and private property. *Client Reference: Valerie Rhoads, 770.220.5618, FEMA*

Ronald Moore, Sr.

Technical Lead

Debris Operations at World Trade Center, Federal Emergency Management Agency, New York, NY (9/01 - 6/02) Led the debris monitoring operation and managed the preparation of Project Worksheets for the removal of more than 1.4 million tons of debris from the World Trade Center site. Worked closely with federal and local officials to ensure that the equipment and procedures used by four New York City contractors fulfilled contract requirements. The debris removal effort was complex and costly. *Client Reference: James Walke, 202.646.2751, FEMA*

EXPERIENCE HIGHLIGHTS (CONTINUED):

Reviewed and provided comments during the development of the Debris Management Brochure – FEMA 329, Debris Monitoring Fact Sheet – FEMA Series 9500 FS No. 9580.203, FEMA Resources for Debris Removal and Demolition Operations, Debris Monitoring Guide – FEMA 327, and Debris Removal from Waterways – FEMA Series 9500 DAP No. 9523.5

Chief Natural Disaster Branch in the USACE, coordinated all of the debris activities and mission assignments between FEMA and USACE

Retired Lt. Colonel from the Georgia Air National Guard

Peter Drenan

FEMA Compliance Manager

Peter is a FEMA veteran with 28 years experience in design, construction and construction management. Peter began working for FEMA in 2002, with experiences managing debris operations and programs for several major disaster including Hurricane Katrina (Louisiana), Hurricane Isabel (Virginia), Tropical Storm Gaston (Virginia), and Tropical Storm Ernesto (Virginia). Peter has worked at every level of FEMA Public Assistance field operations, specializing in debris operations including as FEMA Region III Deputy Public Assistance Officer (DPAO); Public Assistance Coordinator (PAC); Debris Specialist; Debris Task Force Leader; and Historic Preservation Specialist.

Peter serves as Dewberry's Director of Emergency Management, Disaster & Mitigation Services with a successful record in emergency management and homeland security preparedness, and planning on the local, State, and Federal governmental levels. For the past five years Peter has focused on numerous projects related to disaster response and recovery operations, including the development of policy papers, regulations and FEMA guidelines for debris management planning.

RELEVANT EXPERIENCE

Debris Management Operations, Hurricane Isabel. Managed the FEMA debris response and recovery operations throughout Virginia resulting from Hurricane Isabel. Managed the Mission Assigned USACE staff as well as VDOT contributions and coordinated with the 100 jurisdictions that were impacted by the storm event. At the time, this debris event was the second-largest debris operation in FEMA's history. Concurrent with the ongoing debris management operations, developed a debris database system to provide project controls and reports to provide daily assessment of operations and ongoing reporting capabilities. The Debris Team also developed a debris estimation tools (based on the USACE forecasting model) that included debris volumes and types throughout the impacted areas, based on specific wind-banding and microbursts of tornado activity, to better identify the types and volumes of debris throughout the Commonwealth. *Client Reference: Nealia Dabney, VDEM PA Officer, 804.897.9965*

EDUCATION:

BS, Architecture, North Carolina State University, 1982

REGISTRATIONS:

Comprehensive Building Code Specialist (IRC)

EXPERIENCE:

34 Years

AFFILIATIONS:

International Association of Emergency Managers

American Public Works Association

EXPERIENCE HIGHLIGHTS:

Developed a debris reimbursement program for the State of Indiana resulting in an additional $13M in funds from FEMA's Public Assistance (PA) Pilot Program

Developed the Debris Management Plan that served as the model for the LA Homeland Security and Emergency Preparedness Office Sample Debris Management Plan

A contributing author and SME for the 2008 revisions of four FEMA NFIP Technical Bulletins

Managed debris operations in New Orleans immediately following Katrina, under a $2.5 billion contract

Peter Drenan

FEMA Compliance Manager

Debris Public Assistance Officer, Hurricane Katrina. Managed the debris removal operations for New Orleans and southern Louisiana from the largest debris disaster event in the U.S. history. Unparalleled debris operations in terms of scale, scope, impact and types of debris. Managed the daily operations of debris removal, directing activities and operations on a $2.5 B debris removal contract with the U.S. Army Corps of Engineers. Also due to the widespread damages, developed and implemented FEMA program for the demolition of damaged buildings. This program resulted in the considered and careful demolition of over 28, 000 buildings in the Gulf Coast. This program has been adopted as the Demolition Program that guides all FEMA demolition efforts to this day. *Client Reference: John Connolly, FEMA, 256.522.3961*

Debris Monitoring Guide, FEMA Headquarters. Worked with FEMA to rewrite the debris monitoring guide – the basis for debris monitoring requirements, regulations, outcomes and costs during disasters. This included a historical data from past disasters and the development of a concept of operations for establishing protocols, processes and standards for debris monitoring of debris operations for every disaster-prone jurisdiction in the country. *Client Reference: Johnathon Anderson, FEMA HQ, 202.316.4052*

Contaminated Debris, FEMA Headquarters. Worked with FEMA and their Interagency Working Group (IWG) to develop the contaminated debris planning efforts. This has included facilitating IWG meetings, writing white papers on relevant issues, developing exercise scenarios for possible future exercises and working with the IWG on a concept of operations for use during an actual event. *Client Reference: Johnathon Anderson, FEMA HQ, 202.316.4052*

FEMA Headquarters Support. Worked with FEMA in rewriting and developing programs, policies, white papers and training materials on a variety of debris-related programs. This includes the Debris Task Force Leader Guide, FEMA 325 - Debris Management Guide, The Debris Management Plan Workshop, The Public Assistance Pilot Program, and the CBRNE Debris Management Guide. *Client Reference: Johnathon Anderson, FEMA HQ, 202.316.4052*

Paul Manno

FEMA Compliance Manager

Mr. Manno has 21 years of professional experience, the last 16 years in emergency management and disaster operations. He is an experienced emergency manager who has deployed on more than 30 disasters, serving as a Deputy Public Assistance Officer on several them. Most recently, Mr. Manno served as the Commonwealth of Virginia's Deputy Public Assistance Officer and Dewberry's Task Manager for the Hurricane Irene disaster. He also served as Deputy Public Assistance Officer and Project Manager for Hurricane Isabel closeout operations in VA, 2005-2006 and on all subsequent federally declared disasters in the Commonwealth of Virginia. He coordinated policy and program activities with local and state officials and FEMA Joint Field Office staff.

EDUCATION:

BS, Environmental Science, The University of North Carolina at Chapel Hill, 1992

EXPERIENCE:

21 Years

AFFILIATIONS:

American Planning Association

Solid Waste Association of North America

Association of State Floodplain Managers

Virginia Emergency Management Association

RELEVANT EXPERIENCE

Tropical Storm Lee Disaster Recovery, Borough of Middletown, PA (2/12 - Present) Recovery/Project Manager for this recovery project for local jurisdiction following 2011 Tropical Storm Lee in Pennsylvania. Led a diverse team of Technical Specialists to assist Middletown, PA, with federal disaster recovery grants, covering multiple federal grant programs. Total grants value for Middletown, PA, is approximately $7-million to-date. *Client Reference: Chris McNamara, 717.902.3079, Borough of Middletown, 60 West Emaus Street, Middletown, PA 17057*

National Infrastructure Support Services Technical Assistance Contract (NISTAC), FEMA, Nationwide (9/98 - 6/11) Quality Manager/Task Manager. Deployed on more than 30 federally declared disaster areas within the United States and its territories. Served as a technical advisor and debris specialist to FEMA following the September 11 terrorist attacks on the World Trade Center; Hurricanes Georges, Isabel, Lili, Charley, Frances, Ivan, Jeanne, Katrina, Rita, Gustav, and Ike; and multiple flooding events in West Virginia, Virginia, Arkansas, Kentucky, New York, Florida and Ohio. He has also managed teams and served as a Program Advisor to FEMA on multiple events including Florida, Puerto Rico, Virginia and North Carolina.

Mr. Manno is a FEMA-certified instructor and has delivered FEMA Public Assistance courses to public and private sector audiences around the country. He has also co-authored numerous FEMA publications, including FEMA 325, Debris Management Guide; and FEMA 327 Debris Monitoring. *Client Reference: John Connolly, 504.762.2105, FEMA, 1 Seine Court, New Orleans, LA 700114*

Paul Manno

FEMA Compliance Manager

Debris Handbook for State and Local Departments of Transportation, Transportation Research Board, Washington DC (1/12 - Present) Case Study Liaison supporting research of historical events for lessons learned and best practices by local and state Departments of Transportation (DOTs) and Departments of Public Works (DPWs) for debris operations. Mr. Manno's expertise of debris management was also exercised as he provided draft documentation for use in development of Debris Management Handbook for DOTs throughout the nation. *Client Reference: Stephan A. Parker, 202.334.2554, Transportation Research Board, 500 Fifth Street, NW, Washington, DC 20001*

FEMA 325, Public Assistance Debris Management Guide, FEMA HQ, Washington DC (8/10 - 8/11) Project Manager. Worked with FEMA HQ to update the Debris Management Guide (FEMA 325). The update incorporated policy language directly into the chapters, as well as the development of new chapters for the guide, including a new chapter covering Debris Removal in Waterways. *Client Reference: Howard Stronach, 202.646.4687, FEMA, 500 C Street SW, Washington, DC 20472*

Debris Reasonable Cost, FEMA HQ, Washington DC (3/06 - 3/07) Project Manager. Worked with FEMA to evaluate debris costs during disasters in an effort to develop a reasonable cost matrix. This included a historical data study reviewing several hundred FEMA Project Worksheets from past disasters; a baseline office study outlining cost estimates for the most basic debris operations after a disaster; and the development of a concept of operations for a field study to be conducted at a future time. *Client Reference: Howard Stronach, 202.646.4687, FEMA, 500 C Street SW, Washington, DC 20472*

Contaminated Debris, FEMA HQ, Washington DC (9/07 - 3/10) Project Manager. Supported FEMA and their Interagency Working Group (IWG) in their contaminated debris planning efforts. This included facilitating IWG meetings, writing white papers on relevant issues, developing exercise scenarios for future exercises and working with the IWG on a concept of operations for use during an actual event. *Client Reference: Howard Stronach, 202.646.4687, FEMA, 500 C Street SW, Washington, DC 20472*

EXPERIENCE HIGHLIGHTS:

Commended by FEMA Region 3 for exceptional facilitation and coordination of final inspections and project closeouts, closing 425 Project Worksheets from Hurricane Isabel in a little over 1 year

Managed Dewberry's updates and revisions to FEMA 325 Debris Management Guide – July 2007

Helped develop and taught FEMA E202 Debris Management Planning for State, Tribal and Local Officials

Contributed to the development of the Debris Management Brochure – FEMA 329, FEMA 587 Debris Monitor Field Guide, FEMA 327 Debris Monitoring Guide – October 2010, and the LA Homeland Security and Emergency Preparedness Office's Sample Debris Management Plan

Coordinated policy and program activities with numerous local and state officials and FEMA Disaster Field Office staff as a FEMA Project Officer responsible for oversight of debris monitoring after Hurricane Lilli, Tropical Storm Isadore, and the 2003 winter storms in Kentucky

Ileana Ivanciu PhD, PG

Principal-in-Charge

Dr. Ivanciu is an accomplished project manager experienced in the management and implementation of environmental studies and actions conducted as part of transportation project development and construction, real property acquisition, and operations and maintenance functions. She has extensive experience in the management of Task Order Contracts requiring expertise in federal, state, and local regulations and guidance associated with environmentally sensitive and contaminated site investigations, studies, designs, and remediation activities.

EDUCATION:

PhD, Geology, University of Bucharest, 2012

MS, Geology and Geophysics, University of Bucharest, 1981

BS, Geology and Geophysics, University of Bucharest, 1980

REGISTRATIONS:

Professional Geologist: TN

Hazardous Waste Health and Safety Training, 40 Hour, OSHA: US

EXPERIENCE:

30 Years

AFFILIATIONS:

American Consulting Engineers Council (ACEC) New Jersey Department of Environmental Protection (NJDEP) Liaison Committee, Chair

Transportation Research Board Committees on Waste Management and Resource Efficiency; Operations & Management; and Environmental Analysis in Transportation

RELEVANT EXPERIENCE

Debris Disposal Oversight, New Jersey Department of Transportation (NJDOT), Various Locations, NJ (11/12 - Present) Principal-in-Charge. Responsible for overseeing Dewberry's contract to monitor up to 200 trucks per day at various debris sites located along the New Jersey coastline. As of January 31, 2013, approximately 58,000 tons of debris has been transported for disposal. In addition to debris removal, Dewberry personnel provided oversight on the recycling of ferrous metals associated with the debris piles and beach sand reclamation which was redistributed to beaches. Accurate inspection and record-keeping was required to support FEMA reimbursement of NJDOT expenditures. Inspections included the visual verification of all truck loading and capacities. Stringent record-keeping of all incoming and outgoing truck traffic was conducted via daily logs and photographs. *Client Reference: Timothy Steinbeiser, 609.530.4293, NJDOT, 1035 Parkway Drive, PO Box 600, Trenton, NJ, 08625*

Garden State Parkway 83-100 Program Manager, New Jersey Turnpike Authority, Ocean and Monmouth Counties, NJ (2/10 - Present) Quality Assurance Manager. QA Manager for the Garden State Parkway Shoulder Restoration and Improvements MP 83 to 100 Program Manager contract to progress and coordinate the program through final design. Responsible for verifying that the Environmental Impact Statement (EIS) and permitting commitments are incorporated into design and construction. Dewberry, as Program Manager, supports the NJTA in the oversight of Design Engineers and the coordination and reporting of all Program activities. *Client Reference: Maynard Abuan, PE, 732.750.5300 x8214, NJTA, Woodbridge, NJ 07095*

Ileana Ivanciu PhD, PG

Principal-in-Charge

Multi-Disciplinary Environmental Term Contracts, NJDOT, Statewide, NJ (2/09 - Present) Project Manager for two consecutive three-year term contracts for preparation of EIS, Environmental Assessment (EA) and Categorical Exclusion Document (CED) documentation for NJDOT projects. Work addresses requirements, state environmental policy regulations, Section 106, Section 4(f), Section 6(f), historic structures, and permitting. Tasks include the preparation of numerous fast track NEPA compliance documents in connection with 2009 Federal Stimulus funding. An EA for the Raritan Industrial Track Realignment, a Section 4(f) evaluation and alternatives for improvements to County Route 515, and environmental documentation and permitting for the replacement of U.S. Route 130 Bridge over Raccoon Creek. Client Reference: Elkins Green, 609.530.8075, *NJDOT, 1035 Parkway Drive, PO Box 600, Trenton, NJ, 08625*

Hazardous Waste Environmental Support Services Task Order Contracts, NJDOT, Statewide, NJ (Multiple contracts since 1990) Project Manager. Multiple three-year, $3-million agreements to support property acquisitions as part of roadway improvements. Includes underground storage tank (UST) and soil and groundwater site assessments, Preliminary Assessments (PA) and Site Investigations (SI), Remedial Investigations (RI), Remedial Alternative Analyses (RAA), remedial cost estimates, permitting, property acquisition support, construction oversight, and hazardous waste management, as well as interaction and negotiation with state regulators. Client Reference: Karl Bevans, 609.530.3513, *NJDOT, 1035 Parkway Drive, PO Box 600, Trenton, NJ, 08625*

Environmental Services Open-End Agreements, NJ TRANSIT, New Jersey, Pennsylvania, New York (1/06 - Present) Project Manager. Two consecutive three-year, $5-million contracts, that cover a broad range of environmental services in the categories of Site Investigation and Remediation; Environmental Permitting; NEPA Environmental Documentation and Planning; and Environmental Compliance at rail yards, bus garages, maintenance of way facilities and in right of way areas, and in connection with consideration of new property acquisition. *Client Reference: Gerald Obert, 973.491.7249, NJ TRANSIT, One Penn Plaza East, Newark, NJ 07105*

I-295/I-76/Route 42 Direct Connection, NJDOT, Camden County, NJ (10/00 - Present) Deputy Project Manager. Responsible for the feasibility assessment, EIS, and the selection of a preferred alternative for reconstruction of one of the region's most congested interchanges. Responsible for environmental analysis and documentation pursuant to NEPA, including ecology, socioeconomics, land use, environmental justice, cultural resources, Section 4(f) documents, environmental assessments and hazardous waste investigations. Involves extensive agency coordination (EPA, USACE, NJDEP, NMFS, USFW, NJDOT, FHWA) and permitting for this $800-$900-million project consisting of one of the largest and most congested interchanges in southern New Jersey. EIS was accepted by FHWA in 2009. *Client Reference: Jo Ann Asadpour, 609.530.3021, NJDOT, 1035 Parkway Drive, PO Box 600, Trenton, NJ, 08625*

Timothy Riecker

Community Relations Liaison

Mr. Riecker has served in public safety for over 17 years, 14 of which have been in the field of Emergency Management. He is a nationally recognized specialist in incident management; emergency operations center management; defense support to civil authorities (DSCA); public safety event planning and management; instructional design and delivery; and exercise design, conduct, and evaluation. He has served on state and national-level committees for guiding implementation of the National Incident Management System (NIMS) and founded and co-chaired the New York State Exercise Coordination Committee, which focused on coordinated implementation of Homeland Security Exercise and Evaluation Program (HSEEP)-driven exercise programs.

Mr. Riecker has a depth of community relations experience ranging from outreach work with local governments and residents in preparation for major exercise initiatives to working directly with county and local governments during incident responses to ensure their needs are being met. He has worked within communities from a different leadership perspective as a board member with both The Salvation Army and the American Red Cross.

As an experienced program manager and innovator, he has revolutionized programs through streamlining policy and procedure; and leveraging technology, grant funds, interagency partnerships, and human capital with a focus on meeting needs through quality implementation. He was the lead planner and exercise director for the three largest preparedness exercises ever conducted in the State of New York: Empire Express (2008), Empire 09 (2009), and Vigilant Guard (2009).

Mr. Riecker has a depth of response experience, ranging from a decade of work in EMS and the fire service to direct involvement in 19 federally declared disasters as well as many federally declared emergencies, and local and gubernatorial disaster declarations. He has served in state and local Emergency Operations Centers (EOCs) as a qualified Planning Section Chief.

RELEVANT EXPERIENCE

Vigilant Guard NY 2009, Buffalo, NY (09/08 - 12/09) Joint Exercise Director. Led exercise planning activities for non-military participants in coordination with NY National Guard and

EDUCATION:

BS, Business Administration, SUNY Oswego, 2000

AS, Accounting, Herkimer County Community College, 1998

EXPERIENCE:

17 Years

AFFILIATIONS:

International Association of Emergency Managers

NYS Law Enforcement Training Directors Association - Associate Member

NYS Training and Development Council - Agency Delegate

The Salvation Army of Rome, NY, Advisory Board Member

EXPERIENCE HIGHLIGHTS:

Former State Training Officer & Exercise Training Officer

Type 2 Planning Section Chief

FEMA Master Trainer

NYS Criminal Justice Special Topics Instructor

Experienced Instructional Designer

Expert in Exercise Design, Conduct, & Evaluation

EMAC A-TEAM Qualified

Timothy Riecker

Community Relations Liaison

USNORTHCOM planners. Served as joint exercise director with NY National Guard. This earthquake scenario involved a lead-in executive table-top exercise, multiple venues, and thousands of participants over the course of five days. Given the scope of activity, a great deal of coordination and outreach was conducted before and during the exercise activity with local officials to ensure understanding of the activities to be conducted and to secure their buy-in. This is the largest preparedness exercise ever conducted in the State of New York. *Client Reference: William Correa, Regional Director, 716.560.6513, NYS Office of Emergency Management, 1220 Washington Avenue, Building 22, Suite 101, Albany, NY 12226*

Empire 09, USDOE, Albany, NY (07/08-09/09) Joint Exercise Director. Led exercise planning activities for all non-U.S. Department of Energy (USDOE) participants in coordination with USDOE planners. Served as joint exercise director with USDOE. This 'dirty bomb' scenario involved a lead-in executive table-top exercise, multiple venues, a post-event recovery table-top exercise, and thousands of participants over the course of five days. Given the scope of activity, a great deal of coordination and outreach was conducted before and during the exercise activity with local officials to ensure understanding of the activities to be conducted and to secure their buy-in. This was the second largest preparedness exercise ever conducted in the State of New York. *Client Reference: Tom Rinaldi, Deputy Director (ret), 518.944.5263, NYS Emergency Management Office, 1220 Washington Avenue, Building 22, Suite 101, Albany, NY 12226*

October 2006 Snow Storm, Erie County Office of Emergency Services, Erie County, NY (10/06) Deputy Planning Section Chief. Coordinated the efforts of local, state, and federal agencies, as well as private contractors through the development and execution of a debris management plan following this incident. The plan addressed the gathering, hauling, and disposal of hurricane levels of green debris; incorporating essential public information, local government outreach, and safety coordination throughout. *Client Reference: Daniel Neaverth, Commissioner, 716.858.4909, Erie County Office of Emergency Services, 45 Elm Street, Buffalo, NY 14202*

Leader in Preparedness Efforts (Ongoing) Founded and co-chaired the New York State Exercise Coordination Committee and served on the U.S. DHS NIMS Focus Group and NYS Preparedness Steering Committee. Worked extensively with county and local emergency management, public safety, and elected officials to coordinate training and other preparedness needs throughout New York State. Founded and served as first chairman of the Herkimer-Oneida Organizations Active in Disaster, a VOAD-modeled conglomerate of public, private, and not-for profit organizations in Central New York. *Client Reference: Major Leonard Boynton, 315.271.1064, The Salvation Army of Rome NY, 410 West Dominick Street, Rome, NY 13440*

Catherine Bohn GISP, CFM

Information Management Coordinator

Ms. Bohn's 18 years of GIS experience includes using geospatial technologies for analysis and application development, assisting managers in responding to disaster events. She has provided on-site GIS support to FEMA, state, and local governments and has extensive experience with database design, web mapping application development, GIS analysis, GIS needs assessments, GIS field data collection, and training. Ms. Bohn is experienced in the full lifecycle of GIS projects, from initial conception through design, prototyping, testing, implementation, training, and maintenance, utilizing the latest in ESRI software and technology including: ArcGIS, ArcSDE, and ArcGIS Server. She is responsible for the application development of Disaster Assistance Response and Recovery Technology (DARRT), a tool to estimate debris removal and track debris clearance and an ArcIMS application to track resources that integrates with WebEOC.

EDUCATION:

MS, Geographical and Cartographic Sciences, George Mason University, 2002

BA, Geography, Mary Washington College, 1995

REGISTRATIONS:

Geographic Information Systems Professional

Certified Flood Manager

EXPERIENCE:

18 Years

AFFILIATIONS:

American Society for Photogrammetry and Remote Sensing

Association of State Floodplain Managers

EXPERIENCE HIGHLIGHTS:

GIS Task Manager for all hazards risk assessment for four campuses of California State University

Vulnerability mapping for Washington, DC

GIS Lead for MA State Vulnerability Assessment update

GIS Lead for Chesapeake, LENOWISCO PDC, and Cumberland Plateau PDC – all in VA

RELEVANT EXPERIENCE

Public Assistance Program Technical Assistance Contract (PATAC), FEMA, Nationwide (11/02 - Present) Task Manager. As a Task Manager for this joint venture contract, Ms. Bohn has been responsible for providing post-disaster services for multiple events. Most recently, she led field surveys using the Debris Estimator in ten New Jersey counties following Hurricane Sandy. She led the field survey planning and execution, using a customized GIS application and GPS to provide debris estimates to FEMA. Previously, she directed onsite GIS support to FEMA field offices and Regional Operations Centers during five federally declared disasters including Hurricanes Charley, Ivan, Katrina, and Rita, to include coordinating resources, managing onsite geospatial staff and coordinating data sharing processes. *Client Reference: Edward Murphy, 202.646.2948, FEMA, 500 C Street, SW, Washington, DC, 20472*

Geospatial Products and Services Contract (GPSC), USGS, Nationwide (1/06 - Present) Emergency Response Team Leader. Responsible for supporting the Project Manager during emergency operations. Participated in the 2011 Minot, ND, flood response; 2008 Iowa flooding response; and the 2009 Desktop Emergency Response Readiness Exercise for the USGS. *Client Reference: Tim Saultz, 573.308.3654, USGS/National Geospatial Tech Op Center, 1400 Independence Road, Rolla, MO, 65401*

Catherine Bohn GISP, CFM

Information Management Coordinator

Geospatial Concept of Operations (GeoCONOPS), DHS, Nationwide (09/08 - 06/12) Project Manager. Responsible for working with the DHS Geospatial Management Office (GMO) to develop GeoConOps guidance that are used as a single reference source for the DHS geospatial community, outlining key capabilities, information requirements, mission overviews, and a list of mission incident data available. Tasks include interviewing key stakeholders, documenting processes, providing input at stakeholder meetings, and providing insight into the Public Assistance, Mitigation, and Individual Assistance program areas. *Client Reference: Ron Langhelm, 703.902.5000, Booz Allen Hamilton, 8283 Greensboro Drive, McLean, VA, 22102-4900*

Christopher Colletti

Region Manager

Mr. Colletti has 28 years of experience in project management, construction management, estimating, financial analysis, data analysis, job cost analysis, and construction accounting. As a Technical Assistance Consultant for the Federal Emergency Management Agency, Mr. Colletti was responsible for quality and cost control of over $15 billion in Federal disaster reconstruction projects for six disasters in Louisiana, Montana, and New York. Mr. Colletti was owner and construction manager of a heavy-highway utility company bidding public infrastructure projects in the Delaware Valley tri-state Philadelphia-Camden-Wilmington metropolitan area for 20 years.

EDUCATION:

Teaching Fellow and PhD Candidate, The University of Pennsylvania, 1980 – 1985

MS, Sociology, The Pennsylvania State University, 1981

BS, Sociology, The Pennsylvania State University, 1978

EXPERIENCE:

28 Years

RELEVANT EXPERIENCE

DR-4020-NY, Hurricane Irene/Tropical Storm Lee, Task Orders D-12-J-0001/D-12-J-0003, FEMA, New York State (10/11 - 06/12) Deputy Task Force Lead, Critical Infrastructure and Cost Estimating Format (CEF) Groups. Responsible for project management and grants writing for critical infrastructure (e.g., bridges, schools, utility systems) and other large projects throughout the state of New York. As CEF Task Force Lead, established teams for disaster-wide Cost Estimating Format review and support. Implemented several Building Assessment Teams to inspect and resolve high profile, politically sensitive structural replacement projects. Established a specialized team to survey and develop approximately 150 Project Worksheets for the Long Island Power Authority (LIPA) for an estimated total of $150 million. Also assisted in drafting and promulgating guidelines for reviewing power systems across disasters. In addition, provided guidance for Direct Administrative, Project Management, and Engineering Costs based on federal and state policies. *Client Reference: Alexander Greenberg, Region II Infrastructure Branch Director, 917.678.1162, FEMA, 26 Federal Plaza, New York, NY 10278-0002*

Hurricane Katrina Disaster Relief Efforts, Task Order D-06-J-0002, FEMA Public Assistance Program, New Orleans and Kenner, LA (02/06 - 06/11) Estimator working with Justice Technical Service Group, provided estimating support and served as PAC for LA Judicial, DOC, OYD and MAA groups. In August 2006, continued support on the disaster with the State Agencies Group where he served as PAC, mentor, project manager for MAA and EMAC. In this vein, worked closely with the Sheriff's Association, the State Police, Office of the Fire Marshal and Governor's Office of Homeland Security and Emergency Preparedness. In February 2007, continued support on the disaster as TSG 1 Group Lead for Utilities and Justice Technical Service Groups. Responsible for reorganizing both groups to be more responsive to applicants as well as to upper level management to provide timely information in a politically charged atmosphere. Under his leadership, the groups created a specialized reporting group to handle information requests and organized projects by facility codes; both ideas were later adopted by all PA

groups. Various eligibility and project issues were resolved by working closely with applicant and state. Some notable examples of long standing issues resolved are the Consolidation of St. Bernard's WWTPs, drainage cleaning in New Orleans and Kenner. A system perspective delivered a cost effective solution to water leaks for Sewerage and Water Board of New Orleans. *Client Reference: Eddie Williams, Infrastructure Branch Director 1603/1607, 504.762.2206, FEMA, FRC 800 North Loop 288, Denton, TX 76209-3698*

Severe Storms and Flooding, Task Order D-11-J-0013, FEMA, Montana (08/11 – 10/11) Public Assistance Coordinator Crew Lead. Managed work amongst a team of specialists and consultants assigned to provide assistance to local municipal governments in the aftermath of a flooding event in Montana. As a result, Public Assistance work for the disaster was completed in less than 60 days. *Client Reference: Charles Baird, Region VIII Program Specialist, 303. 235.4974, FEMA, Denver Federal Center, Building 710, Box 25267, Denver, CO 80225-0267*

Hurricane Katrina, FEMA, State of Louisiana (05/08 - 06/11) Task Force Lead, Quality Control/Quality Assurance (QA/QC) Group. Supervised a team of specialists producing over 22,000 Project Worksheets for the reconstruction of public facilities and infrastructure throughout Louisiana in the aftermath of Hurricane Katrina. Primary responsibilities included establishing project controls for managing scope and cost escalation. Staff reviewed projects to assure that designs reflected eligible scope and cost estimates were reasonable. Projects were monitored and controls were established to maintain budget estimates. Scope changes and change orders were reviewed for eligibility and cost reasonableness. Reviewed contracts for eligibility based on procurement procedures and reviewed project documentation for compliance with Federal Acquisition Regulations. *Client Reference: Eddie Williams, Infrastructure Branch Director 1603/1607, 504.762.2206, FEMA, FRC 800 North Loop 288, Denton, TX 76209-3698*

Utilities and Criminal Justice Facilities, FEMA, State of Louisiana (02/06 – 05/08) Task Force Lead. Supervised a team of over 150 professionals whose primary responsibilities were the management of the reconstruction of utility infrastructure and the criminal justice system throughout Louisiana. Tasks included scope development, cost estimating, and contract and construction monitoring. Created a task force to resolve major infrastructure problems with seven flooded waste water treatment plants in St. Bernard Parish. A $55 million project was funded to consolidate all treatment at the Munster Waste Water Treatment Plant servicing 67,000 residents of St. Bernard Parish. Also created a task force to resolve over 90,000 leaks and over 120 million gallons per day of loss of water in the SWBNO water distribution system in the City of New Orleans. *Client Reference: Eddie Williams, Infrastructure Branch Director 1603/1607, 504.762.2206, FEMA, FRC 800 North Loop 288, Denton, TX 76209-3698*

John Flanagan PE

Region Manager

EDUCATION:

MS, Civil Engineering, Stanford University, 1978

BS, Civil Engineering, Tulane University, 1972

REGISTRATIONS:

Professional Engineer: LA

EXPERIENCE:

47 Years

Mr. Flanagan has 38 years experience with USACE, working on projects that have included channel maintenance, navigation locks, operations and maintenance of numerous pump stations, and the management of 50,000 acres of fee land and 250,000 acres in flood easements. As Operations Branch Chief - TN, he was responsible for the supervision of 350 professional, technical, administrative and wage grade employees. He directed construction and operations activities in Tennessee's seven-state region, in support of flood control and navigation. Construction activities included repair of levees and floodwalls, channels, harbors, pumping stations, bridge protection and buildings. As Operations Manager – LA, he was responsible for the efficient execution of a $45M Operations and Maintenance Civil Works Program. He has prepared responses to congressional inquires, budget packages and numerous other correspondence and data calls, as well as assisted FEMA following Hurricanes Fran and Hugo.

RELEVANT EXPERIENCE

Hazard Mitigation Technical Assistance Project (HMTAP), Federal Emergency Management Agency, Nationwide (10/11 - Present) Civil Engineer providing technical support on a wide array of hazard mitigation program initiatives. Work has covered technical and programmatic support to FEMA and local communities for implementing the Hazard Mitigation Grant Program (HMGP), National Earthquake Technical Assistance Program, Wind and Water Technical Assistance Program, Flood Management Assistance, and Project Impact programs. Services have been provided on two successive five-year contracts, successfully completing more than 80 task orders in 31 states nationwide, responding to more than 40 disaster declarations. *Client Reference: John Bishop, 202.646.4363, FEMA, 500 C Street SW, Washington, DC, 20472*

Public Assistance - Technical Assistance Contract (PATAC), Federal Emergency Management Agency, Nationwide (07/2011 - Present) Coastal Engineer for several disasters, including Hurricane Katrina in LA. Responsible for developing scopes of work and cost estimates for projects, including water control facilities. Developed cost-effective mitigation measures, when applicable for disaster-related projects. Assigned as a mentor to junior engineers on FEMA assignments, responsible for the development of staff and ensuring compliance with FEMA regulations and policy. Dewberry, as part of the National Infrastructure Technical Assistance Consultants Joint Venture (NISTAC JV), successfully completed 187 TOs valued at nearly $510M representing work on a wide range of assignments over our last two contracts. Throughout NISTAC's partnership with FEMA, Dewberry has successfully responded to more than 400 disaster declarations for natural and man-made disasters in all FEMA regions in support of FEMA's Public Assistance (PA) program. FEMA has issued Dewberry consecutive project awards for outstanding performance since 1985 and incentive fees every year since the contract type

John Flanagan PE

Region Manager

changed to performance-based. *Client Reference: Lorine Boardwine, 202.646.2948, FEMA, 500 C Street, SW, Washington, DC, 20472*

United States Army Corps of Engineers Disaster Experience

- June 2009 to September 2009, functioned as the lead engineer, representing FEMA, in Galveston, TX following Hurricane Ike. Responsible for writing Project Worksheets which is a process to reimburse applicants for damages experienced from Hurricane Ike.

- January 2008 to November 2008, functioned as manager for field operations in the demolition of homes that were damaged by Hurricane Katrina in Hancock County, MS. Responsible for determining if a structure could be repaired or needed to be demolished. Monitored all demolition operations performed by a private contractor.

- March 2007 to September 2007, functioned as Public Assistance Coordinator (PAC) in Kiln, MS. Responsible for monitoring debris operations and removal of dead standing trees damaged by Hurricane Katrina, and involved in determining which homes, damaged by Hurricane Katrina, were qualified for demolition under FEMA guidelines.

- September 2005 to June 2006, functioned as a Chief Debris Manager (Debris Specialist) for Orleans, Jefferson, St. Bernard, and Plaquemines Parishes following Hurricanes Katrina and Rita. This was a management position overseeing and coordinating the removal and disposal of debris throughout the above Parishes. Planned daily operations for 60 to 70 monitors, debris leads and debris specialist. He was selected by upper management in Baton Rouge to be Chief of Operations for the State of Louisiana which included managing private property debris removal (PPDR) and demolition operations throughout the state. Appeared in front of formal boards to brief them on all aspects of debris and demolition operations. His team (Southwest Louisiana) was the first to complete ROW, PPDR and demolition operations.

- July 2005 to August 2005, functioned as a Project Officer for the City of Montgomery, AL and surrounding counties. Also performed damage assessments to determine if counties were FEMA eligible.

- September 2004 to May 2005, functioned as a Project Officer in Broward, Miami-Dade, and Monroe Counties for Hurricanes Charley, Frances, Ivan, and Jeanne. Wrote Project Worksheets after gathering pertinent information from eligible applicants. Worked with applicants to explain what was eligible for FEMA reimbursement. As a senior engineer, PAC requested that he help our junior team members in writing Project Worksheets.

Donald Cathey

Region Manager

EDUCATION:
BA, Project Management,
Shorter College, 1996

EXPERIENCE:
32 Years

Mr. Cathey has more than 30 years of experience with the USACE, working as a FEMA Project Specialist, and as a storm debris specialist. He has experience in business management and sales, property business management for rental housing, and project management in building and construction of new and reinitiated housing. Mr. Cathey's prior FEMA experience includes deployments to TX as a Project Specialist for Hurricane Ike and to LA as a Debris Monitor for Hurricane Katrina.

RELEVANT EXPERIENCE

Superstorm Sandy, Task Order 13E-J-0016, FEMA, Newark, NJ (11/12) Debris Specialist. Responsible for estimating and verification of the GIS system in compliance with FEMA. Traveled throughout five counties using GIS coordinates to provide a pinpoint model of debris damage and estimate of total debris cubic yardages. Coordinated efforts to maximize time for an accurate mapping of the state's debris to FEMA's approval. *Client Reference: Preston Wilson, Debris Specialist, 202.738.7884, FEMA, 615 Chestnut Street, One Independence Mall, Sixth Floor, Philadelphia, PA 19106-4404*

Catastrophic Contaminated Debris Initiative, Task Order D-07-J-0013, FEMA, Newark, NJ (11/12) Debris Specialist. Developed guidance and facilitated meetings to plan for a catastrophic contaminated debris-generating event. *Client Reference: Preston Wilson, Debris Specialist, 202.738.7884, FEMA, 615 Chestnut Street, One Independence Mall, Sixth Floor, Philadelphia, PA 19106-4404*

Public Assistance Flood Restoration, Task Order D-12-J-0001, FEMA, Albany, NY (01/12 - 06/12) Project Specialist. Deployed to Newburg, NY area following Hurricane Irene. Provided assistance to five Villages, two fire/police districts and one school district. Completed six Project Worksheets which included waterways, dams, roadway bridges/culvert restoration and waterway debris removal in compliance with FEMA, New York EPA and U.S. Army Corps of Engineers specifications. *Client Reference: Steven Brooks, FEMA PAC, 631.484.3503.*

Tornado Debris, Task Order D-11-J-0006, FEMA, Alabama (07/11 - 09/11) Task Force Leader. Responsible for debris removal due to severe storms, tornadoes, straight-line winds, and flooding, reporting to the State and FEMA management. Managed 10 FEMA contractors and worked with state and local applicants to provide state restoration funding for tornado damages. Responsible for 600 Project Worksheets for all declared counties throughout the state including all towns and cities. Completed the task in a four-month period. *Client Reference: Patrick Kenny, 617.794.6787, FEMA*

Individual Assistance to Remove Debris and Demolish 450 homes, FEMA, Minot, ND (10/11 - 11/11), Deployed to Minot to assist with debris removal and demolition for 450 homes flooded by snow melt and stormwater. Managed five contractors and four demolition construction

contractors. Worked with state and local authorities to conform to all EPA guidelines and local laws. *Client Reference: Maurice White, 312.898.9060, FEMA Contracting Officer's Technical Representative, Chicago, IL*

Disaster FEMA-791-DR-TX, Task Order D-08-J-0025, FEMA, Galveston, TX (11/08 - 09/09) FEMA Project Specialist. Provided Public Assistance within FEMA Guidelines to applicants for eight school districts, 300 schools and one State Park by writing 96 Project Worksheets for public nonprofit organizations. Emphasis in building damages, storm related equipment, debris removal, and general repair. Gathered information from applicants to provide organized documentation, for an additional 54 Project Worksheets. *Client Reference: Bobby Burns, 936.709.7884, Conroe Independent School District, Conroe, TX*

Debris Removal, Demolition and General Public Assistance for Storm-Related Disaster, LA Emergency Management, Louisiana (2005 - 2006) FEMA Project Manager/Debris Specialist. Responsible for St Mary's, Vermillion and New Iberia Parishes. Monitored U.S. Corps of Engineers as an applicant for the Parish's contractors' and subcontractors' activities to assure FEMA and Stafford Act procedures were followed. Managed 10-30 FEMA employees on a daily basis to assure all reporting and procedures were completed within FEMA guidelines. Worked together with state and local Emergency Management Officials, EPA and LDEQ to complete 330 home and business demolitions on a scheduled basis. Removed hurricane debris from highways, personal property and canals/waterways as required within each Parish, as directed. *Client Reference: General Bob Labonte, 337.315.0099, LA Emergency Management, Vermillion Parish, LA*

Damian Cavalli

Technical Support Specialist

Mr. Cavalli has experience in providing project management and technical implementation of environmental programs including those regulated by the New Jersey Department of Environmental Protection, U.S. Army Corps of Engineers, and US Environmental Protection Agency. He also has extensive project management experience in civil and environmental remedial construction activity, including river and waterfront remediation and landfill design and closure.

EDUCATION:

BA, Environmental Science, Stockton County, 1994

REGISTRATIONS/ TRAINING:

Hazardous Waste Health and Safety Training, 40-hour, OSHA: US; Annual Refreshers

Construction Safety and Health, 10-hour, OSHA: US

Confined Space Entry, OSHA: US

NJDEP UST Closure

EXPERIENCE:

18 Years

RELEVANT EXPERIENCE

Debris Disposal Oversight, New Jersey Department of Transportation (NJDOT), Various Locations, NJ (11/12 - Present) Task Manager. Responsible for managing Dewberry's contract to monitor up to 200 trucks per day at various debris sites located along the New Jersey coastline. As of January 31, 2013, approximately 58,000 tons of debris has been transported for disposal. In addition to debris removal, Dewberry personnel provided oversight on the recycling of ferrous metals associated with the debris piles and beach sand reclamation which was redistributed to beaches. Accurate inspection and record-keeping was required to support FEMA reimbursement of NJDOT expenditures. Inspections included the visual verification of all truck loading and capacities. Stringent record-keeping of all incoming and outgoing truck traffic was conducted via daily logs and photographs. *Client Reference: Timothy Steinbeiser, 609.530.4293, NJDOT, 1035 Parkway Avenue, Trenton, NJ, 08625*

In-Situ Sediment Solidification and Capping of Abandoned Waterway, International-Matex Tank Terminals, Bayonne, NJ (05/04 - 08/05) Construction Manager. Responsible for oversight of all contractors, costs, schedules, writing the Remedial Action Report and liaison between all parties involved. Sediment solidification was conducted over the one-acre site to a depth of 23' below ground surface. Following solidification procedures the site was capped using various geosynthetic membranes. The project also included the installation of a sheet pile barrier wall and a perimeter drain groundwater collection system. *Client Reference: Stephen Larsen, 201.823.5353, International-Matex Tank Terminals, Bayonne, NJ, 07002*

Route 18 Reconstruction, Sections 2F, 7E and 11H, NJDOT, New Brunswick, NJ (01/09 - 12/09) Environmental Task Lead. Responsible for compliance inspection in connection with soil contamination in the right-of-way of a $200-million roadway improvement project. Responsibilities included site visits to monitor project activities, evaluation of proper soil remediation activities, verification of soil disposal documentation by contractors, and regulatory reporting. *Client Reference: Pamela Garrett, 609.530.2721, NJDOT, 1035 Parkway Avenue, Trenton, NJ 08625*

Damian Cavalli

Technical Support Specialist

Active Industrial and Former Manufactured Gas Plant (MGP) Facility along the Hudson River, Niagara Mohawk, Troy, NY (08/03 - 05/04) Construction Manager. Conducted delineation of all site contamination during the investigative phase and provided contractor oversight and project field management during the remediation phase. Investigative phase of the project included site-wide contamination delineation of coal tar and purifier water deposits. Remediation phase included the removal of all impacted sediments above the water table and in-situ biological and chemical treatment of soils below the water table. The project represents one of the largest MGP remediation programs in New York State. *Reference: Jeffery Caputi, 201.574.4700, Brown and Caldwell, 2 Park Way, Suite 2A, Upper Saddle River, NJ 07458*

Route 206 Bypass, NJDOT, Somerset County, NJ (01/10 - 10/10) Environmental Task Lead. Provided compliance inspection in connection with three miles of new freeway. Responsibilities include site visits to monitor project activities, evaluation of proper soil remediation activities, verification of soil disposal documentation by contractors, health and safety program, and regulatory reporting. *Client Reference: George Worth, 609.530.3800, NJDOT, 1035 Parkway Avenue, Trenton, NJ08625*

Route 30/130 Collingswood Circle Elimination - Phase B, NJDOT, Collingswood and Pennsauken, NJ (09/08 - 12/08) Environmental Task Lead. Responsible for monitoring soil remediation activities as part of construction improvements. Responsibilities included site visits to monitor project activities, evaluation of proper soil remediation activities, verification of soil disposal documentation by contractors, and adherence to health and safety plans. The $30.5M phased project replaced an existing circle at the intersection of Route 30 and 130 with various at-grade ramps and signalized intersections. *Client Reference: Karl Bevans, 609.530.3513, NJDOT, 1035 Parkway Avenue, Trenton, NJ 08625*

Route 73 and Church Road, Mount Laurel, NJ (01/07 - Winter 2013) Environmental Task Lead. Responsible for a project involving remediation of soil and groundwater contamination at NJDOT Right-of-Way site, a former gasoline station. Responsible for supervision of all aspects of Remedial Actions. Involves Remedial Action Progress Reports (RAPRs) in conjunction with long-term site monitoring. *Client Reference: Karl Bevans, 609.530.3513, NJDOT, 1035 Parkway Avenue, Trenton, NJ08625*

Hazardous Waste Environmental Support Services Task Order Contracts, NJDOT, Statewide, NJ (10/06 - 01/11) Under two three-year, $3-million agreements, performed UST-related soil and groundwater site assessments, Preliminary Assessments (PA) and Site Investigations (SI), Remedial Investigations (RI), Remedial Alternative Analyses (RAA), remedial cost estimates, permitting, property acquisition support, construction oversight and hazardous waste management. *Client Reference: Karl Bevans, 609.530.3513, NJDOT, 1035 Parkway Avenue, Trenton, NJ 08625*

Michael Greenberg PE

Technical Support Specialist

Mr. Greenberg has 11 years of experience leading complex projects, including task orders issued under a NJDOT statewide emergency services on-call contract. He is adept at working with a team on a fast-track schedule. His skills consist of highway geometric design, construction cost estimation, right-of-way process, and utility relocation. He has extensive design experience using the Bentley InRoads product line. Additionally, Mr. Greenberg has strong knowledge of Microsoft Office and Adobe.

EDUCATION:
BS, Civil Engineering, Rutgers, The State University of New Jersey, 2002

REGISTRATIONS:
Professional Engineer: NJ

EXPERIENCE:
11 Years

RELEVANT EXPERIENCE

Route 56 Rainbow Lake Dam Emergency Bridge Repairs, New Jersey Department of Transportation, Pittsgrove, NJ (4/07 - 10/07) Civil Engineer for the $4.5-million emergency repair of Route 56 over the Rainbow Lake Dam, which consisted of six sluice gates attached to a two-span bridge. The dam was breached when an April 2007 Nor'easter hit New Jersey. The project included the removal of the existing spillway, bridge and damaged roadway/dam; the design of a new roadway, bridge and spillway; maintenance and protection of traffic; geotechnical engineering; topographic and GPS control surveys; submission of environmental permit applications; preparation of ROW documents; relocation of all utilities to the westbound side of the road; the development of temporary detour routes and participation in several public information meetings. The design of this fast-track project was completed in four weeks. *Client Reference: Michael Kasbekar, PE, 609.530.6627, 1035 Parkway Avenue, PO Box 600, Trenton, NJ 08625*

I-295 Creek Road Emergency Bridge Repairs and Replacement, New Jersey Department of Transportation, Bellmawr, NJ (9/02 - 12/02) Civil Engineer. Emergency response to an overpass accident included an immediate traffic plan by the following morning rush hour, development of a detour route for Creek Road, and a permanent superstructure replacement to restore the bridge. The bridge replacement utilized Inverset ™ prefabricated composite span units, a first for New Jersey. *Client Reference: Robert Cunningham, 609.530.8075, 1035 Parkway Avenue, PO Box 600, Trenton, NJ, 08625.*

I-295/I-76/Route 42 Direct Connection, New Jersey Department of Transportation, Camden County, NJ (2/07 - Present) Project Engineer. Designed vertical geometry for specific overpass clearances. Modeled proposed roadway for the initial analysis of project construction and slope limits for this $800-$900-million project consisting of one of the largest and most congested interchanges in southern New Jersey. From 26 alternatives, one alternative with a six-lane direct connection overpass alignment was chosen which includes the realignment of six ramps including one in a depressed section under I-76, 13 bridges, two culverts, 22 retaining walls, 42 sign structures and numerous noise walls. Environmental issues include eight stormwater management basins, and the creation of 4 acres of wetlands. *Client Reference: John McCleary, 609.530.2466, 1035 Parkway Avenue, PO Box 600, Trenton, NJ 08625*

Michael Greenberg PE

Technical Support Specialist

I-295/Route 42 Missing Moves, New Jersey Department of Transportation, Camden County, NJ (8/10 - 11/11) Highway Task Leader. Provided engineering services for the development of "Missing Moves" to alleviate congestion through the I-295/I-76/NJ 42 interchange and local roads. Includes researching the site and chemical history in order to ascertain the current risk associated with construction atop aged landfill material. Services include: highway engineering, environmental engineering, hazardous waste investigation, landfill closure design, subsurface investigation, wetlands study, cultural resources study, socioeconomics and environmental justice, and GIS. *Client Reference: John McCleary, 609.530.2466, 1035 Parkway Avenue, PO Box 600, Trenton, NJ 08625*

Voorhees Campus Offsite Infrastructure Improvements, Virtua Health, Voorhees, NJ (6/07 - 6/10) Project Engineer. Designed horizontal and vertical geometry, then modeled proposed roadways for the development of cross sections, grades, and driveways. Prepared profiles, construction, grading, cross sections, and detour plans for offsite infrastructure improvements which supported the development of Virtua's 125-acre Voorhees campus. Included a new 2,500-GPM regional sanitary sewer pump station, 5,500-LF of 24-inch sanitary sewer interceptor, 11,500-LF sanitary force main, 5,000-LFof 16 inch public water mains, and roadway improvements along a two mile stretch of State Highway including 3 signalized intersections. *Client Reference: John Angelucci, 856.355.0936, 20 West Stow Road, Marlton, NJ, 08053.*

Route 15 at White Lake Road and Wilson Drive Intersection Improvements, New Jersey Department of Transportation, Sparta, NJ (1/07 - 2/08) Civil Engineer. Improvements to two existing closely spaced signalized intersections to create a single, four-way signalized intersection. Included the PS&E package and construction engineering services including geometrics for the horizontal alignment and vertical profile, substandard design exception report, utility relocation, highway access review, pavement design, drainage design, stormwater management basin, soil erosion and sediment control, right-of-way plans, public information center, typical sections, grading, traffic signals design, highway lighting design, signing and striping, cross sections, construction sequences for maintenance and protection of traffic (traffic control), temporary traffic signal design, construction details, specifications, estimates and shop drawing review. *Client Reference: Carmen Iantorno, 609.530.2000, 1035 Parkway Avenue, PO Box 600, Trenton, NJ 08625*

Route 30/130 Collingswood Circle, New Jersey Department of Transportation, Collingswood, NJ (10/03 - 3/04) Civil Engineer. Part of the team for this $30.5-million preliminary and final design for the replacement of the Route 30/130 Collingswood Circle with a series of entrance and exiting ramps connecting Route 30 and Route 130. Included roadway widening, pedestrian bridge construction, installation of exit and entrance ramps connecting Route 30 and 130, drainage improvements, installation of signal lights, relocation of utilities and installation of three drainage detention basins (A, B and C) near the intersection of Route 30/130. *Client Reference: Michael Kasbekar, 609.530.6627, 1035 Parkway Avenue, PO Box 600, Trenton, NJ, 08625*

Wayne Grovatt CET

Technical Support Specialist

Mr. Grovatt has more than 34 years of construction inspection and management experience in the area of construction field services. He has served as Project Manager, Resident Inspector and construction materials testing manager overseeing a large staff of field personnel. He has been responsible for pre-construction services, construction observation services and technical consultation during construction. Project experience has included transportation, industrial, retail, governmental and institutional structures, as well as the related infrastructures. Mr. Grovatt has experience in various construction techniques and applications, as well as a strong background in materials testing.

EDUCATION:

AS, Civil Engineering Technology, Burlington County Community College, 1980

AS, Civil Engineering, Burlington County Community College, 1981

REGISTRATIONS:

Technician Certification, Level IV, NICET

ACI Concrete Field Testing Technician, Grade I

NJSAT Asphalt Paving Construction Technologist

Rutgers, Traffic Control Coordinator Designation Course and Refresher

NJDCA Special Inspector

EXPERIENCE:

34 Years

RELEVANT EXPERIENCE

I-295/I-76/Route 42 Direct Connection, NJ Department of Transportation, Camden County, NJ (1/12 - Present) Constructability Review. This $800-$900-million project consists of one of the largest and most congested interchanges in southern New Jersey. From 26 alternatives, one alternative with a six-lane direct connection overpass alignment was chosen, which includes the realignment of six ramps, including one in a depressed section under I-76, 13 bridges, two culverts, 22 retaining walls, 42 sign structures and numerous noise walls. Environmental issues include eight stormwater management basins and the creation of 4 acres of wetlands. *Client Reference: John McCleerey, 609.530.2466, Division of Project Management, 1035 Parkway Ave., PO Box 600, Trenton, NJ, 08625*

Voorhees Campus Offsite Infrastructure Improvements, Virtua Health, Voorhees, NJ (8/10 – 05/11) Resident Engineer. Responsible for attending pre-construction and weekly progress meetings, review of daily construction site activities, including traffic control, manpower, equipment, materials and hours utilized by the contractor and the inspection staff, and scheduling/coordinating materials testing. Prepared daily inspection and safety reports and NJDOT T-100, T-101 and T-103 reports. Reviewed material submittals, change order requests and monthly contractor pay estimates and liaised between NJDOT and the owner, contractor, counties and local businesses/residences during construction. One of the major challenges of this project was a very aggressive six-month construction schedule with construction occurring primarily during the winter months. This fast-track schedule, which was required to meet the anticipated Spring 2011 opening of the new campus, incorporated round-the-clock shifts, seven days a week, and was frequently hampered by bitter cold along with ice and snowy weather conditions. Construction included utility relocation; concrete curbing and sidewalk; RCP drainage; including Vorsentry structures; full depth pavement; milling; 19M64 HMA base;

Wayne Grovatt CET

Technical Support Specialist

9.5M64 HMA surface; 12.5 SMA surface; and saw cutting concrete for offsite infrastructure improvements which supported the development of Virtua's 125-acre Voorhees campus. Included a new 2,500-GPM regional sanitary sewer pump station, 5,500-LF of 24-inch sanitary sewer interceptor, 11,500-LF sanitary force main, 5,000-LFof 16-inch public water mains, and roadway improvements along a two-mile stretch of state highway, including three signalized intersections. *Client Reference: John Angelucci, Virtua, 856.355.0936, 20 West Stow Road, Marlton, NJ, 08053*

Signalization of the Atlantic City Airport Circle - Tilton Road (CR 563) and Delilah Road (CR 646), Atlantic County, Township of Egg Harbor, NJ (11/10 - 12/12) Project Manager. Responsible for associated construction including milling and Superpave HMA paving, new drainage systems, concrete curb and driveways, beam guide rail, lighting and traffic signal systems, striping, signing and MPT for construction inspection and support services for a Federally-funded roadway reconstruction project involving the elimination of one of southern New Jersey's busiest traffic circles. The proposed reconstruction will provide an improved interchange that will be controlled by traffic signals, significantly enhancing vehicular flow and reducing accidents. *Client Reference: Joseph D'Abundo, 609.645.5898, Department of Regional Planning & Development, Route 9 and Dolphin Avenues, PO Box 719 Northfield, NJ, 08225*

Reconstruction of Massachusetts Avenue (CR 637), Ocean County, Toms River and Lakewood Townships, NJ (9/07 - 12/07) Project Manager for this $1.8M roadway reconstruction and resurfacing of County Route 637 from State Highway 70 and Cross Street. The project included utility relocation, 7,000 SY milling, drainage, subgrade, 6,400 tons Superpave HMA 19M64 base, 4,100 tons Superpave HMA 12.5M64 surface, striping and markings, guide rail and traffic control during construction. Responsibilities included direct contact with Ocean County Division of Engineering providing the required inspection and engineering personnel during construction, as well as overseeing the quality of work provided by inspection and engineering staff. *Client Reference: Frank Scarantino, PE, PP, 732.929.2130, Ocean County Engineering, 101 Hooper Avenue, Toms River, NJ 08754-2191*

Resurfacing and Reconstruction Program, Hooper Avenue, Ocean County, Toms River, NJ (3/06 - 5/06) Resident Engineer for this $1.2M roadway reconstruction and resurfacing of County Route 549 from Water Street to Bay Avenue. The project included the 68,505 SY milling, 38,230 tons Superpave HMA 12.5H64 surface, 30,275 tons Superpave HMA 12.5H76 surface, striping and markings, concrete curb/apron replacement, new drainage, installation of traffic signal loop and loop lead detectors, guide rail, roadway stripping, traffic control during construction and night work. Responsibilities included the preparation of daily reports delineating site activities, including manpower, equipment, materials and hours utilized by the contractor. Reviewed change order requests and contractor pay estimates. Responsibilities also included direct contact with Ocean County Engineering, as well as liaising between the contractor and the County Engineer. *Client Reference: Frank Scarantino, PE, PP, 732.929.2130, Ocean County Engineering, 101 Hooper Avenue, Toms River, NJ 08754-2191*

4.9 Capability of Bidder

Dewberry is a leading professional services firm with a proven history of providing engineering and management consulting services to a wide variety of public- and private-sector clients. Established in 1956, Dewberry is headquartered in Fairfax, Virginia, with more than 40 locations, including three offices in New Jersey with staff that blanket the state, and 1,800+ professionals nationwide. Our families grow and thrive in New Jersey's communities; our roots run deep and we have a vested interest in making sure our communities are rebuilt and continue to thrive.

Dewberry has an extensive history of supporting the federal government, particularly FEMA and DOD, with quick response staffing requirements associated with program support and disasters of all types and magnitudes. Dewberry's existing FEMA emergency management contracts require that we have a large support staff, known as the Disaster Cadre, of pre-qualified external and internal individuals who can be deployed during emergencies or for on-site staff augmentation assignments. This capability allows Dewberry to anticipate and deploy qualified personnel on-site, anywhere in the U.S., within 48 hours of notification. We will draw from this experienced disaster cadre to fill Technical Support Specialist and Inspector roles.

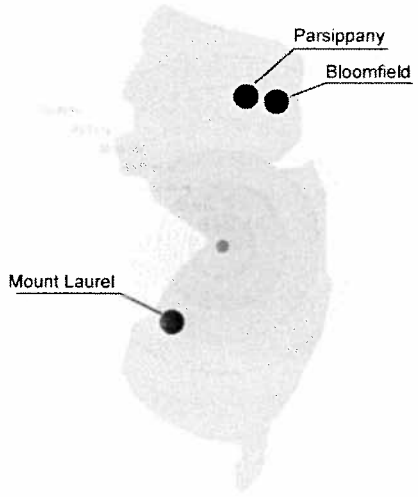


Figure 3 Dewberry's New Jersey staff cover the state.

4.10 Location

Our Bloomfield, NJ, office will serve as the home office for this contract.

Nick Alexiades, PE, PP
State Lead *(primary contact)*
200 Broadacres Drive, Suite 410
Bloomfield, New Jersey 07003
973.780.1878
973.338.5860 fax
nalexiades@dewberry.com

TEMPORARY SUPPORT FACILITIES

The subject RFQ requires that temporary support facilities be located in each of the three project Regions. As per Addendum #1, full-time offices may be used in place of temporary facilities. For budgeting purposes we have included the costs for three temporary facilities. However, we will evaluate the use of our established offices for capacity and proximity of operations to determine if they would be appropriate to meet the needs of this project.

As Dewberry has a 60+ year history in NJ, we have full-time offices available for the Regional Managers and support staff in the North and South Regions. For ease of reference, we have included our New Jersey

Business Registration Certificates for each of these locations. If our established offices are deemed appropriate we will then establish a temporary support facility in the Central Region, which would also satisfy the requirement for our proposed State Lead, Nick Alexiades, to be located in close proximity to Trenton. If established offices are not deemed appropriate, then additional temporary facilities will also be established in the North and South Regions.

While we are experienced in mobilizing across the county, we also routinely establish these types of facilities in New Jersey as part of our Construction Services practice for clients such as NJDOT and NJTA. This represents a savings to NJDEP in mobilization and demobilization costs.

4.11 Cost Proposal

The Unit Price Hourly Rates provided in Attachment A: Price Proposal Form on the following page, were developed by using a blended hourly salary rate per each of the individuals identified for each contract labor category. These blended rates were then loaded with Dewberry's 2011 overhead rate based on historical data. Profit was then applied to obtain the fully burdened hourly rate displayed on the Attachment A: Price Proposal Form.

The Mobilization, Demobilization, and Weekly Operation unit prices were established using the estimated costs associated with mobilizing, operating, and subsequently demobilizing a (24' x 60') office trailer. These unit prices include trailer cleaning services, trash collection services, temporary sanitary facilities, office furniture, computers, telephone, internet and fax services, temporary electric service, and 24-hour security.

ATTACHMENT A: PRICE PROPOSAL FORM

RFQ for Project Management Services: Waterway Debris Removal Project

BIDDER NAME: **Dewberry Engineers Inc.**

Price Line	Description	Unit	Estimated Quantity	Unit Price	Total Price
	SECTION A - STAFFING				
1	State Lead: The main point of contact between the contractor and the State Contract Manager. Responsible for all communications and reporting between the Contractor and the State. Shall be available 7 days a week, 24 hours a day.	HOUR	2100	$188.19	$395,193.44
2	Regional Managers (3): One Region Manager, with experience in, or oversight of, FEMA compliant debris removal shall be assigned to each Region. Responsible for implementing the services set forth in this RFQ in the respective Region. Shall be available 7 days a week 24 hours a day.	HOUR	6300	$182.19	$1,147,776.93
3	Technical Lead: The Technical Lead has responsibility over all technical decisions made by the Contractor, and is responsible for overseeing the activities of all Technical Support Specialists, as defined below.	HOUR	2100	$249.97	$524,931.28
4	Technical Support Specialist: (multiple) This category would cover various specialty areas required for completion of the Project, including, but not limited to, engineering, environmental compliance, QA/QC, Permit Coordination, Health & Safety, Certified Asbestos Inspector, and GIS Specialist and staff with experience in the use of remote sensing technology in waterways (including side-scan sonar) and interpretation of data from such technology. If Contractor has other specialties they feel are necessary for the completion of the Project that are not listed here, they would be covered by this labor category.	HOUR	8000	$111.41	$891,261.08
5	Community Relations Liaison: Responsible for all community and local government interaction as needed and as requested by the State.	HOUR	2100	$99.05	$207,996.54
6	FEMA Compliance Manager (one or more): Responsible for ensuring all operations conducted by Debris Monitors, Debris Contractors, as well as the Contractor, are FEMA eligible for reimbursement to the extent possible. Bidder should have sufficient staff working under the supervision of the FEMA Compliance Manager available to address FEMA eligibility and compliance issues in all Regions in a timely manner to avoid delays in waterway debris removal.	HOUR	1000	$189.80	$189,796.85
7	Information Management Coordinator: Responsible for overall database operations and electronic reporting as required.	HOUR	1000	$127.14	$127,137.89
8	Project Scheduling Assistant: Responsible for all aspects of Project Schedule development and updates as instructed by the Contractor.	HOUR	1000	$78.79	$78,791.07
9	Inspectors (multiple): Responsible for any necessary inspections of the daily operations of either the Debris Monitors or the Debris Contractors to ensure compliance with their individual contracts and the overall objectives of this RFQ.	HOUR	6300	$77.28	$486,867.91
	SECTION B - TEMPORARY SUPPORT FACILITIES				
10	Mobilization (inclusive firm fixed price for each region)	REGION	3	$22,000.00	$66,000.00
11	Demobilization (all inclusive firm fixed price for each region)	REGION	3	$9,000.00	$27,000.00
12	Operation Rate for Temporary Support Facility (all inclusive firm fixed price for each region)	WEEK	90	$750.00	$67,500.00
	SECTION C - TRAVEL AND PER DIEM				
13	Travel and Per Diem ***(Estimated for proposal submission)***				$500,000.00
				TOTAL BID PRICE	**$4,710,253.00**