



January 9, 2012

Washington Parish Government
Attn: Leo Lucchesi, DPW Director
909 Pearl Street
Franklin, LA 70438

Re: Request for Proposals
Management and Monitoring of Declared Disaster Related Debris removal
Services 2012 – 2015 Hurricane / Storm Event Seasons

Dear Mr. Lucchesi:

The Providence Team comprised of Providence Technical Services LLC (Providence), and Metric Engineering, Inc. (Metric) is pleased to submit the enclosed proposal for the above referenced project.

The Providence Team appreciates the opportunity to assist the Washington Parish Government with the "Management and Monitoring of Declared Disaster Related Debris removal Services 2012 – 2015 Hurricane / Storm Event Seasons" Project. If you have any questions, please contact myself or Bart Farmer at 225-766-7400.

Sincerely,

Jason Benoit
Principal, Providence Technical Services, LLC

ORIGINAL

JANUARY 2012

WASHINGTON PARISH GOVERNMENT



Request for Qualification: Proposal for Management and Monitoring of Declared Disaster Related Debris Removal Services 2012 - 2015 Hurricane / Storm Event Seasons

Prepared By:

Providence Technical Services, LLC
1201 Main Street
Baton Rouge, Louisiana 70802
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www.providenceeng.com

Project Number 2012-999-16





PROVIDENCE
TECHNICAL SERVICES, LLC

COMPANY INFORMATION

Providence Technical Services, LLC (Providence) is a subsidiary of Providence Holding Company, LLC. Created in 2005 after Hurricane Katrina, Providence offers debris monitoring and disaster recovery services among other things. Our sister company, Providence Engineering and Environmental Group, LLC (PEEG), is a full service licensed engineering firm in Louisiana. The Providence family of companies functions interchangeably with one another sharing employees and working together on projects on a daily basis.

Contracting Firm Name:

Providence Technical Services, LLC

Address: 1201 Main Street, Baton Rouge, LA 70802

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Email: jasonbenoit@providenceeng.com

Web: www.providenceeng.com

Providence Engineering and Environmental Group LLC: LA License No. EF-0002504 (PEEG)

Providence Technical Services, LLC: Todd Black, PE, LA License No. 0027127

Todd Black, PE is an Owner and Principal of both PEEG and Providence.

Type of Firm: Limited Liability Company

Principals: A. Rich Major, PE; Todd Black, PE; Yousheng Zeng, PhD, PE; Jason Benoit, AICP, CFM

Authorized Negotiator and Contract Signer for this Proposal:

Jason Benoit, AICP, CFM, Principal and Owner

Providence Technical Services, LLC

1201 Main Street, Baton Rouge, LA 70802

Phone: (225) 766-7400

EXECUTIVE SUMMARY

Providence Technical Services, LLC (Providence) has assembled an exceptional team of professionals experienced in debris monitoring and recovery services for declared disasters involving roads, right-of-ways, and private property in Washington Parish, Louisiana. Our firm in association with Metric Engineering, Inc. (Metric) appreciates the opportunity to submit our qualifications for this contract as The Providence Team.

Our Mission: To assist Washington Parish Government with debris monitoring services, providing professional resources to organize, manage and monitor debris removal, as well as manage recovery efforts resulting from a declared emergency or disaster event. The consultant chosen for this project will be responsible for providing support in oversight and management of disaster recovery operations. Our ultimate success lies in becoming a trusted and strategic partner with Washington Parish Government.

Our Purpose: To match and exceed contract expectations by employing physical resources and proven capabilities, as well as technical and management expertise to recovery efforts due to major storm events. Providence's debris removal management and oversight Team is committed to working closely and proactively with FEMA, state agencies and local governments in its efforts to ensure all project goals and objectives are met.

The Providence Team is excited about the prospect of developing a relationship with Washington Parish Government and providing our professional debris monitoring and removal services in the event of a major declared disaster. Our

Team has the experienced and high-quality professional staff necessary to meet the diverse needs of this important project.

TECHNICAL PLAN

Post-Contract / Pre-Disaster Survey: Once the contract is awarded, the Providence Team will coordinate with City Officials to obtain copies of city maps and prepare a pre-hurricane survey. We will compose a more detailed plan describing what we will do and how we will go about doing it. We understand the importance of communication and plan to work closely with Mr. Leo Lucchesi, DPW Director and his project manager(s) throughout this process.

Mobile Command Centers (MCC): Following a disaster, part of our first response is to deploy our 100% self-contained MCCs designed specifically to function in post-disaster critical conditions where electricity and communications systems may be limited or unavailable. The MCCs are powered by 12kw Onan Quiet Generators and have 150-gallon fuel capacity for over 250 hours of continuous operation. The MCCs are equipped with 5 work stations, 3 Dell Servers (GIS, communications, data), a plotter for map production, fax machine, VOIP telephone system, satellite communications system, Internet connection, air conditioning, and a projection system "Holoscreen" which allows for the briefing of up to 150 people outside each command unit.

Onsite Communications: Utilizing our MCCs, regional, and temporary offices, the Providence Team will assist Washington Parish Government with the scheduling of all personnel, including contractors, Parish staff, EOC staff, and of course our own force deployment. Using the ADMS™ system, HAZUS Modeling, and GIS maps, Metric will create live, interactive maps. This will give the Parish real-time situation analysis capabilities and create operational maps which will be shared via the internet, as well as hard copies, with EOC personnel including state and local public officials. The Parish can expect full support from our vast network of offices to ensure the event is adequately controlled and communication upheld.

Temporary Debris Storage and Recovery Site (TDSRS) Selection Assistance: The Providence Team has extensive experience in the selection, permitting, and closing out of TDSRS as a result of the Team's experience in managing and monitoring the removal of millions of cubic yards of disaster generated debris. Pre-selected disposal sites can be severely impacted by an emergency event, creating the need for alternate or additional sites. The Providence Team is prepared to assist the Parish with TDSRS selection, as they become necessary.

Metric's ADMS™ System is capable of identifying and providing aerial pictometry and obliques of potential disposal sites, and can link all records associated with the site (including plans, permits, and site close-out documents) to a map. We can conduct initial environmental assessments of TDSRS locations, provide a memo documenting environmental issues required for consideration under the NEPA and PD&E processes, in addition to providing recommendations for best management practices as appropriate to avoid impacts to regulated resources. When regulated resources are present within or abutting proposed debris staging areas, we will coordinate with regulatory agency staff to provide concurrence on appropriate use of the site to minimize or avoid permitting requirements.

Work Scheduling, Contractor Staging, and Hiring: The Providence Team will assist the Parish with scheduling all personnel including contractors, Parish staff and of course our own force for deployment. Using the ADMS™ system, HAZUS Modeling, and GIS maps the Providence Team will create live maps displaying work forces, contractor staging areas, police, fire and road prioritization. As real-time data begins to come in from the field, the Providence Team will continue to assist the Parish with work scheduling and management. As staff is needed, Providence will hire field workers placing an emphasis on local workforce and employing Washington Parish residents. The ADMS™ will create operational maps which will be shared via the Internet, as well as hard copies. This will assist the Parish in the reporting of operations.

Driver Certification: The Providence Team's administrative personnel will review and issue driver credentials. We will check for valid driver's licenses, run MVR's, and verify that drivers have appropriate licenses and insurance. Our Team will ensure, through the verification process and issuing of credentials, that all drivers are authorized to be on the job. To deter falsification or switching of credentials, drivers will be required to present their SmartCard ID's at loading and disposal points in order to receive a load ticket. If the picture or information on the SmartCard does not match, or the card has been tampered with, that driver will not be allowed to proceed and the card will be deactivated on-site, rendering it useless.

Truck Certification: Correctly certifying trucks is a critical component of any debris operation. Because the typical vehicle can make hundreds of runs, small discrepancies can add up hundreds of dollars. Following federal and state guidelines, Metric has established a standard methodology and form for truck certification to reduce occurrences of miscalculations and eliminate discrepancies. As part of the Truck Certification module of its advanced Automated Debris Management Solution™ (ADMS™), when truck certification information is loaded into the module, the system recalculates the volume of the vehicle in order to double-check the manual calculation. Any discrepancies are immediately reported to field supervisors, contractors, and the project manager in order to re-certify the vehicle. ADMS™ and the Truck ID Smartcard will maintain accurate records of all debris collection vehicles, including measurements of the inside of the useable bed space (per FEMA guidelines), certified weight, photographs, license information, vehicle identification decal issuance and regular monitoring of vehicle modifications. All trucks will be inspected for compliance with local, state, and federal minimum standards. Again, if SmartCard data (picture, placard, tag, dimensions) does not match the physical attributes of the actual truck, the truck will not be allowed to load and the card will be deactivated immediately.

Loading Site Monitoring (Project Inspectors): The Providence Team will provide fully trained loading monitors to ensure proper and compliant documentation protocols are established and followed. At a minimum, one (1) field monitor familiar with federal eligibility requirements will be provided for every debris contractor field crew. Our collection monitors will perform loading point site inspection of debris cleanup and collection. We will provide monitors to inspect and control debris collection, utilizing load tickets, field logs, digital cameras, and other documentation as needed, and ensure that only eligible debris is loaded. In addition, each monitor will be furnished with a Loading Monitor ID identifying them as credentialed employees and a Loading Monitor Debris Management Guide. Prior to monitors being placed in the field, they are required to participate in our comprehensive training program, including being required to pass a 25-question written exam. Each monitor will be outfitted with a cellular phone, safety equipment, personal vehicle, ticket book, and Loading Monitor Manual.

Loading Monitor Responsibilities and Services Include:

- Monitoring collection activity of multiple trucks and pickups
 - Issuing load/electronic tickets at loading site for eligible loads only
 - Properly monitoring and recording performance and productivity of debris removal crew
 - Ensuring compliance with Parish contracts and federal/state requirements by all contractors remaining in constant contact with field supervisors
 - Verifying and signing each load ticket for accuracy, eligibility and completeness (100%) before allowing a truck to proceed to a disposal site
 - Identifying, addressing, and resolving any questions or problems that could impact work area safety and/or eligibility for cost reimbursement
 - Ensuring loads are contained and trucks are properly secured before leaving the loading area
 - Surveying and identifying special need areas (areas which contain larger items such as tree stumps, construction and demolition debris, animal carcasses, hazardous trees, and hazardous materials)
 - Maintaining a site list and reporting immediately or at the end-of-day debriefing meeting, as necessary
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- Surveying and recording on maps and in a cleanup log, the streets where debris removal has taken place as well as special needs locations
 - Ensuring and communicating that contractor(s) are working in assigned collection areas
 - Monitoring contractor compliance to permit requirements
 - Providing daily reports and load logs
 - Downloading daily data from ADMS™ at a local field office
 - Performing other duties from time to time as directed by the Project Manager or designated Parish debris management personnel

Field Supervisors: The Providence Team will provide Washington Parish with trained and experienced field supervisors to oversee and coordinate activities of all loading and disposal site monitors. Their roles and responsibilities will include:

- Serving as the Field Quality Control and Quality Assurance Officer
 - Oversight and scheduling of all monitor activities, contractor personnel and equipment
 - Ensuring that only eligible debris, as defined by FEMA policy guidelines, is being collected by the debris contractor and any subcontractors, if applicable
 - Ensuring that loading and disposal monitors (Project Inspectors) are properly documenting and completing loading tickets
 - Coordinating daily activities between monitors and debris-hauling contractors
 - Compiling and reviewing all required and requested reports from the field
 - Coordinating and managing the mapping of debris collection activities
 - Responding to and documenting issues regarding complaints, damages, accidents or incidents involving Providence Team or contractor personnel, and ensuring they are fully documented and reported to the Parish
 - Assisting the Washington Parish Government with responding to public concerns and comments
 - Making recommendations to the Parish's Project Manager about how best to resolve issues arising from damage complaints, and following up to ensure all repairs are made in a timely manner
 - Verifying that the removal of stumps, hangers, and leaners is fully and adequately documented and photographed, and that eligibility criteria and contracted agreements regarding their removal are adhered to
 - Ensuring that first-pass debris collection from FHWA eligible roads is documented accurately
 - Stopping any work in progress that is not being performed or documented in the approved manner, and immediately notifying the Parish's Project Manager of any such incident
 - Ensuring that debris removal efforts are being completed as assigned in the proper areas and of the proper types
 - Ensuring compliance with Parish contracts and federal/state requirements by all contractors and subcontractors
 - Assisting with comprehensive review, reconciliation, and validation of debris removal contractor(s) invoices prior to submission to the Washington Parish Government for processing
 - Ensuring that contractor(s) are working in compliance with all federal, state, and local safety regulations and permits as appropriate
 - Documenting and reporting hazardous trees and stumps, including hanging limbs and leaning trees, also ensuring proper documentation is completed for reimbursement purposes
 - Assistance in the mapping and tracking of debris (eligible and ineligible) on public property and rights-of-way
 - Assistance in the final inspection and debris mapping of debris zones for first-pass, final pass, and zone closure
 - Identifying, logging, and reporting of any potentially hazardous situations and tracking their remediation
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Each day, our monitors will arrive at predetermined locations approximately 1 hour prior to the beginning of that day's monitoring activities. They will be briefed by the Operations Manager or Field Supervisor regarding (1) the previous days' operations, (2) current work zones and loading points, (3) operational issues, and (4) safety. The use of our Mobile Command Centers and its "holoscreen" allows for the briefing of up to 150 monitors at a time, outside of the trailers, via wireless projectors.

Removal of Leaners, Hangers, and Stumps: One of the most contested debris items during the 2004 & 2005 storm season was the removal of leaning trees, hanging limbs, and stumps. With the promulgation of new FEMA policies, many applicants were left facing hundreds of thousands, if not millions of dollars, of funds de-obligation.

The Providence Team will follow the FEMA-325 rules regarding documentation of the location of all leaners, hangers, and stumps, in coordination with the State, FHWA and FEMA. The Providence Team will monitor and ensure the scheduling and removal of such items and proceed in an appropriate fashion. For example, hanging limbs will not be cut and removed from leaning trees scheduled to be removed. We will also ensure that contractors backfill any holes subsequent to stump removal.

In order to better serve clients, Metric created a specific module for their ADMS™ system that provides electronic tickets of hangers, leaners, and stumps. The module helps to compile all necessary documentation, such as GPS coordinates, questionnaire data, photos, and signatures to ensure proper federal reimbursement.

Contractor Damages: Due to the amount of equipment, personnel and the overall environment in the aftermath of a storm, damages resulting from contractor operations are inevitable. The Providence Team and Metric's ADMS™ system will assist the Parish in tracking, managing and resolving this aspect of debris removal operations.

Disposal Site/Debris Management Site (DMS) Monitoring: The Providence Team will collect environmental baseline data per local, state, and federal requirements from designated emergency debris management sites prior to opening them. We will manage inspection of the disposal or unloading sites, as well as provide all support services required by the Parish. At least two (2) disposal site tower monitors will be assigned to each disposal site the Parish designates.

Disposal Site Monitors' Responsibilities and Services Include:

- Verifying each truck delivering debris to the debris management site matches its manifest load ticket: truck number, type of debris, brief debris description, capacity
 - Confirming that each truck arrives with the load properly tarped and contained, and is operating safely
 - Signing each load ticket before permitting a truck to proceed from the check-in area to the tipping area
 - Taking digital photographs of debris loads
 - Making sure each truck/hauling unit is fully discharged and empty upon departure
 - Organizing load tickets for proper storage, tracking, and review
 - Providing DMS operation statistics such as number of vehicles, number of cubic yards processed, and any other operational statistics requested by the Parish
 - Remaining in constant contact with debris management/dispatch center or supervisor
 - Identifying, addressing, and troubleshooting any questions or problems that could impact work area safety and eligibility for cost reimbursement
 - Reporting number of loads observed
 - Maintaining accurate daily logs of tickets inventoried and/or voided
 - Documenting efforts, including sorting, regarding recyclables to ensure maximum reimbursement
 - Opening and closing DMS, ensuring proper documentation transfers
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- Performing other duties from time to time as directed by the debris management project manager, or designated Parish debris management personnel
 - Assisting with securing DMS sites and returning them to their original state upon project completion

Through use of Metric's ADMS™ system, DMS sites can maintain near real-time operating statistics, including the total and available capacity of a site. The system also produces individual as well as summary reports of all sites.

FEMA Disaster Assessments, Project Worksheet Preparation, and FHWA DDIR Preparation: The Providence Team understands that each federal grant program has unique requirements that utilize different forms, grant documents and reimbursement procedures. Our fundamental process of managing and administering all federal recovery programs rely on five core principles. Through strict adherence to these five principles, we are able to effortlessly incorporate any federal program requirement, despite individual nuances of each program, into a structured recovery program. These core principles are:

1. Document Management and Retention
2. Project Formulation
3. Project Execution
4. Financial Tracking
5. Audit

The Providence Team has recent, relevant experience with the preparation of FEMA Project Worksheets and FHWA Detailed Damage Inspection Reports (DDIRs). We will assist the Parish with preparation of FHWA DDIRs for Federal Aid Roads and FEMA Project Worksheets. In addition, the Providence Team is qualified to provide not only debris assessment, but assessment of infrastructure such as roads, bridges, sign and signal, and the development of cost estimates associated with DDIRs. The Providence Team has assisted other agencies, including FDOT and TxDOT with DDIR preparation and review, as well as construction inspection of the repair work.

Regular and constant deployment to declared disaster areas ensures that the Providence Team is always aware of the most up-to-date FEMA/FHWA requirements in this ever-changing arena. In many instances, our staff is either directly responsible for the development of appropriate Project Worksheets / DDIRs for the applicant, or responsible for providing the information and data to be used therein.

Project development will center on two basic principles. First the specific effort to develop PWs and DDIRs with ALL eligible costs becomes primary. The ability to provide a Public Assistance/Emergency Relief professional to write the initial PW/DDIR ensures the Parish has a qualified applicant to match FEMA's/FHWA's equally qualified professionals. The Providence Team of professional engineers will be available to address any engineering concerns. The next element of project development requires an endless commitment to documenting the efforts requisite to performing these functions. Reporting for this work will be cross-referenced to ensure maximization of FEMA's reimbursement for direct management costs.

For PA-eligible costs, and based on the cost of the project, the Providence Team will formulate the PW to be either designated as large or small. Once this is determined, we will write the project with estimates or actual eligible costs depending on completeness. One of the main functions of the Providence Team of experts is to ensure the PW is obligated with total eligible costs included. Where this becomes most important is in the interpretation of policy that may be written in a vague or ambiguous manner. Our staff members have experience in the process of PW development and know the precedents set around the nation. Adhering to this core understanding allows for effective dispute resolution with the applicant's interest in mind.

Once initial projects have been written, monitoring of PW's and writing interim versions will aid in alerting FEMA to any necessary scope changes or funding discrepancies. These interim inspections are integral in administering the program successfully. If the applicant proceeds with work outside the scope or intent of the original PW there is a real

risk that funding for the project will be jeopardized. The preparation of quarterly reports and regular communication with FEMA will institute knowledge of the Parish's challenges and needs. As identified by the Providence Team, FEMA will be notified and a joint inspection team can draft an interim PW. This can also be an effective approach to avoiding missed time extensions and addressing the need for appeal.

The final step associated with reconciling the PW is to request closure when all work is completed. If approached with the Providence Team's philosophy of well-documented eligible projects and support, from the first phase to the last, the closeout process should be relatively painless. The determination of all eligible costs associated with large projects, and the certification (P.4) of small projects will require a sampling of all projects written.

The Providence Team will coordinate with the Parish's Damage Assessment Team Coordinator, ESF 3 Coordinator, other parish sections/divisions and FHWA to develop, revise, and submit Damage Inspection Reports, request authorization and reimbursements. Our Team will be comprised of experienced professional engineers and transportation professionals who have extensive experience administering FHWA Relief Programs at the federal and state levels. The Providence Team will:

- Prepare for submission to FHWA a Damage Survey Report with required supporting documentation
- Prepare for submission to FHWA approval a Program of Projects prepared by Professional Engineers
- Assist in preparing DIR package for submission to FHWA for funding – DDIRs, State Project Numbers and Letters of Authorization
- Track and maintain current and detailed information and files on the status of all DDIRs through completion
- Other duties that may be needed to support the Parish in the cost recovery process

Billing/Invoices and Reporting Procedures: One of the most important aspects of the debris removal operation is the process of reviewing thousands of load tickets on a daily basis, and evaluating, reconciling, and approving contractor invoices. After the 2004/2005 storm season, Metric invested in technologies that would dramatically improve the speed of this process. It included the development of a proprietary GIS database, an electronic ticketing system, mobile satellite communications, and a data processing center at its corporate headquarters. The input, review, and approval of load tickets can now take place in hours, instead of days. This information is also available to clients, contractors, and stakeholders, 24/7, via Internet access to its enterprise GIS database. The ADMS™ allows our clients to track payment approvals and their impacts on Project Worksheets and Purchase Orders. As a result, the Parish may be assured that proper funding is in place. In summary, our Invoice Reconciliation Process is designed to:

- Ensure 100% accuracy of all contractor billing, including elimination of duplicate charges and/or erroneous unit prices, and unsupported or unsubstantiated claims for payment
- Ensure all billed items are authorized and within the scope of contracted work
- Minimize related overhead effort required by the Parish via efficient handling of reconciliation issues and collaboration with Parish Accounting staff

Database Reporting: Metric's Automated Debris Management Solution™ (ADMS™) is the backbone and core of the Providence Team's emergency debris management operations. The ADMS™ is used in every single aspect of debris monitoring. It bridges people and technology, from planning and administration to logistics, field operations, and communications. It incorporates electronic and/or paper ticketing, contractor personnel and equipment credentialing, GPS locating, mobile command center, remote satellite and internet communications, contract documentation, document reporting, photos, aerial pictometry, and electronic forms and modules such as leaners, hangers and stumps, Detailed Damage Inspection Reports (DDIR's), and FEMA Project Worksheets. It utilizes the latest in database and GIS technologies, servers, and mobile data management. The system includes multiple security features to reduce or eliminate fraud, and provides instant debris operational status via a secure, web-based interface, accessible 24/7.

JOBS COMPLETED AND REFERENCES

Below is a list of a few references. For additional references, please refer to our project write-ups under Firm Qualifications.

Louisiana Department of Transportation and Development

Debris Monitoring and Removal District 7

Robert H. Hennegan
District Engineer Administrator
337-437-9100

Calcasieu Parish Police Jury

Debris Monitoring and Removal, Calcasieu Parish

Claude Smart
Parish Engineer
337-721-3700

Vermilion Parish

Disaster Recovery Program Management

Linda Duhon
Parish Administrator
337-898-4300

Louisiana Office of Community Development

Road Home Project Management Team

Dave Snyder
ICF Consulting
512-587-6000



PROVIDENCE
TECHNICAL SERVICES, LLC

COMPANY HISTORY

Providence provides hazard mitigation technical assistance, planning and project management to state and local governments across Louisiana and the Gulf Coast. Since its inception in 2000, Providence has steadily expanded services in both pre- and post-disaster environments. Pre-disaster activities include risk assessments, vulnerability analysis, mitigation planning, master planning, design, benefit-cost analyses (BCAs), project management, floodplain management, public education, and training for government officials. In post-disaster environments, Providence meets the needs of recovering communities by providing expertise in damage assessments and substantial damage determinations, long-term recovery and redevelopment planning, project development and project management. The firm has frequently completed plans and projects funded through the FEMA Hazard Mitigation Grant Program (HMGP) and the HUD Community Development Block Grants (CDBG).

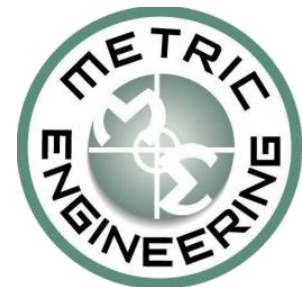


The firm's expertise is enhanced by its experiences in working closely with businesses and homeowners, providing guidance and assistance with the design and implementation of hazard mitigation projects such as facility retrofits, home elevations, and property acquisitions. It is Providence's philosophy to work very closely with local governments, state and federal agency officials to develop and implement sound, cost-efficient projects to support sustainable and disaster-resilient communities through use of thoughtful planning. Providence also provides reach-back capability to local governments to augment their staff as needed to respond and recover from major disasters.

Based in Baton Rouge, Louisiana, Providence has branch offices and personnel located throughout Louisiana, including Alexandria, Houma, Sulphur, Metairie, Monroe, New Roads, Abbeville, New Iberia, Shreveport and Morgan City, as well as Gulfport, Mississippi, Dallas, Houston, and Austin, Texas. Our staff includes Certified Floodplain Managers (CFM), American Institute of Certified Planners (AICP), civil and environmental engineers, environmental scientists and mitigation specialists. The strength of the firm lies in the experience of its personnel, their technical skills, and a client base representing over 10 years of staff mitigation experience and numerous high-profile disasters along the Gulf Coast from Florida to Texas. One key to our firm's success is an emphasis on client relations, filling a unique need, providing strong project management, our responsive performance, and delivering quality deliverables. A reputation for in-depth understanding of mitigation, environmental, and technical expertise, in addition to political climates, enables us to acquire funding for projects and move them forward quickly and efficiently.

In 2009, Providence acquired GSE Associates, LLC (Providence/GSE), a traditional A/E services firm with over 65 years of experience in Louisiana. As a result of this acquisition, Providence has expanded its engineering, architectural, land surveying, planning services, and public works infrastructure projects from design through construction administration and inspection. The integration of staff and the combination of services in all office locations has resulted in a tremendous increase in Providence's civil engineering and design capabilities. With its main office in Houma, Louisiana, Providence/GSE serves the Louisiana region with high-quality professional engineering and construction administration services. The firm has a wealth of valuable knowledge and experience including hazard mitigation, bridge and roadway projects, open channel and subsurface drainage projects, hydraulic structures, pumps and piping systems, and flood control structures. Providence/GSE's experience with the topography and other conditions unique to Louisiana and the Gulf Coast allow its personnel to be more closely associated with the type of materials, equipment, testing, and construction activities associated with local infrastructure projects.

Metric's disaster recovery and debris management story begins in August of 1992 when, like so many in South Florida, the company and its employees were severely impacted by Hurricane Andrew. Metric's Miami-based headquarters was completely destroyed, many of the company's employees had lost their homes, and the local transportation system was in complete disarray. Despite the challenges they faced, Metric rallied to get back on its feet and the office was once again fully operational by



August 31. The firm learned many important lessons from Hurricane Andrew, and this experience is what separates Metric from most other firms. The company and its employees lived through it, and understand what it means to be without a home and have a strong desire to return to normalcy. Although severely incapacitated, Metric Engineering answered the call from Miami-Dade County to provide debris monitoring services for the monumental task of cleaning up after Hurricane Andrew. Since then, Metric Engineering has continued to answer that call, providing a wide range of emergency debris management services for local governmental clients, including the Florida Department of Transportation (FDOT), Texas Department of Transportation (TxDOT), the Texas General Land Office, Louisiana Department of Transportation and Development (LA DOTD), and various counties.

Metric's services have included post-storm debris monitoring, establishing and managing debris processing sites, damage assessment, hazardous site remediation, canal dredging, assessment of hazardous materials, contractor payment processing, geographic information systems programming, documentation for project worksheets, signal and sign inventories, public involvement, and construction inspection services. Over the last 3 years, the firm has invested over \$2 million dollars in the creation of an automated debris management system, mobile command, and communication systems which have been field-tested in two recent deployments. Metric has also worked closely with FEMA, FDEM, FHWA, NRCS, and LA DOTD in the determination of debris eligibility, documentation requirements, project worksheet development, and load ticket requirements.

Over the past 5 years, the Metric Team has managed over \$500 million of storm-related contracts. In 2004 and 2005 alone, these consultants managed contracts that included 1.9 million cubic yards of debris and verified over 72,000 load tickets. At peak times, Metric monitored as many as 300+ trucks hauling debris, verifying over 1,500 loads per day, working 16-hour shifts, 6-7 days a week. **Metric is among a handful of firms in the country with five (5) or more projects that exceed 500,000 cubic yards.** The firm's experience has led to the development of a debris removal process, one that ensures that no matter who was involved in the debris removal operation, the mobilization and organization would proceed in a systematic and orderly fashion. To streamline the process, Metric has created an automated debris management system (ADMS™) that encompasses every aspect of a debris management operation, as well as the formation of a dedicated, full-time Emergency Management & Recovery Division (please see the Technical Approach section).



In addition to the firm's extensive debris management background, Metric recently worked in FEMA Region VI with the Louisiana Department of Transportation and Development, Texas Department of Transportation, Texas General Land Office, and Texas Parks and Wildlife Department. This experience has given Metric the opportunity to become familiar with and resolve many particular issues with FEMA.

Ultimately, from debris monitoring and removal services, to wetlands delineation and permitting, historical and archeological permitting, equipment authorization from FEMA, private property debris removal, hazardous waste disposal and experience with state and federal disaster relief programs/processes, the Providence Team's expertise is second to none and well-suited for the requirements of this contract.

PRIOR AND CURRENT EXPERIENCE

Experience with Pre-Disaster Contracts, Debris Monitoring and Supervision on FEMA-Reimbursed Projects

The Providence Team has frequently worked closely with FEMA, FDEM, FHWA, NRCS, and the FDOT Central Office in determining debris eligibility, documentation requirements, project worksheet development, and load ticket requirements. The table below demonstrates why the Providence Team is the consultant of choice for this important work.

Advantages of the Providence Team

Experience managing over 150 debris monitors in Southwest Louisiana after Hurricane Rita	✓
Project management team with over \$1 billion in federal/state recovery experience	✓
Metric has managed at least 3 contracts involving over 1,000,000 cubic yards of debris each	✓
Experience managing over 1,000 debris monitors during a single event	✓
Experience managing multiple activations simultaneously	✓
Current reimbursement rate for projects monitored is 100%	✓
Experienced senior staff with over \$500 million in emergency recovery projects	✓
Dedicated emergency services division—we are more than just a seasonal department	✓
Metric's proprietary Automated Electronic Debris Management System	✓
Self-contained mobile command centers	✓
Full service, pre-qualified DOT consultants (planning, design, CEI, ITS, structures, traffic, survey)	✓
Ability to operate without power and communications for extended periods of time	✓
Internal training program and manuals for debris removal operations (collections, disposal, truck cert.)	✓
Extensive experience working with federal agencies (USACE, FEMA, FHWA, NRCS, HUD, USDA)	✓
Successfully advocacy on behalf of clients with FEMA and FHWA	✓
Established CEI firm currently managing over \$2 billion in construction for FDOT	✓
Experience in community relations—PD&E staff and Certified Public Information Officers on staff	✓

The following projects represent the experience of the Providence Team:



Debris Monitoring and Removal

FIVE COASTAL PARISHES, LOUISIANA

POST-HURRICANE RITA

Debris Removal and Monitoring, Five Coastal Parishes, District 7
State Project No. 040-006
Louisiana Department of Transportation and Development (LA DOTD)



Providence was tasked with overseeing and managing the combined efforts of six debris monitoring contractors in the removal of hurricane debris along state right-of-ways. The project required quick and orchestrated coordination of staff to monitor debris collection, transportation and disposal. Our firm supplied about one-third of the 150 monitors required, 12 hours/day, 7 days/week, to monitor operations confirming contractors' debris collection activities for FEMA/FHWA reimbursement of state emergency efforts. The project was extremely fast-paced to allow local transportation to resume safely after the storm. Management challenges included communicating with 150 people across a 5-parish area who were constantly changing locations and often in areas with no cellphone service, bathroom facilities, or stores for food, drinks and gasoline. Due to our firm's leadership and organizational skills, the Providence Contract Manager was appointed main liaison between LA DOTD and the six monitoring firms. Upon project completion, Providence was among the few debris monitoring companies to participate in a "lessons learned" meeting of contractors for future disaster management preparation related to debris removal. As evidence of our quick response capabilities, our firm was given 3 days to have 54 monitors trained and equipped to begin work, despite having our own staff and resources scattered by the storm.

Contract Date:
December 2005

Completion Date:
July 2006

Total Cost:
\$500,000

Team Members:
Todd Black (Project Manager), Mike Dever, Beau Mixon

Completed for:
Louisiana Department of
Transportation and Development
5827 Highway 90, East
Lake Charles, LA 70602-1430

References:
Robert H. Hennegan
(337) 437-9100
Robert.hennegan@la.gov



Debris Monitoring and Removal

CALCASIEU PARISH, LOUISIANA

POST-HURRICANE RITA

Debris Monitoring and Removal, Calcasieu Parish
State Project No. 242-001
Calcasieu Parish Police Jury



Providence served as prime contractor overseeing and managing debris collection, transportation and disposal activities along non-state parish right-of-ways. Responsibilities included project coordination, site supervision, quality assurance / quality control, inspections and regulatory compliance, among other duties. Our firm skillfully managed this project simultaneously with its debris monitoring and removal activities for the Louisiana Department of Transportation and Development (LA DOTD) in four other hurricane-affected parishes. The project was extremely fast-paced to allow local transportation to resume safely after the storm. As evidence of Providence's quick response capabilities, our firm was given two days to set up six stations and train 40 monitors, despite having our own staff and resources scattered by the storm. Providence monitors worked 12 hours/day, 7 days/week to confirm and document contractors' debris removal activities for FEMA reimbursement of parish emergency efforts.

Contract Date:
December 2005

Completion Date:
July 2006

Total Cost:
\$164,000

Team Members:
Mike Dever (Project Manager), Blake Perkins

Completed for:
Calcasieu Parish Police Jury
P. O. Box 3287
Lake Charles, LA 70602

References:
Claude Smart
(337) 721-3700
csmart@cppj.net

Debris Removal — Sensitive Habitat

GALVESTON COUNTY, TEXAS

POST-HURRICANE IKE



Debris Removal—Sensitive Habitat, Galveston County, Texas
State Project No. EMC 619063001, (Metric Engineering, 477-001-PTS)
Texas Department of Transportation (TxDOT)

A team of Providence biologists served as Natural Resource On-Site Specialists (NROSS) for hurricane debris removal operations in the vicinity of Galveston County. Working with TxDOT and Metric Engineering, Providence personnel provided regulatory expertise for obtaining federal, state and county clearances for debris removal. Our NROSS personnel conducted initial site assessments to determine needed resource agency guidance and permitting requirements, identify specific environmental constraints, coordinate debris removal contractors, and complete final site assessments upon project completion. Our specialists also monitored project operations, at times 7 days/week and 12-16 hours/day, to ensure best management practices were observed on federal, state and private lands throughout the county. Providence personnel worked with federal and state officials regarding regulatory compliance, and monitored debris removal in sensitive marsh and wetland habitats. Our firm provided 12 inspectors and completed assessments on 65 sites varying in size to over 100 acres.



Contract Date:
January 2009

Completion Date:
February 2010

Total Cost:
\$794,000

Team Members:
Jason Benoit (Project Manager), Dan Falanga, Blake Amos, Blake Perkins, Jason May, Jamiee Schexnayder, Lee Womack, Mike Savoy

Completed for:
Texas Department of Transportation
Subconsultant to Metric Engineering:
2616 Jenks Avenue
Panama City, FL 32405

References:
Frank Day
(850) 596-1530
fday@metriceng.com



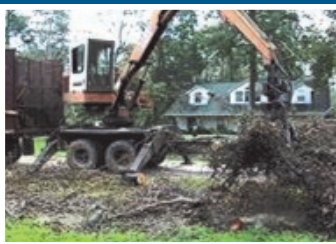
Debris Monitoring

EAST BATON ROUGE PARISH, LOUISIANA

POST-HURRICANE GUSTAV

Debris Monitoring, East Baton Rouge Parish
State Project No. 451-001
City of Baton Rouge, East Baton Rouge Parish Government

Providence staff served as site safety officers, site supervisors, truck certifiers, quality assurance / quality control personnel, and provided other duties as assigned. The project involved coordination of over 500 truckers and crews working simultaneously to quickly and safely remove debris from public roadways and right-of-ways. Providence trained, managed and coordinated over 40 monitors and auditors to help fulfill FEMA documentation requirements for reimbursement.



Contract Date:
April 2008

Completion Date:
December 2008


Total Cost:
\$500,000

Team Members:
Dan Falanga, Mike Dever, Jamie
Schexnayder, Jerry Tichener

Completed for:
City of Baton Rouge
East Baton Rouge Parish Government
Subconsultant for Ceres
Environmental Services, Inc.
3825 85th Avenue, North
Brooklyn Park, MN 55443

References:
David Preus
(763) 488-5622
david.preus@ceresenvironmental.com

NAME OF ORGANIZATION:	Texas Department of Transportation
BUSINESS ADDRESS:	5407 Gulf Freeway, La Marque, TX 77568-2704
CONTACT PERSON NAME:	William Babbington, P.E., Project Manager
PHONE/FAX NUMBER:	(409) 978-2505 / (409) 978-2549
E-MAIL ADDRESS:	<u>Wbabbin@dot.stat.tx.us</u>
PROJECT DESCRIPTION:	<p>Hurricane Ike Disaster Debris and Recovery Monitoring: Metric served as an extension and partner to the Texas Department of Transportation (TxDOT) and provided comprehensive debris monitoring staff including collection and disposal site monitors, permitting and environmental specialists, administrative staff, and state-of-the art technology necessary to successfully complete the debris disposal operation. We monitored contractor operations for proper truck certification and load eligibility for FEMA and NRCS reimbursement and continuously strived to find operational and innovative ways to control costs, reduce waste, eliminate fraud, and maximize reimbursement.</p> <p><u>Boat Removal:</u> Metric monitored the removal of boats from IH 45 and various roads around Galveston by contractors to a TxDOT Maintenance yard. The owners of the boats were notified and after 90 days Metric monitored the removal of the engines, fuel tanks, and metals which were crushed or cut up for disposal at a permitted landfill or recycle yard. After all boats were removed we monitored the removal of hazardous fuels, oils, mixed water, hydraulic fluids, and soils, contaminated during the seven months they were stored on site.</p> <p><u>Tickets:</u> Metric reviewed all the records created by TxDOT, during the initial push to clear debris from highways, to ensure proper formatting and documentation for FEMA reimbursement. Metric entered the tickets into a data base and prepared a Project Worksheet for submission to FEMA.</p>
DEBRIS QUANTITIES:	153,000 Cubic Yards
PROJECT START/END DATE:	1/2009 – 6/2009

NAME OF ORGANIZATION:	Texas Department of Transportation
BUSINESS ADDRESS:	5407 Gulf Freeway, La Marque, TX 77568-2704
CONTACT PERSON NAME:	William Babbington, P.E., Project Manager
PHONE NUMBER:	(409) 978-2505 / (409) 978-2549
E-MAIL ADDRESS:	<u>Wbabbin@dot.stat.tx.us</u>
PROJECT DESCRIPTION:	Hurricane Ike Disaster Debris and Recovery Monitoring: <u>Private Property Debris Removal / Right of Entry:</u> Metric monitored the removal of debris from multiple property parcels located in Galveston County, Texas. Many of these properties contained environmentally sensitive areas and areas of archeological and historical significance. Metric coordinated with Galveston County, FEMA, USFWS, USACE, NRC, THC and TxDOT to obtain the required permits and right of entry. After approval was granted, contractors were allowed to enter the private property and remove the debris with proper equipment and tools such as construction matting and low ground pressure tracked vehicles. 
DEBRIS QUANTITIES:	142,00 Cubic Yards; 47,952 Linear Feet of Matting
PROJECT START/END DATE:	12/2008 – 3/2010

NAME OF ORGANIZATION:	Texas Department of Transportation
BUSINESS ADDRESS:	5407 Gulf Freeway, La Marque, TX 77568-2704

CONTACT PERSON NAME:	William Babbington, P.E., Project Manager
PHONE/FAX NUMBER:	(409) 978-2505 / (409) 978-2549
E-MAIL ADDRESS:	Wbabbin@dot.stat.tx.us

PROJECT DESCRIPTION:	Hurricane Ike Disaster Debris and Recovery Monitoring:
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Ditch Cleaning: Metric monitored the removal of storm generated debris from drainage ditches throughout the Bolivar peninsula. Two of such projects entailed the removal of 250,000 and 500,000 cubic yards of debris respectively. Through coordination with Galveston County, TxDOT, FEMA, and FHWA the debris was removed and the ditches are being restored to proper function.



DEBRIS QUANTITIES:	750,000 Cubic Yards
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PROJECT START/END DATE:	1/2009 – 7/2009
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NAME OF ORGANIZATION:	Texas General Land Office
BUSINESS ADDRESS:	1700 N. Congress Avenue, Austin, TX 78701
CONTACT PERSON NAME:	Tony Williams, Environmental Review Coordinator
PHONE/FAX NUMBER:	(512) 463-5055 / (512) 463-1795
E-MAIL ADDRESS:	tony.williams@glo.state.tx.us
PROJECT DESCRIPTION:	<p>Hurricane Ike Disaster Debris and Recovery Monitoring:</p> <p><u>Rollover Bay:</u> Metric monitored the removal of debris from approximately 300 acres of the bay and shoreline. The debris included multiple vehicles, septic tanks, fuel tanks, white goods, house hold hazards, and C/D. Prior to removing the debris, Metric collected GPS coordinates and placed markers to identify environmentally sensitive areas. Due to environmental guidelines, Metric recommended the use of marsh buggies with extended grapples to extract the debris from the bay and a rubber tracked carrier to haul the debris to the designated staging area. Once in the staging area the debris was segregated, the metals were sent to a recycling center and the remaining debris was loaded into certified trucks for Rollover Bay and transported to a nearby landfill. This project was coordinated with the GLO, FEMA, USACE, USFWS, SHPO, THC, NMFS, NOAA, and TCEQ.</p> <p><u>East Lagoon:</u> Metric monitored the removal of debris from more than 200 acres of wetlands and tidal pools inside the Big Reef Nature Park. The storm generated debris was removed by placing approximately 7,000 feet of construction matting throughout the lagoon to accommodate the heavy equipment needed to remove the debris. A staging area was approved through the TCEQ and permitting for the matting was obtained through the Army Corps of Engineers. Right of entry was obtained from the City of Galveston and NOAA.</p> <p><u>Big Reef Nature Park:</u> Metric monitored the removal of debris from the 210 acres of environmentally sensitive areas including jurisdictional wetlands and tidal ponds. Construction matting was placed and a pathway of over 5,000 thousand feet was created to extract the debris from the environmentally sensitive areas. This project was coordinated with the GLO, FEMA, City of Galveston, USFWS, SHPO and the USACE.</p>
DEBRIS QUANTITIES:	46,793 Cubic Yards
PROJECT START/END DATE:	12/2008 – 03/2009

NAME OF ORGANIZATION:	Texas Parks and Wildlife Department
BUSINESS ADDRESS:	4200 Smith School Road, Austin, TX 78744
CONTACT PERSON NAME:	Darrell L. Owens, Program Manager
PHONE/FAX NUMBER:	(512) 389-8841 / (512) 389-4400
E-MAIL ADDRESS:	darrell.owens@tpwd.state.tx.us
PROJECT DESCRIPTION:	<p>Hurricane Ike Disaster Debris and Recovery Monitoring:</p> <p><u>Galveston Island State Park:</u> The 2,013.1-acre state park located in the city of Galveston suffered extensive damage and was covered with storm generated debris. Metric monitored the removal of debris from the wetlands and an Indian cultural site utilizing environmentally friendly, heavy equipment matting. Approximately eighty concrete picnic shelters were completely buried and had to be located utilizing hand-held GPS devices and metal detectors. After they were located the structures were unearthed, demolished, and removed from the state park. The remaining damaged structures were demolished and removed from the state park using heavy equipment including bull dozers and large excavators. Metric also monitored the removal and screening of approximately one to three feet of sand from a two mile section of the beach. Sand was also removed from the parking areas, screened, and utilized to create dunes on the beach. Metric ensured that all aspects of this project with were performed within specific guidelines of TXDOT, TPWD, TCEQ, SHPO, THC, and the USACE.</p> <p><u>San Jacinto Ship Store:</u> Metric monitored the demolition and removal of the 4800 square foot commercial building located inside the San Jacinto Battleground State Historic Site used to sell merchandise and memorabilia. During the demolition of the buildings' foundation a TPWD archeologist was present to establish if any artifacts of historical value were unearthed. After inspecting the area in which the foundation was removed, no artifacts were found. The building was demolished and the debris was sent to a recycling center or landfill and the slab area was backfilled and compacted.</p>
DEBRIS QUANTITIES:	176,000 Cubic Yards
PROJECT START/END DATE:	01/2009 – 04/2009

NAME OF ORGANIZATION: **Florida Department of Transportation District 3 – Escambia County**

BUSINESS ADDRESS: 1074 Highway 90 East, Chipley, FL 32428

CONTACT PERSON NAME: Eric Benson, P.E., Project Manager

PHONE/FAX NUMBER: (850) 981-3000 / (850) 638-6148

E-MAIL ADDRESS: eric.benson@dot.state.fl.us

PROJECT DESCRIPTION: **Hurricane Dennis**

Provided debris monitoring services for all FDOT On, Off, and Interstate Systems in Escambia County. During this contract, Metric was responsible for approximately 500 miles of roadway. Metric provided complete project administration and debris monitoring for this contract which included verifying all pay quantities on debris, C & D, leaning tree and hanging limb removal and white goods for FHWA, FDOT, and FEMA.



DEBRIS QUANTITIES: 245,984 Cubic Yards

PROJECT START/END DATE: 07/2005 – 12/2005

NAME OF ORGANIZATION: **Florida Department of Transportation District 3 – Santa Rosa County**

BUSINESS ADDRESS: 1074 Highway 90 East, Chipley, FL 32428

CONTACT PERSON NAME: Eric Benson, P.E., Project Manager

PHONE NUMBER: (850) 981-3000 / (850) 638-6148

E-MAIL ADDRESS: eric.benson@dot.state.fl.us

PROJECT DESCRIPTION: **Hurricane Dennis**


Provided debris monitoring services for all FDOT On, Off, and Interstate Systems in non-Asset Management area in Santa Rosa County. During this contract. Metric provided complete project administration and debris monitoring for this contract which included verifying all pay quantities on debris, C & D, leaning tree and hanging limb removal and white goods for FHWA, FDOT, and FEMA.



DEBRIS QUANTITIES: 399,922 Cubic Yards

PROJECT START DATE: 07/2005 – 12/2005

NAME OF ORGANIZATION:	Florida Department of Transportation – Multiple Projects
BUSINESS ADDRESS:	1074 Highway 90 East, Chipley, FL 32428
CONTACT PERSON NAME:	R.L. (Bob) Shaw, P.E., Project Manager
PHONE/FAX NUMBER:	(850) 689-7814 / (850) 638-6148
E-MAIL ADDRESS:	rl.shaw@dot.state.fl.us
PROJECT DESCRIPTION:	Hurricane Ivan Debris monitoring services for all FDOT On, Off, and Interstate Systems in Escambia, Santa Rosa, Okaloosa, and Walton Counties including monitoring and inspection of signals and span wire sign replacement/repair on approximately 280 signalized intersections. Our contract included the initial “cut and toss” (clearing) operations, as well as all monitoring and documenting of pay quantities for debris, C & D, leaning tree and hanging limb removal, and white goods for FHWA, FDOT, and FEMA. Metric provided all of the project administration and monitoring of debris removal for over 700 miles of roadway. We verified pay quantities for contractor payment on a bi-weekly basis by maintaining an extensive database (Microsoft Access) that was approved by FHWA, FDOT, and FEMA. Final pay quantity for this contract was in excess of \$62 Million.
DEBRIS QUANTITIES:	3,200,000 Cubic Yards
PROJECT START/END DATE:	09/2004 – 08/2005



NAME OF ORGANIZATION:	Florida Department of Transportation District 3		
BUSINESS ADDRESS:	1074 Highway 90 East, Chipley, FL 32428		
CONTACT PERSON NAME:	Eric Benson, P.E.		
CONTACT PERSON TITLE:	Project Manager		
PHONE NUMBER:	850) 981-3000	FAX	(850) 638-6148
E-MAIL ADDRESS:	eric.benson@dot.state.fl.us		
PROJECT DESCRIPTION:	Tropical Storm Fay Emergency CEI Services for Cut and Toss Metric provided inspection services for the Department's debris contractor. This included all necessary documentation required to obtain FHWA and FEMA reimbursement. Metric provided documentation with each invoice to support the total amount of the invoice for both the debris contractor and the inspection contractor. Metric provided complete project administration and debris monitoring on all FDOT On and Off Roadway Systems in Leon County. Our contract included verifying all pay quantities on debris for FHWA and FEMA.		
DEBRIS QUANTITIES:	30,000 Cubic Yards		
PROJECT START/END DATE:	08/2008 – 09/2008		



NAME OF ORGANIZATION:	Louisiana Department of Transportation and Development – District 2		
BUSINESS ADDRESS:	2105 Dickery Street, Houma, LA 70123		
CONTACT PERSON NAME:	Richard W. Skoien, Project Manager		
PHONE NUMBER:	(504) 736-7090 / (504) 437-3183		
E-MAIL ADDRESS:	richard.skoien@la.gov		
PROJECT DESCRIPTION:	Hurricane Gustav Debris Removal Monitoring Services Frank Day served as Project Manager and was responsible for monitoring the removal of all debris in LADOTD District 2 State Highways in 7 Parishes.		
DEBRIS QUANTITIES:	339,096 Cubic Yards, 63,994 Hazardous Trees		
PROJECT START/END DATE:	9/2008 – 12/2008		



PROVIDENCE
TECHNICAL SERVICES, LLC

STAFF QUALIFICATIONS

The Providence Team offers a strong focus on project management and performance. Our organizational structure and management staff responsibilities provide an effective system to manage, report, and achieve significant success on this project. All of the companies making up the Providence Team will collectively provide Washington Parish Government with the best human resources possible in order to execute the proposed plan. The Team and project management structure is identified our organizational chart. Please note that collectively, our Team has the capability to pull from a cadre of over 2,000 debris monitoring professionals.

KEY STAFF

Included are the resumes of management personnel on the Providence Team. Please note that The Providence Team has the capability to pull from our extensive database of debris monitoring professionals, and can provide project staff within 24 hours of execution of the contract and issuance of a Notice to Proceed. Below are write ups on a few of our key personnel.

Jason Benoit CFM, AICP (Providence) – Project Manager

Mr. Benoit has local planning, zoning, permitting, development review, traffic engineering, grant writing, and floodplain management experience in three different metropolitan areas in Louisiana. He has been involved in Hazard Mitigation for more than seven years and his previous experience in the mitigation field as a local official provides him with a unique understanding of the coordination and capabilities that are essential with FEMA mitigation programs.

Mr. Benoit brings 15 years of diverse experience as an Urban Planner, project manager, and floodplain expert on a variety of mitigation projects in Louisiana, including complex public and private sector programs. Mr. Benoit combines experience as a local government official and, mitigation consultant to ensure a thorough understanding of the issues confronting the participation in a federally funded Mitigation Program.

Mr. Benoit is currently managing Providence's tasks for disaster recovery projects in seven (7) different Louisiana Parishes, for the Mississippi Development Authority and for Southeast Texas Regional Planning Commission. These major projects are assisting residents across Louisiana, southern Mississippi and southeast Texas to recover from Hurricanes Katrina, Rita, Gustav and Ike. Mr. Benoit has directing a team of over 50 home evaluators who receive inspection work orders daily, meet with homeowners on site, assess storm-related damages and repair costs, prepare reports using customized software, and submit those after a thorough QA/QC process. Mr. Benoit was responsible for recruiting, training, record-keeping, database tracking and management reporting functions for over 350 different (150 at peak) job-specific employees for Louisiana's Road Home Project.

Mike Dever (Providence) – Operations Manager

Our Operations Manager will be Mike Dever. Mr. Dever is a lifelong resident of Sulphur. In the wake of Hurricane Rita he managed the debris monitoring activities of over 150 debris monitors in the trimming, hauling, and disposal of storm debris across five parishes in Southwest Louisiana, including Calcasieu Parish and East Baton Rouge Parish after Hurricane Gustav.

Mr. Dever managed over 150 debris monitors for the Louisiana Department of Transportation and Development (LDOTD) in the removal and disposal of hurricane debris from state roads in the aftermath of hurricane Rita. With the recommendation of LDOTD personnel, the Calcasieu Parish Police Jury contracted Mr. Dever and Providence Engineering to provide similar services for the management of hurricane debris on parish right-of-ways. The parish project was managed concurrently with the LDOTD project and involved an additional 40 evaluators.

Mr. Dever has also worked with East Baton Rouge Parish on a project where Providence staff served as site safety officers, site supervisors, truck certifiers, quality assurance / quality control personnel, and provided other duties as

assigned. The project involved coordination of over 500 truckers and crews working simultaneously to quickly and safely remove debris from public roadways and right-of-ways. Providence trained, managed and coordinated over 40 monitors and auditors to help fulfill FEMA documentation requirements for reimbursement.

Lee Robinson (Providence) – Project Coordinator

Lee Robinson has worked for Providence in a variety of capacities since 2006. He started as a home inspector for the Road Home Program, which assisted victims of Hurricanes Katrina and Rita, conducting over 1000 evaluations. Special attention was paid to any changes that could signal structural weakness and any environmental issues that may have been associated with a particular claim or structure. Associated reporting followed appropriate state, federal and quality control guidelines.

As a Natural Resources On-Site Specialist (NROSS) for a Hurricane Ike debris removal contract, his duties included initial site assessments, communication of permitting requirements, best management practices, identification of site-specific environmental constraints, monitoring of debris removal, and completion of final site assessments upon the removal of all debris and equipment at a site.

Dan Falanga (Providence) – Field Officer

Dan Falanga has over 30 years of experience in a variety of disciplines, serving in many capacities for the Military Department, State of Louisiana, in-state and in Central America. He has knowledge, experience and leadership capabilities as a:

- Natural Resource On-site Specialist (NROSS)
- Loss Prevention Officer
- Facility Manager
- Contracting Officer
- Executive Officer for a Joint Chiefs of Staff Exercise
- Logistical Task Force Commander
- Fiscal/Budget Officer
- Installation Facility Engineer
- Purchasing and Property Officer

His background includes serving as Hazard Mitigation Officer in the Office of Homeland Security and Emergency Preparedness from 2000 – 2004 for the Military Department, State of Louisiana.

Mr. Falanga has also worked with East Baton Rouge Parish on a project where Providence staff served as site safety officers, site supervisors, truck certifiers, quality assurance / quality control personnel, and provided other duties as assigned. The project involved coordination of over 500 truckers and crews working simultaneously to quickly and safely remove debris from public roadways and right-of-ways. Providence trained, managed and coordinated over 40 monitors and auditors to help fulfill FEMA documentation requirements for reimbursement.

Jared George (Maguire) – Project Manager (Alternate) / Debris Monitor Supervisor

Mr. George serves as the Emergency Service Director of the Maguire Group, a member of the Metric Engineering Group of Companies. Prior to joining Maguire Group, he served as Vice President of Debris Management Services for Solid Resources, Inc., where he oversaw the documentation and recovery of disaster debris removal costs totaling approximately \$200 million in Arkansas, Florida, Georgia, Kentucky, Louisiana, Oklahoma, and Texas. Jared has 14 years of experience in managing public sector finances and overseeing accounting projects for governmental

agencies. He has very strong analytical, financial, planning and organization skills. His background includes the design and implementation of new accounting methods, procedures, computer-based systems, and controls for use for the preparation of accounting systems, statements, reports, reconciliations and audits.

Mr. George has a diverse employment history focusing on his extensive accounting, analytical and financial management skills. He was employed by various Florida state agencies beginning in 1994 including the Department of Community Affairs (DCA), the Department of Environmental Protection (DEP), the Department of Children and Families (DCF) and the Department of Agriculture and Consumer Services (DACS). During this substantial and uninterrupted period of public service, Mr. George was responsible for providing an ever-increasing level of financial management and analytical skills to the agencies.

During his most recent capacity with the State of Florida, Mr. George served as the Assistant Bureau Chief of Finance and Accounting for the Florida Department of Agriculture and Consumer Services for four years, managing the general audit, travel, payroll, grant accounting, and fixed capital outlay accounting sections of the Bureau of Finance and Accounting. He monitored the activities in the sections to ensure operational procedures were carried out accurately and effectively and assisted the Bureau of Planning and Budgeting in the preparation of the Department's annual Legislative Budget Request. His duties also included the preparation of monthly spending plans and annual cost statements, financial statements, Schedule of Expenditure of Federal Awards, and indirect cost rate proposals. He assisted in the development and implementation of automated systems and coordinated the reimbursement of costs incurred by the Department while responding to declared disasters. In this position, Mr. George was also tasked with working with the Governor's Office of Policy and Budget, and House and Senate Appropriations Staff to ensure the State recovered disaster related costs incurred while responding to and recovering from the 2004 and 2005 hurricane seasons.

John Lopez (Metric) – Debris Monitor Supervisor

Mr. Lopez currently serves as Metric's Senior Debris Specialist and has over five years of experience. He is proficient in eligibility issues associated with hazardous limbs, stumps, trees, and public right of way determinations. Mr. Lopez most recently served as Senior Project Inspector for the Texas Department of Transportation's Hurricane Ike Debris Removal Project. Prior to this assignment, Mr. Lopez served as Project Manager for the Plaquemines Parish Hurricane Katrina Debris Removal Project where he coordinated communication between the hauling contractor and parish officials to ensure that all FEMA, OSHA and EPA guidelines were adhered to in the removal of over 780,000 cubic yards of debris, the removal of over 30,000 trees killed by salt water, and 2,500 home demolitions. Mr. Lopez managed a staff of 200 supervisors and monitors throughout the project.

Prior to Plaquemines Project, Mr. Lopez served as Project Manager for the Jefferson Parish Disaster Debris Removal Project. In this position, Mr. Lopez oversaw the daily activities of all field staff responsible for monitoring the removal of more than 3.8 million cubic yards of debris generated by Hurricane Katrina. He was responsible for staffing, training, eligibility, scheduling, truck certifications, DMS's, mulching operations, and final disposal sites. Mr. Lopez managed a staff of over 110 supervisors and monitors throughout the project.

Alyssa Carrier (Metric) – Debris Monitor Supervisor

Ms. Carrier has several years of experience in Disaster Debris Monitoring, Grant Management and Emergency Management complemented by her degree in Emergency Administration and Planning. Experience includes working for FEMA Region VI during Hurricanes Katrina and Rita where she covered a variety of areas including Grant Application and Recovery Assistance, Mitigation, Public Assistance, Damage Assessments, Training and Exercises. Grant related services include disaster recovery grant management services as well as the identification of eligible emergency and permanent work; damage assessments; assistance in attaining Immediate Needs Funding; prioritization of recovery workload; loss measurement / categorization; insurance evaluation; documentation adjusting, and settlement services; Project Worksheet generation and review; FEMA Public Assistance Program,

FHWA Emergency Relief Program, and NRCS (Natural Resources Conservation Service) reimbursement support; staff augmentation with experienced Public Assurance Coordinators and Project Officers; interim and final inspections; supplemental Project Worksheet generation and final review; appeal services and negotiations; and final review of all emergency and permanent work performed.

The Providence Team is fully capable of providing the needed services for the entire duration of this contract. Our Team has provided Disaster Debris Removal and Disposal Monitoring Services simultaneously on numerous contracts throughout the U.S. At the same time, we have continued to support our major engineering, environmental, and mitigation clients.

Our Team has the experience called for in your request for qualifications including but not limited to:

- Experience demonstrating current capacity and current expertise in monitoring debris removal, solid waste and hazardous waste management and disposal. The proposer must demonstrate experience managing debris monitoring for a government entity that received funding as a result of a declared emergency.
- Document the staff's knowledge and experience of reimbursement and invoice reconciliation processes of Federal and State programs that were funded as a result of a declared emergency.
- Experience with special disaster recovery programs regarding monitoring services which dealt with public and private property debris removal, debris removal from waterways and removal and disposal of hazardous waste.

If a problem arises, the Providence Team will consult with Police Jury officials to propose a plan of action and maintain that the needs to city are met effectively and efficiently. The Providence Team in its entirety will work together to maintain the plan is implemented to the highest of standards. Providence has been recognized numerous times for our high standard of performance, most recently by one of our current CDBG housing project clients, the Louisiana Recovery Authority (LRA) which is included. This is a recommendation letter from Mr. Paul Rainwater, Executive Director of the LRA, written for a recent proposal submitted to a CDBG program in Southeast Texas in which we have recently been awarded a contract.



BOBBY JINDAL
GOVERNOR

ANGELE DAVIS
COMMISSIONER
OF ADMINISTRATION

PAUL W. RAINWATER
EXECUTIVE DIRECTOR

DAVID VOELKER
CHAIRMAN

MEMBERS

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JASWANT S. GILL
ANDREW L. GUINN
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RAYMOND LASSEIGNE
PATRICIA S. LEBLANC
WALTER J. LEGER, JR.
ROY O. MARTIN III
SEAN E. REILLY
JOHN E. SMITH

EX-OFFICIO MEMBERS

SEN. JOEL CHAISSON
PRESIDENT OF THE SENATE

SEN. SHARON WESTON BROOME
PRESIDENT PRO TEMPORE

REP. JIM TUCKER
SPEAKER OF THE HOUSE

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AN EQUAL OPPORTUNITY EMPLOYER



November 23, 2009

Southeast Texas Regional Planning Commission
Attn: Shaun Davis, Executive Director
2210 Eastex Freeway
Beaumont, TX 77703

Mr. Davis,

I am writing to personally give my recommendation to Providence for the Southeast Texas Regional Planning Commission Contractor Management Proposal. Providence would be an exceptional choice for SETXRPC based on their past experience on the Road Home Program.

During the duration of the Road Home Program, Providence routinely met their schedule or finished ahead of time while always delivering a quality product and outstanding customer service.

Providence performed over 60,000 home evaluations and at the program's peak had over 50 home evaluators in the field, over 150 financial analysts as office support, and performed approximately 400 home inspections per day.

Providence consistently dealt with homeowners in an efficient manner catering to our local community and making sure the families affected were communicated with and kept abreast of the current status of their homes.

Providence can not only provide an innovative approach to your program, but they are a team player and would be a contractor you would appreciate and enjoy working with.

This firm provides world-class service and would treat your local Texas community with the utmost respect while fulfilling their contract obligations and providing the SETXRPC quality service and outstanding performance.

Sincerely,

Paul W. Rainwater

**WASHINGTON PARISH DEBRIS
MONITORING AND RECOVERY**

Office Support
Scheduler
Adrienne Mills

FEMA Coordinator
Amy Grzybowski

Environmental Specialist
Gary Leonards

FEMA Reimbursement Manager
Billing and Invoice Analyst

Project Manager
Jason Benoit
Jared George (Alternate)

**Parish Coordinator and Client
Relations**
Bart Farmer

Operations Manager
Jeff Heaton
Mike Dever

**Quality Control Manager -
Data/Reporting/Invoice Reconciliation**
Lee Robinson

Field Supervisors
Daniel Falanga
Warren King
John Lopez
Alyssa Carrier

QA/QC Inspector
Jerry Tichenor

TDSRS Monitors
Otis deReyna
Keith Prescott

Contractor Crew Monitors
Blake Perkins
Kyle Prescott
Larry Williamson

Load Ticket Data Entry Clerks
Providence Technical Services



JASON L. BENOIT Project Manager

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Our employees
Our communities*

Jason Benoit has local planning, zoning, permitting, development review, traffic engineering, grant writing, and floodplain management experience in three different Louisiana metropolitan areas. He brings 15 years of diverse experience as an urban planner, project manager, and floodplain expert on a variety of mitigation projects in Louisiana, including complex public and private sector programs. His background combines seven years of hazardous mitigation experience and experience as a local government official and mitigation consultant to ensure a thorough understanding of the coordination and capabilities issues confronting participation in a federally funded mitigation program like those run by FEMA.

Mr. Benoit managed Providence's responsibilities on the Road Home Program for the State of Louisiana, and a similar program regarding environmental reviews for the Mississippi Development Authority (MDA). The Road Home Program assisted residents across southern Louisiana in their recovery from Hurricanes Katrina and Rita. Approximately 180,000 homeowners in 11 parishes were severely affected. Mr. Benoit directed a team of over 50 home evaluators who received inspection work orders daily, met with homeowners on-site, assessed storm-related damages and repair costs, prepared reports using customized software, and submitted those reports to the Road Home Program Manager after a thorough quality assurance and quality control process. He was responsible for recruiting, training, record-keeping, database tracking and management reporting functions.

Key Work Experience

- *Project Manager. Home evaluations. (Management of project assignments, project budgets and schedules, technical assistance and coordination between client staff and regulatory staff.) Louisiana Road Home Program, Southern and Coastal, LA*
- *FEMA project management activities for a variety of different communities throughout Louisiana.*
- *Project Management. Monitoring of debris removal from effected marshes and wetlands after Hurricane Rita. Texas Department of Transportation (TxDOT), Galveston County, TX*
- *Team Director of Quality Control Managers. Debris management project removing Hurricane Gustav debris from across the parish. City of Baton Rouge / East Baton Rouge Parish, EBR Parish, LA*
- *Preparation of over 50 E-Grant applications for various communities under PDM, FMA and HMGP programs, 2003 - 2005*

Technical Expertise

- *Urban Planning*
- *Land-Use Administration*
- *Flood Plain Management*
- *Grant Writing*
- *FEMA Mitigation Programs*
- *Flood Mitigation Assistance*

Education

*BA / 1994 / Urban & Regional Planning /
University of Louisiana at Lafayette*

Years Experience

Providence, 2006 – present

*Higher Ground Flood Protection Services, LLC,
2004 – 2006*

Aegis Innovative Solutions, LLC, 2004 – 2005

*Terrebonne Parish Consolidated Government,
LA, 2004*

City of Lake Charles, LA, 1995 – 2001

*Lafayette Area-wide Planning Commission, LA,
1993 – 1995*

Certifications

Certified Floodplain Manager

American Institute of Certified Planners



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METRIC ENGINEERING INC.
DIRECTOR, EMERGENCY
MANAGEMENT SERVICES

EDUCATIONFlorida Agricultural and
Mechanical University
Public Administration

TECHNICAL EXPERTISEProject Management
Quality Assurance
Data Analysis
Financial Management
Grant Accounting
Recovery Management**YEARS OF EXPERIENCE**Metric: Since 2009
Total: Since 1994**FEMA CERTIFICATIONS**IS-100, IS-200, IS-244
IS-393, IS-547
IS-630, IS-631, IS-632
IS-700, IS-800, G-202**DISASTERS**955 – Andrew
1062 – Erin
1069 – Opal
1539 – Charley
1545 – Frances
1551 – Ivan
1561 – Jeanne
1595 – Dennis
1602 – Katrina
1609 – Wilma
1735 – Oklahoma Ice Storm
1761 – Georgia Severe Storms
1785 – Tropical Storm Fay
1786 – Gustav
1791 – Ike
1818 – Kentucky Winter Storm
1819 – Arkansas Winter Storm
1894 – RI Severe Storms and Flooding
1971 – AL Severe Storms, Tornadoes,
Straight-line Winds, and Flooding**PROFESSIONAL**
ASSOCIATIONSInternational Association
of Emergency Managers
Florida Emergency
Preparedness Association

Jared George

Subject Matter Expert

PROFESSIONAL PROFILE

Mr. George serves as Recovery Programs Manager for Metric Engineering. Prior to joining Metric, he served as Vice President of Debris Management Services for Solid Resources, Inc., where he oversaw the documentation and recovery of disaster-related debris removal costs totaling approximately \$200 million in Arkansas, Florida, Georgia, Kentucky, Louisiana, Oklahoma, and Texas. Mr. George has 14 years of experience in managing public-sector finances and overseeing accounting projects for governmental agencies. He has very strong analytical, financial, planning and organization skills. His background includes the design and implementation of new accounting methods, procedures, computer-based systems, and controls for use for the preparation of accounting systems, statements, reports, reconciliations and audits.

Mr. George has a diverse employment history focusing on his extensive accounting, analytical and financial management skills. He was employed by various Florida State Agencies beginning in 1994 including the Department of Community Affairs (DCA), the Department of Environmental Protection (DEP), the Department of Children and Families (DCF), and the Department of Agriculture and Consumer Services (DACS). During this substantial and uninterrupted period of public service, Mr. George was responsible for providing an ever-increasing level of financial management and analytical skills to the agencies.

During his most recent capacity with the State of Florida, Mr. George served as the Assistant Bureau Chief of Finance and Accounting for the Florida Department of Agriculture and Consumer Services for four years, managing the general audit, travel, payroll, grant accounting, and fixed capital outlay accounting sections of the Bureau of Finance and Accounting. He monitored the activities in the sections to ensure operational procedures were carried out accurately and effectively and assisted the Bureau of Planning and Budgeting in the preparation of the Department's annual Legislative Budget Request. His duties also included the preparation of monthly spending plans and annual cost statements, financial statements, Schedule of Expenditure of Federal Awards, and indirect cost rate proposals. He assisted in the development and implementation of automated systems and coordinated the reimbursement of costs incurred by the Department while responding to and recovering from declared disasters. In this position, Mr. George was also tasked with working with the Governor's Office of Policy and Budget, and House and Senate Appropriations Staff to ensure the State recovered disaster-related costs incurred while responding to and recovering from the 2004 and 2005 hurricane seasons.

REPRESENTATIVE PROJECTS: MISCELLANEOUS

2011 – HMGP Wind Mitigation Application Development and Project Implementation Services - City of Birmingham, Alabama: Metric Project Manager responsible for planning, identifying, developing, and fully scoping twenty (20) community safe room projects that were used to prepare and submit grant application requests to the Alabama Emergency Management Agency (AEMA) and FEMA on the behalf of the City of Birmingham.



Jared George *Subject Matter Expert*

2011 – Public Assistance Technical Consulting and Permanent Work Project Management Services - City of Birmingham, Alabama: Metric Project Manager responsible for coordinating efforts and services related to development of FEMA Public Assistance Program permanent work projects in close coordination with the City's Long-Term Community Recovery and Rebuilding efforts and participating in continuing planning processes as well as interacting with the City and its planning team members.

2011 – HMGP Application Development, Rhode Island Communities: Maguire/Metric Project Manager responsible for preparing \$16 Million in HMGP Applications for projects including Home Acquisition/Demolition, Drainage Improvements, and Localized Flood Reduction Projects; prepared Benefit/Cost Analyses, developed project descriptions, reviewed design documents, and cost estimates to ensure all FEMA and RIEMA requirements were met.

2010 – Public Assistance and Hazard Mitigation Technical Assistance, City of Providence, Providence, RI: Maguire/Metric Project Manager for this EM Services project providing public assistance and hazard mitigation technical services to assist the City in recovering from the historical flooding that occurred in spring 2010. Services include updating the city's Hazard Mitigation Plan, writing *Hazard Mitigation Grant Program* applications, as well as conducting benefit cost analysis.

2010 – Public Assistance and Hazard Mitigation Technical Assistance, City of Cranston, Cranston, RI: Maguire/Metric Project Manager for this EM Services project providing public assistance and hazard mitigation technical services to assist the City in recovering from the historical flooding that occurred in March 2010. Services include updating the city's Hazard Mitigation Plan, writing *Hazard Mitigation Grant Program* applications, as well as conducting benefit cost analysis.

2010 – Public Assistance and Hazard Mitigation Technical Assistance, Town of North Smithfield, North Smithfield, RI: Maguire/Metric Project Manager for this EM Services project providing public assistance and hazard mitigation technical services to assist the Town in recovering from the historical flooding that occurred in March 2010. Services include updating the Town's Hazard Mitigation Plan, writing *Hazard Mitigation Grant Program* applications, as well as conducting benefit cost analysis.

2010 – Emergency Operations Plan Development, City of Woonsocket, Woonsocket, RI: Maguire/Metric Project Manager for this EM Services project to develop policies and procedures that will allow the City to save lives, minimize injuries, protect property, preserve functioning civil government, and maintain economic activities essential to the survival and recovery from natural and technological hazards. It will establish the guidelines for conducting efficient, effective, coordinated emergency operations involving the use of all resources belonging or available to the City.

REPRESENTATIVE PROJECTS: DEBRIS

2009 Ice Storm – Kentucky Transportation Cabinet; City of Fayetteville, Arkansas; City of Rogers, Arkansas; City of Rector, Arkansas; Mississippi County, Arkansas: **Principal-in-Charge** – Mr. George oversaw and coordinated all services provided through debris monitoring contracts in Arkansas and Kentucky following the devastating January 2009 Ice Storm. These projects entailed monitoring and documenting the removal of more than **19 million cubic yards** of disaster-generated debris in two states simultaneously. More than 500 employees served on the team led by Mr. George to ensure each client received reimbursement for all debris removal costs through FHWA and FEMA.

2008 – City of Conroe, Texas: **Principal-in-Charge** – Mr. George oversaw a team responsible for the debris removal monitoring contract awarded by the City of Conroe, Texas following Hurricane Ike.

2008 Hurricanes Gustav and Ike – Louisiana Department of Transportation and Development (Statewide); Lafourche Parish, Louisiana: **Senior Project Manager** – Prior to joining Maguire, Mr. George served as Senior Project Manager of debris removal monitoring projects resulting from Hurricanes Gustav and Ike for the Louisiana Department of Transportation and Development (LADOTD) and Lafourche Parish, Louisiana. These



Jared George *Subject Matter Expert*

projects included the removal of more than **3 million cubic yards** of disaster-generated debris and over 230,000 hazardous trees. More than 300,000 tickets were issued by over 1,200 debris monitoring personnel during these projects. Mr. George was responsible for day-to-day operations and successfully handling any issues that arose between the hauling company and LADOTD. He was also responsible for the invoicing and reconciliation phase of funding for the project.

2008 – Collier County, Florida: Principal-in-Charge – Mr. George oversaw a team responsible for debris removal monitoring operations in Collier County, Florida following Tropical Storm Fay.

2008 – Bibb County, Georgia: Principal-in-Charge – Mr. George oversaw a team responsible for debris removal monitoring operations in Bibb County, Georgia following the Mother's Day Tornadoes that devastated the county.

2008 – City of Tulsa, Oklahoma: Project Manager – Mr. George oversaw debris removal monitoring operations in Tulsa, Oklahoma following the December 2007 Ice Storm. This project included the removal of more than **2.75 million cubic yards** of disaster-generated debris and preparation of supporting documentation for 40+ Project Worksheets. Mr. George also coordinated meetings with the Oklahoma Department of Transportation and Federal Highway Administration on behalf of the City to ensure the City was reimbursed 100 percent of costs eligible for reimbursement through FHWA's Emergency Relief Program. Mr. George was subsequently tasked by the City to prepare the Detailed Damage Inspection Reports and supporting documentation for submission to ODOT and FHWA.

2007 – Florida Department of Transportation: Project Manager – Mr. George developed and executed a state-wide \$600M audit of Federal Highway Administration Emergency Relief Program expenses for Hurricane Wilma incurred by FDOT.





JEFFREY S. HEATON Senior Project Manager

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Jeffrey Heaton is skilled at management of multidisciplinary teams that address broad technical and management challenges in the fields of community planning, disaster preparedness, hazard mitigation, housing recovery and disaster management.

He brings over 30 years of diverse experience as a planner, project manager, and program leader on a variety of projects nationwide, including complex public and private sector programs. Mr. Heaton combines experience as a federal employee (New Orleans District Corps of Engineers and U.S. Naval Oceanographic Office), federal contractor (Environmental Protection Agency, National Marine Fisheries Service, Federal Emergency Management Agency) environmental consultant (refineries, chemical companies, energy companies and others) and mitigation consultant (over 30 Louisiana parishes and cities, cities in Mississippi and Texas) to ensure a thorough understanding of the issues confronting the recovery from disasters such as Allison, Gustav, George, Ike, Isadore, Lili, Katrina, Rita, and the Deepwater Horizon. That understanding, as well as the skills to manage a diverse group of talented field and office staff, makes Mr. Heaton an excellent candidate for accomplishing multidisciplinary government or private sector projects.

Mr. Heaton managed and performed Pre-disaster activities for a variety of different communities throughout the Gulf Coast. Clients included Pascagoula, MS (1997); Houston, TX (1998); Mandeville, LA (1999); Arlington, TX (1999); Ouachita Parish, LA (2000) and Calcasieu Parish, LA (2001). Activities included facilitating workshops, Scope of Work development, Partnering, Public Education and Mitigation Projects. Mr. Heaton routinely coordinated with appropriate state and Federal officials. Mr. Heaton attended FEMA Summits in 1998, 1999 and 2000 and made presentations in 2000 on the progress achieved at client communities.

Key Work Experience

- **Residential Housing Mitigation Projects, Louisiana**
- **FEMA Project Impact, Louisiana/Mississippi**
- **Hazard Mitigation Plans, Louisiana/Mississippi/Texas**
- **Regional Workshops, Louisiana**
- **Risk Assessment and Vulnerability Analysis, City of Houston, Texas**
- **Siting Evaluation - included NEPA analyses, a worst-case analysis, environmental justice evaluation, and comparable emissions evaluation**

Expertise

Mr. Heaton is skilled at management of multidisciplinary teams to assure adherence to project objectives and timely completion of high-quality technical deliverables within constraints of budget and client expectations for private, municipal, state and Federal sectors

Education

MS, 1978, Oceanography, Old Dominion University
BA, 1975, Wittenberg University

Years Experience

Providence 2006 – present
Higher Ground Flood Protection Services, LLC – 2002 – present
Aegis Innovative Solutions, LLC – 2001 – 2005
Burk-Kleinpeter, Inc., Vice President 1998-2001
C-K Associates, Inc., Vice President – 1988 – 1998
Life Systems, Inc. – 1984 – 1988.
New Orleans District Corps of Engineers – 1981 – 1984
U.S. Naval Oceanographic Office – 1979 – 1981

Associations

Louisiana Floodplain Managers Association
Louisiana Emergency Preparedness Association
Air and Waste Management Association
Natural Hazard Mitigation Association



MICHAEL S. DEVER Operations Manager

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Mike Dever has worked as an environmental consultant since 1998, providing a broad range of environmental services, including water, waste and air, to a wide array of industrial and municipal facilities including related to oil refining, petrochemical production, oil and gas production, aircraft maintenance, heavy equipment maintenance, and waste treatment, storage and disposal. He has served as project manager on numerous environmental and disaster related projects, providing a broad range of disaster recovery and environmental management services including: home evaluations; debris removal; FEMA documentation; monitoring and reporting of water, waste, and air quality; multi-media environmental permitting; permit reviews and audits; and training. He has also managed projects for a wide array of industrial and municipal facilities and departments relating to federal and state government.

Key Work Experience

- *Inspector. Hurricane Rita debris removal along state right-of-ways in District 7. Louisiana Department of Transportation and Development (LA DOTD), Calcasieu, Cameron, Beauregard, Allen and Jefferson Davis Parishes, LA*
- *Project Manager. Hurricane Rita debris removal activities along non-state parish right-of-ways. Calcasieu Parish Police Jury, Calcasieu Parish, LA*
- *Construction oversight, Louisiana Pollution Discharge Elimination System (LPDES) permitting and compliance assistance associated with the Rockefeller Wildlife Refuge Marsh Creation Using Storm-Generated Vegetative Debris project. (Hurricanes Rita and Katrina debris used for marsh restoration in a 4.5-acre open water area.) Louisiana Department of Natural Resources, Cameron Parish, LA*
- *Development of Storm Water Pollution Prevention Plans (SWPPP) for individual and general LPDES permits. LA*
- *Development of SWPPP and Notice-of-Intent (NOI) for LPDES storm water coverage for construction activities. LA*
- *Production of Spill Prevention Control (SPC) and Countermeasure (SPCC) plans.*
- *Production of sampling and analysis plans for characterization sampling for LPDES coverage. LA*
- *Routine LPDES bio-monitoring. LA*
- *Effluent wastewater and source water sampling for dioxin.*
- *Production of POTW applications.*
- *Development of Toxic Organic Management Plans (TOMP).*

Technical Expertise

- *Project Management*
- *NPDES/LPDES Permitting*
- *SWPPP Development*
- *SPC-SPCC Planning*

Education

B.A. / 1984 / Liberal Studies / McNeese State University

Years Experience

Providence, 2004 – present

Dever Environmental Inc., 2002 – 2003

C-K Associates, Inc., 1998 –2002

IMC at Citgo, 1998

Calcasieu Parish School Board, 1990 – 1998

Milliken, 1989

Training

Environmental Site Assessment, Technical and Professional Training, ASTM-Certified Instructors

Wetland Delineation, Wetland Biochemistry Institute

Annual Hazardous Waste Report Workshop

RCRA Hazardous Waste Training, RINECO

40-Hour HAZWOPER



LEE ROBINSON Quality Control Manager

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Lee Robinson has worked for Providence in a variety of capacities since 2006. He started as a home inspector for the Road Home Program, which assisted victims of Hurricanes Katrina and Rita, conducting over 1000 evaluations. Special attention was paid to any changes that could signal structural weakness and any environmental issues that may have been associated with a particular claim or structure. Associated reporting followed appropriate state, federal and quality control guidelines.

As a Natural Resources On-Site Specialist (NROSS) for a Hurricane Ike debris removal contract, his duties included initial site assessments, communication of permitting requirements, best management practices, identification of site-specific environmental constraints, monitoring of debris removal, and completion of final site assessments upon the removal of all debris and equipment at a site. This work also involved coordination with federal and state officials regarding regulatory compliance.

Key Work Experience

- *Natural Resource On-Site Specialist (NROSS). Hurricane Ike debris removal for the Texas Department of Transportation (TxDOT) in Galveston County. (Initial site assessments, communication of permitting requirements, best management practices, identification of site-specific environmental constraints before start of debris removal, monitoring, and completion of final site assessments after removal of all debris and equipment at a site. Coordination with federal and state officials regarding regulatory compliance.) TxDOT, Galveston County, TX*
- *Deputy Project Manager, Home Evaluation Team. Management of day-to-day operations. (Assistance with development and implementation of departmental policies and procedures. Regular coordination with the Office of Community Development (OCD) addressing questions/concerns. Review of CAD changes to ensure current policy compliance and personally addressed all high priority issues. Human resources oversight.) Louisiana Road Home Program, Southern and Coastal, LA*
- *Project Lead. Assistance for the Mississippi Development Authority (MDA) in conducting home environmental inspections. (Completion of over 2000 environmental inspections for MDA's small rental assistance and elevation programs. Technical support for all inspectors and management of daily assignments, data collection and reporting. Project lead for MDA's lead inspection program. Evaluation of property for potential lead-based paint. Quality control and quality assurance oversight. MS*

Technical Expertise

- *Project Management*
- *Home Evaluations*
- *Field Assessments*

Education

*B.S. / 1998 / Business Administration
(Information Systems) / University of Southern
Mississippi*

Years Experience

Providence, 2006 – Present

R & B Home Builders, 2004 – 2006

Document Solutions, 1999 – 2004

United States Army Reserve, 1992 – 1998

Training

State of Louisiana Lead Certification

State of Mississippi Lead Certification

State of Texas Independent Adjusters License:

- *Catastrophe*
- *Property*
- *Casualty*



DANIEL J. FALANGA

Field Supervisor

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Our communities*

Dan Falanga has over 30 years of experience in a variety of disciplines, serving in many capacities for the Military Department, State of Louisiana, in-state and in Central America. He has knowledge, experience and leadership capabilities as a:

- *Natural Resource On-site Specialist (NROSS)*
- *Loss Prevention Officer*
- *Facility Manager*
- *Contracting Officer*
- *Executive Officer for a Joint Chiefs of Staff Exercise*
- *Logistical Task Force Commander*
- *Fiscal/Budget Officer*
- *Installation Facility Engineer*
- *Purchasing and Property Officer*

His background includes serving as Hazard Mitigation Officer in the Office of Homeland Security and Emergency Preparedness from 2000 – 2004 for the Military Department, State of Louisiana.

Key Work Experience

- *Natural Resource On-Site Specialist (NROSS). Hurricane Ike debris removal. (Initial site assessments, communication of permitting requirements, best management practices, identification of other site-specific environmental constraints before start of debris removal, monitoring of debris removal, completion of a final site assessment upon the removal of all debris and equipment at a site.) Texas Department of Transportation (TxDOT), Galveston County, TX*
- *Safety Officer and Site Manager. Quality control operations for Ceres Environmental on the Hurricane Gustav debris removal contract. City of Baton Rouge / East Baton Rouge Parish, EBR Parish, LA*
- *Hazard Mitigation Officer, Office of Homeland Security and Emergency Preparedness. Administration of all FEMA grant funds including management of 18 major grants involving hazard mitigation funds, flood mitigation funds, unmet needs funds, and pre-disaster mitigation funds with a value of \$97.3 million dollars. Military Department, State of Louisiana, LA*
- *Acquisition, disposal, accountability, and maintenance of all moveable property assigned to the Military Department during Hurricane Katrina. Military Department, State of Louisiana, LA*

Technical Expertise

- *Procurement, acquisition, disposal, accountability and maintenance of moveable and non-moveable property*
- *Facility Management*
- *Workplace Safety Inspections*
- *Accident Investigations*
- *Job Safety Analysis*

Education

B.C.S. / Loyola University

Engineer Officers Advance Course / U.S. Army

Contracting Officers Course / U. S. Army

Command And General Staff College / U. S. Army

Industrial Operations Course / U.S. Army

Supply Management Course / U.S. Army

Executive Logistics Development Course / U.S. Army

Years Experience

Providence, 2007 – present

Military Department, State of Louisiana, 1971 – 2006



WARREN KING Field Supervisor

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Warren King has over 25 years of managerial, technical and business development experience in the environmental consulting and environmental construction fields. His experience encompasses corporate sales training, grass root office expansions, strategic planning, sales management, operations management, laboratory supervision, technical management, bench chemistry, project management, and health training. His knowledge of the environmental industry includes air quality, hazardous waste, solid waste, superfund, groundwater, risk assessment, wastewater, engineering, design, remediation, coastal restoration, design/build and construction.

As Vice President of Woodward Clyde Consultants (WCC), Mr. King was responsible for sales and sales management of the Southern Operating Group, which encompassed a 9-state region. As acting Operations Manager for WCC's Mississippi/Alabama region, his responsibilities included business development, technical and engineering staff oversight, project management, and profit/loss. He was instrumental in getting WCC into the oil and gas, pulp and paper, and air quality markets during his tenure there.

Key Work Experience

- *Natural Resource On-Site Specialist (NROSS). Hurricane Ike debris removal for the Texas Department of Transportation (TxDOT) in Galveston County. (Initial site assessments, communication of permitting requirements, best management practices, identification of site-specific environmental constraints before start of debris removal, monitoring, and completion of final site assessments after removal of all debris and equipment at a site. Coordination with federal and state officials regarding regulatory compliance.) TxDOT, Galveston County, TX*
- *Home Evaluation Supervisor. Assistance for victims with damaged homes from Hurricanes Katrina and Rita. (Supervision of inspectors' scheduling, billing, logistics, and training on a seven day week schedule for 19 months. Supervision of over 45,000 home evaluations.) Louisiana Road Home Program, Southern and Coastal, LA*
- *Independent Contractor. Home inspections for FEMA disaster relief program. (Inspection scheduling, home inspections, and applicant communication.) Parsons-Brinkerhoff, Southern and Coastal, LA*

Technical Expertise

- *Scheduling*
- *Training*
- *Inspections*

Education

*B.S. / 1977 / Microbiology, Minor in Chemistry
/ Louisiana State University*

Years Experience

Providence Technical Services, LLC, 2006 – Present

Parsons-Brinkerhoff, 2005 – 2006

Environet, LLC (Owner), 2003 – Present

Shaw Environmental & Infrastructure, 2002 – 2003

Woodward Clyde Consultants, 1988 – 1996

*Kemron Environmental Services, 1978 – 1982,
1985 – 1987*

Licensure

*Home Inspection License No. 10207,
Louisiana State Board of Home Inspectors,
2002*



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METRIC ENGINEERING INC.

TECHNICAL EXPERTISE

Debris Management
Quality Assurance
Data Analysis
Financial Management
Grant Accounting
Recovery Management

YEARS OF EXPERIENCE

Metric: Since 2008
Total: Since 1998

FEMA CERTIFICATIONS

IS-100
IS-200
IS-393
IS-630
IS-631
IS-632
IS-700
IS-800

DISASTERS

1603 – Katrina
1607 – Rita
1786 – Gustav
1791 – Ike
1894 – RI Severe Storms and Flooding

John Lopez

Disaster Recovery Technician

PROFESSIONAL PROFILE

Mr. Lopez, a native of New Orleans, has several years experience in Emergency Management. His experience includes working as project manager for Multiple Parishes in Louisiana and Texas during Hurricanes Katrina, Rita and Ike. In this position, he was responsible for staffing and training over 500 monitors, determining eligibility, scheduling, truck certifications, DMSs, mulching operations and final disposal. After the destruction that occurred during Hurricane Katrina he worked with the Army Corp of Engineers to develop a plan to clear debris from strategic roads and business in Jefferson Parish to help stimulate the return of citizens and business to the community. He currently is serving as a Senior Debris Specialist for Metric Engineering

REPRESENTATIVE PROJECTS

2010 /2011 - City of Cranston Rhode Island – Following the historic spring 2010 flood, Mr. Lopez provided essential City personnel with the tools needed to effectively navigate through the various disaster recovery programs administered by the Rhode Island Emergency Management Agency (RIEMA), Federal Emergency Management Agency (FEMA), Federal Highway Administration (FHWA), National Resources Conservation Service (NRCS), US Department of Housing and Urban Development (HUD), and Economic Development Administration (EDA). He continues to advise City leaders on all matters concerning recovery and mitigation, as well as to provide assistance in the development of policies and coordination with public and private recovery entities on all levels.

John served as the team lead for staff tasked with preparing all Project Worksheets for emergency and permanent work and was successful in countering FEMA's tendency of underestimating permanent restoration projects while overestimating insurance proceeds to the benefit of the City of Cranston. In addition to preparing applications for investment assistance from EDA to assist the City in devising long-term economic redevelopment strategies and carrying out implementation activities and public works projects to address economic development challenges, John participated in the update of the City's Hazard Mitigation Plan and prepared Unified Hazard Mitigation Assistance Program grant applications for the acquisition and demolition of 39 residential structures, the retrofit of pump stations, the installation of backwater valves for residential sewer lines, improvements to the City's stormwater drainage system, and the development of a flood early warning system. John provided comprehensive grant application preparation services to include the development of cost estimates, conceptual plans, and Benefit Cost Analyses.

2009/2010 - Hurricane Ike-Texas Department of Transportation and Development- Senior Debris Specialist – Mr. Lopez served as a Senior Debris Specialist for the Texas Department of Transportation and Development's debris removal operations resulting from Hurricane Ike. He assisted in determining the eligibility of debris, oversaw truck certifications and was responsible for the management of employees in day to day operations while successfully handling any issues that arose between the hauling contractor and TXDOTD.



John Lopez *Disaster Recovery Technician*

2007/2008 - Hurricane Katrina-Plaquemines Parish – Mr. Lopez served as Project Manager for the Plaquemines Parish debris removal operation resulting from Hurricane Katrina. He was responsible for staffing and training over 300 employees, determining eligibility, scheduling, truck certifications, DMSs, mulching operations, burn pits and final disposal sites while working alongside USACE, OSHA, LDEQ, and EPA to ensure work was conducted in compliance with all health and safety guidelines. He held weekly meetings with FEMA, Parish and State officials to review the status of projects and timelines for completions and was responsible for the reconciliation of contractor invoices. During this period, John was responsible for 10 crew leaders and 180 quality control monitors on day-to-day operations of seven multimillion dollar projects.

Plaquemines Parish Rights-of-Way (ROW) - Mr. Lopez served as Project Manager for the Plaquemines Parish Rights-of-way debris removal operation resulting from the massive amount of storm debris generated by Hurricane Katrina. He was responsible for the removal of over 700,000 CY of storm-generated debris deposited on or pushed to the ROW by Parish residents. Debris removal operations were conducted in accordance with FEMA guidelines.

Plaquemines Parish Right-of-Entry (ROE) Salt Water Killed Trees - Mr. Lopez served as Project Manager for the Plaquemines Parish ROE Salt Water Killed Trees operation resulting from Hurricane Katrina. John was responsible for assessments of private property for eligible debris to be removed by the Parish contractor, creating folders for each property containing sketches of debris on site, location of salt water killed trees needing removal by contractors and ROE consent form signed by Parish residents. During this period over 2,600 ROEs were completed with the removal of over 30,000 salt water killed trees.

Plaquemines Parish Marsh Debris Removal – Mr. Lopez served as Project Manager for the Plaquemines Parish Marsh Debris Removal operation resulting from Hurricane Katrina. John was responsible for the removal of white goods, tires, household hazardous waste (HHW) along with 100,000 cubic yards of storm-generated debris deposited in Louisiana marsh lands by high winds and massive tidal surge. Debris was removed following USACE guidelines in conjunction with Louisiana Department of Environmental Quality (DEQ).

Plaquemines Parish Canal Debris Removal – Mr. Lopez served as Project Manager for the Plaquemines Parish Canal Debris Removal operation resulting from the massive amount of storm debris generated by Hurricane Katrina. John was responsible for the removal of over 180,000 CY of storm generated debris clogging the parish drainage canals. This included the removal of fallen trees, vehicles, white goods, tires, HHW and demolition of and removal of submerged homes.

Plaquemines Parish Levee Debris Removal – Mr. Lopez served as Project Manager for the Plaquemines Parish Levee Debris Removal operation resulting from the massive amount of storm debris generated by Hurricane Katrina. John was responsible for the removal of over 200,00 CY of storm generated debris deposited on the 60 mile long Mississippi River levees system owned and maintained by the United States Army Corp of Engineers (USACE).

Plaquemines Parish Demolition (DEMO) – Mr. Lopez served as Project Manager for the Plaquemines Parish Demolition operation following Hurricane Katrina. John was responsible for the demolition of over 1,000 homes and commercial buildings containing Regulated Asbestos-Containing Materials (RACM). Demolition was conducted following EPA, DEQ and OSHA guidelines for RACM. More than 65,000 CY of RACM DEMO debris was removed and disposed of without incident. Additionally, the project consisted of 1,600 Non-RACM DEMOs and removal of 65 submerged homes.



John Lopez

Disaster Recovery Technician

2006/2007 Hurricane Katrina-St. Tammany Parish – Mr. Lopez served as Data Manager for the St. Tammany Parish debris removal operation resulting from Hurricane Katrina. His responsibilities include the development, management and maintenance of the database where all project information was stored for the debris removal process and the reconciliation of contractor invoices.

2006 Hurricane Katrina-City of Kenner, Louisiana – Mr. Lopez served as Project Manager for City of Kenner debris removal operation resulting from the massive amount of storm debris generated by Hurricane Katrina. John was responsible for the removal of 150,000 CY of debris and 800 white goods removed from the City's ROW.

2005/2006 Hurricane Katrina-Jefferson Parish – Mr. Lopez Project Manager for the Jefferson Parish debris removal operation resulting from Hurricane Katrina. In this position, he worked with USACE to develop a plan to remove debris from strategic roads and business in Jefferson Parish to help stimulate the return of citizens and business to the community. He oversaw the daily activities of all field staff responsible for the removal of over 3.8 million cubic yards of generated debris by Hurricane Katrina.





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METRIC ENGINEERING INC
SENIOR PROGRAM MANAGER

EDUCATION:

B.S. Emergency Administration and Planning, University of North Texas

PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS:

International Association of Emergency Managers-Member
Florida Emergency Preparedness Association- Member
Texas Floodplain Management Association- Member
National Emergency Management Association- Member
Certified Federal Grants Manager
FEMA certified trainer in Hazard Mitigation Planning and the Hazard Mitigation Grant Program
FEMA certified trainer in the National Emergency Management Information System (NEMIS)

FEMA Certificates:

IS-00393 Introduction to Mitigation
IS-00292 Disaster Basics
IS-00001 Emergency Program Manager
IS-00394 Mitigation for Homeowners
IS-00800 National Response Plan
IS-00120 An Introduction to Disaster Community Exercises
IS-00005.A An Introduction to Hazardous Materials
IS-00253 Coordinating Environmental and Historic Preservation
IS-00007 A Citizens Guide to Disaster Assistance
IS-00650 Building partnerships in Tribal Communities
IS-00700 National Incident Management System
IS-00100.PW Introduction to the Incident Command System

AFFILIATIONS:

National Congress of American Indians (NCAI)
United Southern & Eastern Tribes, Inc. (USET)
Intertribal Transportation Association (ITA)
American Planning Association (APA)
Affiliated Tribes of Northwest Indians (ATNI)
North Carolina Humanities Council
Sigma Chi Fraternity

Alyssa Carrier

Senior Grant Manager

PROFESSIONAL PROFILE

EXPERIENCE SUMMARY:

Ms. Carrier has several years experience in Emergency Management complimented by her degree in Emergency Administration and Planning. Her experience includes working for FEMA Region VI during Hurricanes Katrina and Rita where she worked in a variety of areas including Grant Management, Mitigation, Public Assistance, Damage Assessments, training and exercises. Ms. Carrier was recently appointed to the IAEM Global Governance board by the President of International Association of Emergency Managers Australia. Most recently she was a guest speaker at The American Bar Association Conference as an expert on FEMA Grants. She currently is serving as the Senior Program Manager of Emergency Management Services.

KEY PROJECTS:

November 2010-Present- Senior Program Manager of Emergency Management Services- Ms. Carrier is currently serving as the Project Manager for several Hazard Mitigation Plan updates including the City of Providence, RI, The Town of Cumberland, RI, the Town of North Smithfield, RI and West Feliciana Parish, LA.

March 2010-October 2010: Senior Program Manager of Emergency Management Services- Ms. Carrier assisted several communities in Rhode Island recover from the 2010 March flooding event. Her responsibilities include FEMA Public Assistance Project worksheet development, Hazard Mitigation Plan development, Hazard Mitigation Grant Program and Pre-Disaster Mitigation Application development, Economic Development Administration Grant Application development and Community Development Block Grant Application development.

June 2009- February 2010: FEMA Public Assistance Coordinator- Ms. Carrier served as a Public Assistance Coordinator for the Texas Department of Transportation Debris removal resulting from Hurricane Ike. Her responsibilities included writing and reviewing Project Worksheets in order to ensure the client received maximum reimbursement from FEMA.

December 2008 –June 2009: Hazard Mitigation Project Manager- Ms. Carrier was responsible for writing millions of dollars of Hazard Mitigation Grant Program Applications for several cities in Mississippi including: The City of Waveland, Long Beach, Moss Point, and Pascagoula. These applications included Drainage Projects, Wind Retrofits, FEMA 361 Shelters, and acquisition projects. She also wrote FEMA approved Hazard Mitigation Plans for the City of Fullerton, CA, Calaveras County, CA and Placer County, CA.

September 2008- December 2008: Louisiana Department of Transportation and Development- Deputy Project Manager- Served as the Deputy Project Manager for the Louisiana Department of Transportation and Development's debris removal operations resulting from Hurricanes Gustav and Ike. She assisted in the supervision of over 600 employees in day to day operations and successfully handled any issues that arose between the hauling company and LADOTD. She also participated in the invoicing and reconciliation phase of funding for the project.

June 2007 – September 2008: Florida Department of Emergency Management: State Mitigation Project Manager: - Responsibilities in this position included managing projects for the State of Florida Department of Emergency Management, reviewed the mitigation sections of county Community Emergency Management Plans to ensure they adhered to the State of Florida's guidelines, completed environmental reviews for hazard mitigation grant projects, and reviewed local governments Local Mitigation Strategies.



Alyssa Carrier

Senior Grant Manager

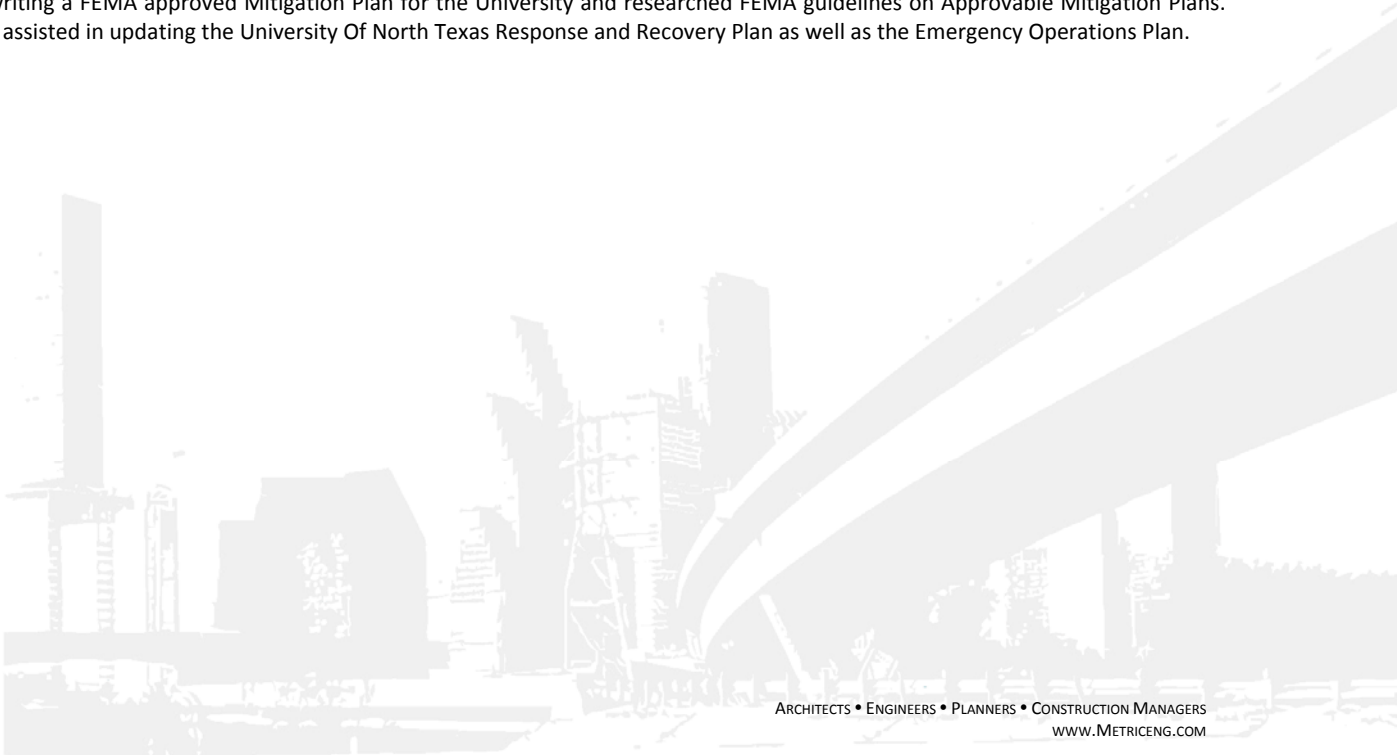
October 2006-June 2007: Federal Emergency Management Agency-Region 6- Disaster Operations Specialist/ Trainer- While in this position Ms. Carrier was chosen to become certified as National Emergency Management Information System (NEMIS) trainer. She conducted NEMIS training classes consisting of contractors, FEMA, and State employees and instructed on subjects such as: Application Development, Amending Applications, Allocations, Obligations, Project Eligibility Determination and Project and Disaster Closeouts. She also met with Inspector General (IG) Auditors to instruct how to retrieve financial documentation from NEMIS in order for them to conduct regional audits. Ms. Carrier also completed Train-the-Trainer Hazard Mitigation class at the Emergency Management Institute in Emmetsburg, Maryland and became a Certified Trainer for the Hazard Mitigation Grant Program as well as Hazard Mitigation Planning. She reviewed new Hazard Mitigation Grant Program (HMGP) projects for Hurricanes Katrina and Rita at the FEMA Region 6 office in Denton, TX, and provided advice and assistance in the evaluation of criteria and standards for the planning, implementation and evaluation of the grant proposals. She was responsible for provision of advice and guidance on a wide variety of grants/agreement determinations and performed a variety of standard grant management tasks, including providing advice to States on grants and cooperative agreements. As needed, Ms. Carrier traveled to potential disaster areas to conduct Preliminary Damage Assessment's (PDA's)

March 2006 – October 2006: Federal Emergency Management Agency- Region 6- Hazard Mitigation Grant Program Specialist – Provided grants to the State of Louisiana and local Parish's to implement long-term hazard mitigation measures after Hurricanes Katrina and Rita. She also served as the point of contact for HMGP to the State to establish minimum criteria for project eligibility. While in this position, she was responsible for keeping the state apprised of the anticipated amount of available funding and assisting the State in setting priorities for the use of these funds. She also reviewed projects selected and submitted by the State for eligibility and provided technical assistance to States, applicants, and sub-grantees in order to ensure effective and efficient implementation of the program.

September 2005 – March 2006: Federal Emergency Management Agency Region 6- Hazard Mitigation Planning Specialist- Following Hurricane Katrina provided critical analysis of Hazard Mitigation Plans developed by local Parish's and Cities as provided in the Disaster Mitigation Act of 2000. This included providing meeting facilitation between local and state governments and the Hazard Mitigation Technical Assistance Program team to assess Hazard Mitigation Plan progress, providing guidance and clarification on the requirements of the Interim Final Rule and providing "How To" workshops to local governments on writing Hazard Mitigation Plans.

September 2005: City of Dallas, TX Emergency Operations Center, Hurricane Katrina- In the days following Hurricane Katrina, Ms. Carrier worked with the City of Dallas on coordinating evacuations and sheltering of the thousands of evacuees from Louisiana. Her main tasks were assisting the incident commander, creating evacuation plans and maps for EOC personnel.

January 2005 – September 2005: University of North Texas Risk Management Office- While in this position, Ms. Carrier assisted in writing a FEMA approved Mitigation Plan for the University and researched FEMA guidelines on Approvable Mitigation Plans. She assisted in updating the University Of North Texas Response and Recovery Plan as well as the Emergency Operations Plan.





JERRY W. TICHENOR QA/QC Inspector

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Our employees
Our communities*

Jerry Tichenor has over ten years of experience in project management and construction oversight. He is specialized in debris management and has a thorough working knowledge of the processes and mechanisms required in debris removal. He has managed contractor work crews and audited contractor control procedures and practices.

Key Work Experience

Natural Resource On-Site Specialist

- *Natural Resource On-Site Specialist (NROSS). Hurricane Ike debris removal. (Initial site assessments, communicating of permitting requirements, best management practices, and identification of other site-specific environmental constraints before start of debris removal, monitoring of debris removal, completion of a final site assessment upon the removal of all debris and equipment at each site.) Texas Department of Transportation (TxDOT), Galveston County, TX*

Disaster Recovery – Hurricane Gustav Debris Clean Up

- *Oversight of debris monitoring, loading and hauling, debris management, and worksite management. City of Baton Rouge / East Baton Rouge Parish, EBR Parish, LA*

Louisiana Road Home Program – Home Inspections

- *Supervisor. Following Hurricane Katrina, for more than 50 home evaluators performing more than 400 home inspections daily. (Preparation of detailed reports on each structure including photographs and data in a searchable database, inspector training for over 300 inspectors during pilot phase, and continued training of inspection teams. Southern and Coastal, LA*

Ceres Environmental – LA DOTD Building Renovation

- *Assistance with coordination of subcontractors, procurement of sub-contractor bids and material, and material take-offs for extra work packages. LA*

Colonial Landfill – Demolition and Reconstruction

- *Management of overall project activities, development of estimates for project demolition and re-construction, subcontractor procurement, and development/execution of safety plan. Sorrento, LA*

American Waste Landfill – Landfill Project

- *Management of overall excavation and piping activities, material and contractor procurement, and development/execution of safety plan. LA*

Technical Expertise

- *Project Management*
- *Debris Management*

Education

B.S. / 1977 / Microbiology / Louisiana State University

Years Experience

Providence Technical Services, LLC, 2006 – Present

Parsons-Brinkerhoff, 2005 – 2006

Environet, LLC (Owner), 2003 – Present

Shaw Environmental & Infrastructure, 2002 – 2003

Woodward Clyde Consultants, 1988 – 1996

Kemron Environmental Services, 1978 – 1982, 1985 – 1987

Training

Professional Engineering Marketing

WCC – 13 Step Marketing and Sales Training (Corporate Trainer)

Xerox 11 – Sales Training

3M – Sales Training

Otis deReyna
TDSRS Monitor

EXPERIENCE SUMMARY:

Mr. deReyna has more than 6 years of experience in Operations and Emergency Management in Texas, Florida, and Louisiana. As a Senior Project Inspector for Metric Engineering, he worked on the following projects;

KEY PROJECTS:

December 2008 – Present: Hurricane Ike – Rollover Bay (Texas GLO) – Hurricane Ike littered Rollover Bay with debris, including multiple vehicles, septic tanks, fuel tanks, white goods, household hazardous materials, C&D, and other debris. Due to extremely eco-sensitive guidelines, marsh buggies with extended grapples were elected to extract debris from the bay, segregate it, and sent to either a landfill or a recycling center. This project involved extensive coordination between the GLO, FEMA, USACE, USFWS, SHPO, THC, NMFS, NOAA, and TECQ.

December 2008 – Present: Hurricane Ike – Big Reef (Texas GLO) – When Galveston County was hit by Hurricane Ike, the storm deposited large amounts of debris throughout Big Reef. The damaged areas were environmentally sensitive, including jurisdictional wetlands and tidal ponds. Construction matting was placed and a pathway of over 5,000 feet was created to extract the debris from the sensitive areas. Metric monitored the debris removal and coordination with the GLO, FEMA, City of Galveston, USFWS, SHPO, and the USACE.

December 2008 – Present: Hurricane Ike – Ditch Cleaning Projects (Galveston County) Project Manager– After Hurricane Ike's landfall in Galveston County, massive amounts of sand and storm-generated debris was deposited throughout the Bolivar Peninsula. The sand, vegetation, and C&D debris filled the drainage ditches of the right of way of Highways 87, 124, 108, and the 108 loop. The sand was removed from the ditches and has been stock piled in various areas for future rebuilding efforts and local roads in the area for access to private property. Metric has inspected two projects, a 250,000 and a 500,000 cubic yard removal operation. Through coordination with Galveston County, TxDOT, FEMA, and FHWA, the debris was removed and the ditches are being restored to proper function.

September 2008 - December 2008: Hurricane Gustav - Louisiana Department of Transportation District 2 - Responsible for monitoring the removal of debris from the 7 southernmost Louisiana Parishes. All project personnel were required to be proficient in eligibility issues associated with hazardous limbs, hazardous stumps, hazardous trees, public right of way determinations and the proper documentation of all work performed. Metric also managed up to 10 Temporary Debris Management Storage Sites scattered throughout the seven parishes to accommodate debris from over 1,100 centerline miles of road.

EDUCATION:

Hancock High School – 1992
Delgado Community College
2 yrs Business Adm.

**PROFESSIONAL
REGISTRATIONS AND
CERTIFICATIONS:**

Orientation to Disaster Assistance Programs
IS 00100 – Introduction to Incident Command System
IS 00200 – ICS for Single Resources And Initial Action Incidents
IS-630 - Introduction to Public Assistance Process
IS 631 – Public Assistance Operations I
IS 632 – Introduction to Debris Operations in FEMA's Public Assistance Program
IS 700
IS 800

October 2007 – September 2008: Hurricane Katrina, Wilco Marsh Buggies - Assigned as a assistant foreman supervising levy construction building levees, terraces breakaways, clearing debris from wetlands and barrier Islands. Restored beaches and marsh lands that were devastated from Katrina. Removed debris from West Bay out of Venice. Responsibilities included cleaning river banks of storm debris, the cleaning of right of ways, marsh lands, and canals of debris for water drainage. These work efforts included the operations of air boats, bulldozers, marsh buggies, and excavators.

October 2005 – September 2007: Hurricane Katrina, Omni Pinnacle-Phillips Jordan - Assigned as a field supervisor responsible for monitoring the removal of debris from the New Orleans, Louisiana Parishes. This project included over 300 Right of Entry for decommission of structures. Supervisor over various Debris Management Sites. All project personnel were required to be proficient in eligibility issues associated with hazardous limbs, hazardous stumps, hazardous trees, public right of way determinations and the proper documentation of all work performed.



KEITH PRESCOTT TDSRS Monitor

July 2010 – Present: SR 87, from Five Forks Road to Eglin Air Force Base Boundary, Inspector – This project consists of reconstruction of the road from two-lane to four-lane divided highway, new bridge over Dean Creek, multiple large storm water management ponds, surcharge embankment settlement monitoring, subsoil excavation to remove unsuitable soils, geogrid placement, utility coordination and relocation, drainage and safety improvements, fencing, landscaping, new signs and pavement markings and installation of guardrail. (\$15m)

January 2009 – February 2010: Hurricane Ike Debris Removal in the State of Texas, Inspector - Served as Inspector in the removal of debris caused by Hurricane Ike. (\$8m)

May 2008 – November 2009: SR 30 & College Drive/D Intersections, Inspector - This project consists of relocation of signalized intersection, construction of storm drain improvements and a storm water pond. Milling and resurfacing of SR 30 along with new roadways, the removal of the existing signal system, installation of a new signal system and installation of signing and pavement markings, and landscaping. (\$4m)

March 2008 – December 2008: SR 8 (I-10) from E. of SR 83 (US 331) to E. of CR 183, Inspector - This project consists of milling and resurfacing the existing roadway, edge drain replacement along with wildlife fence replacement. (\$5m)

August 2007 – April 2009: SR 73 from SR 71 to SR 20 in Calhoun County, Inspector - This project consists of milling and resurfacing, widening existing roadway from 20' to 24'; add 5' paved shoulders to each travel lane; extension/replacement of drainage structures, Install under-drain systems, add traffic railing barrier to Juniper Cr. Br. (\$5m)

May 2006 – July 2007: Bay County Advanced Traffic Management Systems, Phase I, Inspector – Project includes installation of conduit, fiber optic cabling, pull boxes & other components as part of the Bay Co. ATMS Ph 1 Fiber Optic Infrastructure Deployment to support traffic signal control upgrades and ITS deployment. (\$4.5m)

April 2005 – November 2006: SR 63 (US 27), From CR 270 to Ochlockonee Relief Bridge in Gadsden County, Inspector - Project consisted of milling and resurfacing, with sidewalk, drainage improvements and curb and gutter. (\$6m)

April 2005 – November 2006: SR 63 (US 27) from Gadsden County Line to begin SR 8 (I-10) pavement in Leon County, Inspector - Milling and resurfacing of 6.22 miles of US 27 including major drainage improvements, sidewalk, ADA ramps, signalization, turn lane widening, shoulder construction signage, super elevation structural asphalt leveling and landscaping. (\$3m)

April 2005 – November 2006: SR 63 (US 27) (Monroe St) @ SR 8 (I-10) intersection in Leon County, Inspector - Projects consisted of milling and resurfacing 7.2 miles of US 27 from I-10 north. Activities included laying an Asphalt Rubber Membrane Interlayer (Northbound lanes), turn lane construction, subsoil excavation, major drainage improvements, signalization, shoulder construction, guardrail installation and landscaping. (\$3.5m)

April 2005 – November 2006: SR 63 (US 27) from CR 270 to Ochlockonee Relief Bridge in Gadsden County, Inspector - Project consisted of milling and resurfacing. (\$1m)

EDUCATION:

Holmes County High School
May 1991

PROFESSIONAL CERTIFICATIONS:

Tin #: P623431730240

ACI Concrete Field Tech. Grade I
Advanced MOT
Asphalt Paving Tech. L I & II
Concrete Field Testing Tech. L I
Critical Structures Const. Issues
Earthwork Const. Inspection L I & II
Final Estimates L I
Nuclear Safety Certification

FEMA – IS-00100
FEMA – IS-00200
FEMA – IS-00632
FEMA – IS-00630
FEMA – IS-00631
FEMA – IS-00700
FEMA – IS-00800.A
FEMA – IS-00800.B

30 Days Experience on construction
Proj. involving earthwork ops.
3 Months Exp. Asphalt Paving Ops.
or Asphalt Roadway Testing

Years of Experience:

10 Years
Metric Hire Date: April 2002
Years w/ other firms: 2

Hurricane Dennis Debris Removal Emergency Contract (FDOT), Inspector – Served as Inspector on the emergency work in Escambia, Santa Rosa, Okaloosa and Walton Counties.

Emergency Hurricane Ivan Contract in Escambia, Santa Rosa, Walton, and Okaloosa Counties, Inspector – Responsibilities included knowledge of FDOT, Federal Highway Administration, and FEMA requirements. These requirements included daily inspection reports (summaries of collection activities and associated equipment) and proper disposal documentation.

SR 30 (US 98) from SR 83 (US 331) to Peach Creek; SR 30 (US 98) from Peach Creek to Bay County Line; SR 30 (US 98) from .6 Mile West of Mack Bayou Road to CR 30-A West, Inspector – These projects consisted of new construction of approximately seven miles of four lane roadway with two new structures within the project limits. The bridges were conventional construction with 30" pipe pile bents for the substructure and Type II AASHTO girder construction for the superstructure. The twin structures were approximately 150 feet long with three spans each.

Reynolds Smith and Hills, Inc. – Mr. Prescott served as an Inspector with RS&H on various FDOT projects within District Three.





BLAKE PERKINS Contractor Crew Monitor

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Blake Perkins holds a Master of Science degree in biology. In his time at Providence, he has gained experience in a wide array of projects ranging from storm water sampling to hurricane debris removal coordination. His principle expertise lies in natural resources-related projects including wetland delineations, mitigation monitoring and reporting, threatened/endangered species surveys and reporting, and U.S. Army Corps of Engineers (USACE) Section 10/404 permitting.

Key Work Experience

- *Permitting expertise and on-site environmental / natural resource coordination for Hurricane Ike debris removal sites. Texas Department of Transportation and Development (TxDOT), Galveston County, TX*
- *Wetland delineation and wetland flagging along 176-mile natural gas pipeline. ETC Tiger Pipeline Company, East TX and North LA*
- *Post-construction mitigation monitoring and reporting for the Creole Trail natural gas pipeline and LNG facility. Cheniere Energy Partners, LP, Southwest LA*
- *Environmental compliance assistance on projects ranging from water quality certifications to Section 404 permitting. Columbia Gulf Transmission Co., TN, KY, OH, WV, and LA*
- *Post-construction mitigation monitoring and reporting. Golden Pass LNG Terminal, Southeast TX*
- *Wetland delineations and permitting assistance for transportation projects. Louisiana Department of Transportation and Development (LA DOTD), Statewide, LA*
- *Design, implementation, and monitoring of wetland assimilation projects. Louisiana Department of Environmental Quality (LDEQ), South LA*
- *Coastal use permitting for a shoreline restoration project. Coast & Harbor, Cameron Parish Shoreline Restoration, Cameron Parish, LA*

Technical Experience

- *Debris Removal Permitting/Coordination*
- *Plant and Wetland Ecology*
- *Wetland Delineations*
- *Section 10/404 Permitting*
- *Threatened/Endangered Species Surveying/Reporting*
- *Coastal Use Permitting*
- *FERC Compliance*
- *Mitigation Monitoring/Reporting*

Education

M.S. / 2007 / Biology / Southeastern Louisiana University

B.S. / 2005 / Biology / Louisiana College

Years Experience

Providence, 2008 – present

*Karamay Bilingual and Arts School
Karamay, English Instructor, Xinjiang, China,
2005 – 2006*

Professional Organizations

Associate Ecologist, Ecological Society of America

404/10 Group

KYLE PRESCOTT

Contractor Crew Manager

October 2010 – Present: CR 297A & Kingsfield Road Lane Widening Improvement Project, Escambia County, FL, Inspector- This project consists of milling and resurfacing, signing and pavement markings, drainage and safety improvements. (1.3m)

October 2009 – October 2011: SR 95, From SR 97 to North of Pine Barren Road in Escambia County, Senior Inspector - This project consists of milling and resurfacing, signing and pavement markings, drainage and safety improvements. (\$3.5)

February 2010 – May 2010: SR 277 Vernon Hwy from SR 79 in Vernon to SR 10 (US 90) in Washington County, Inspector –This project consists of milling and resurfacing of the existing roadway and building 5' paved shoulders. (\$5.5m)

January 2009 – January 2010: SR 10 (US 90) from East End of River Bridge to Madison Street in Quincy, Gadsden County, Inspector – This project consists of milling and resurfacing of 16.5 miles roadway with bridges using ARMI, with restriction of using static compaction only in curb and gutter area. Five tests will be performed at different sections within the limits of this project for further evaluation by the Department. (\$5.7m)

January 2009 – January 2010: SR 10 (US 90) from East End of River Bridge to Beginning 4-Lane of Quincy in Gadsden County, Inspector – This project consists of milling and resurfacing of 16.5 miles roadway with bridges using ARMI, with restriction of using static compaction only in curb and gutter area. Five tests will be performed at different sections within the limits of this project for further evaluation by the Department. (\$3.5m)

August 2008 – December 2008: SR 10 (US 90) from End 4Lane East of SR 71 to 4- Lane West of Grand Ridge, Inspector - Project consist of mill, resurfacing, construction of new turn lane, drainage and safety improvements. (\$4.3m)

January 2008 – July 2008: SR 8 (I-10) from E. of SR 261 (Capital Circle) to E of SR 10 (US 90) East in Leon County, Inspector - Project consists of milling and resurfacing of I-10 travel lanes, emergency lanes, and US 90 exit/entry ramps, 11.5 miles of R/W Type A & B Fence replacement; 5.5 miles of guardrail, concrete ditch pavement replacement; New Rip-rap rubble construction; large amount of Performance Turf, Striping, and Highway Sign Installation. (\$11m)

August 2007 – January 2008: SR 79 Open Creek Bridge # 610910 in Washington County, Inspector - This project consists of replacing existing bridge and moving roadway east to accommodate new bridge. (\$4.5m)

June 2007 – August 2007: SR 79 from SR 10 (US 90) to North Bonifay City Limits, Senior Inspector – This project consists of milling and resurfacing, minor drainage improvements, ADA sidewalk upgrade and sidewalk repair, CSX Railroad crossing replacement, upgrade traffic signal control cabinets and new roadway striping and upgrading of permanent roadway signing. (\$1.8m)

October 2006 – May 2007: Bay County Advanced Traffic Management Systems, Phase I, Inspector – Project includes installation of conduit, fiber optic cabling, pull boxes & other components as part of the Bay Co. ATMS Ph 1 Fiber Optic Infrastructure Deployment to support traffic signal control upgrades and ITS deployment. (\$4.5m)

May 2005 – September 2006: SR 10 (US 90) from Sinclair Street to end of 4-lane east of FDOT in Washington County, Senior Inspector - This project consisted of mill and resurface along with new utilities and water main. (\$2m)

EDUCATION:

Holmes County High School
May 1991

PROFESSIONAL CERTIFICATIONS:

Tin #: P623111730240

Advanced MOT
Asphalt Paving Technician
Level 1
Critical Structures Const. Issues
Earthwork Construction
Inspection-Level 1
Final Estimates L I
Nuclear Safety Certification
Pile Driving Inspection

30 Days Experience on a
construction project
involving earthwork
operations
3 Months Experience Asphalt
Paving Operations or
Asphalt Roadway Testing
30 Days On-Site Experience
Observing Pile Installation

Years of Experience:

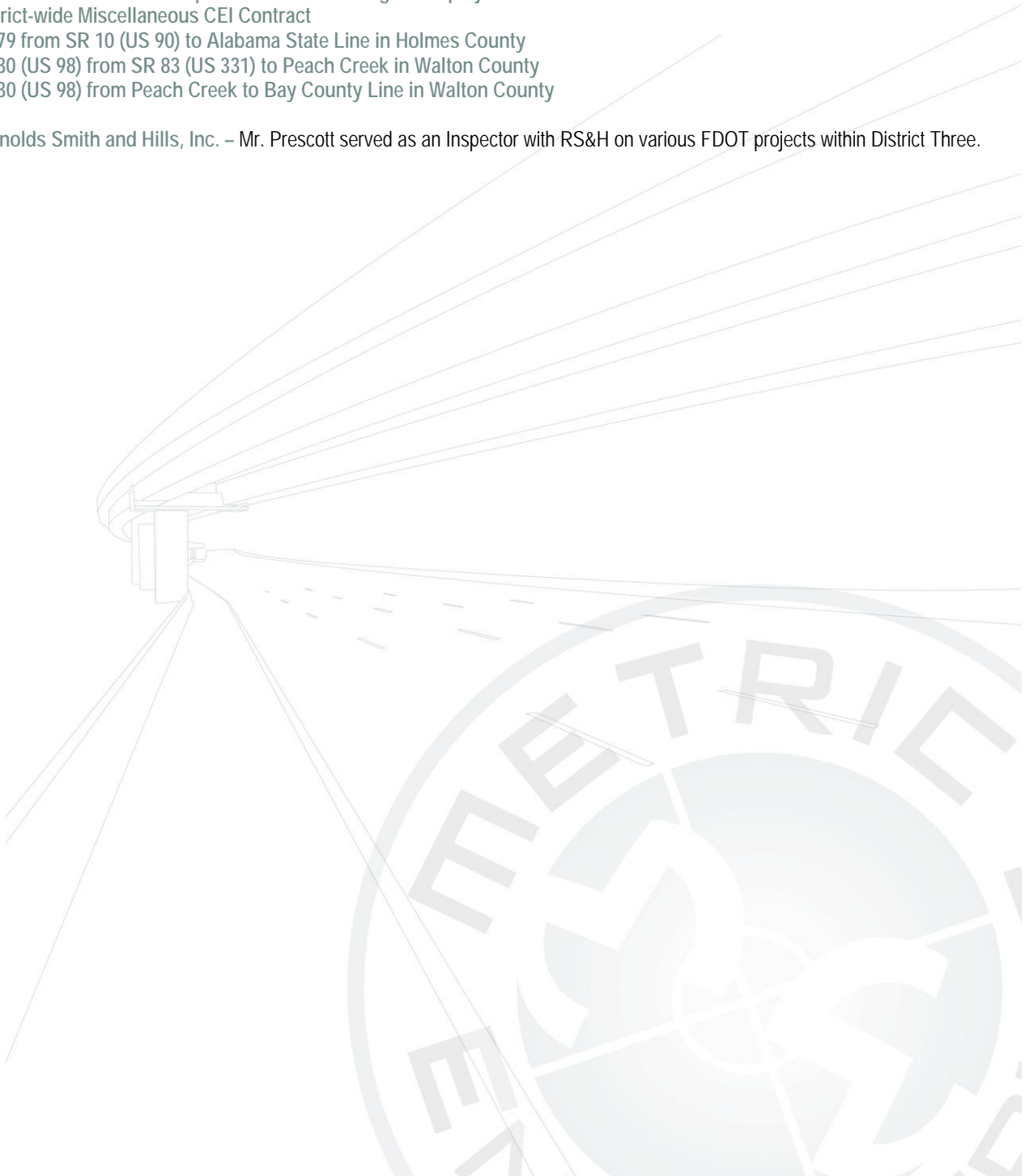
10 Years
Metric Hire Date: April 2002
Years w/ other firms: 2

July 2005 – September 2005: Hurricane Dennis Debris Removal Emergency Contract (FDOT), Inspector – Served as Inspector on the emergency work in Escambia, Santa Rosa, Okaloosa and Walton Counties.

September 2004 – March 2005: Emergency Hurricane Ivan Contract in Escambia, Santa Rosa, Walton, and Okaloosa Counties, Inspector – Responsibilities included knowledge of FDOT, Federal Highway Administration, and FEMA requirements. These requirements included daily inspection reports (summaries of collection activities and associated equipment) and proper disposal documentation.

2002 – 2004: Served as Inspector on the following FDOT projects:
District-wide Miscellaneous CEI Contract
SR 79 from SR 10 (US 90) to Alabama State Line in Holmes County
SR 30 (US 98) from SR 83 (US 331) to Peach Creek in Walton County
SR 30 (US 98) from Peach Creek to Bay County Line in Walton County

Reynolds Smith and Hills, Inc. – Mr. Prescott served as an Inspector with RS&H on various FDOT projects within District Three.



LARRY WILLIAMSON

Contractor Crew Monitor

June 2007 – Present: Districtwide Miscellaneous Construction Engineering & Inspection (CEI) Contract, Asphalt Plant Inspector with Sub-Consultant MEHTA - Served as Asphalt Plant Inspector on various projects assigned under MEHTA'S district miscellaneous CEI contract in the Okaloosa, Walton and Escambia Counties.

May 2008 – August 2008: CR 179-A, West Pittman Creek Bridge, # 520054 in Holmes County, Asphalt Plant Inspector – This project consisted of the replacement of low level bridge and realign approaches. This project consisted of asphalt, base, MOT and erosion control.

March 2008 – April 2008: SR 79 Four-Laning; Serving as Asphalt Plant Inspector with Sub-Consultant RS&H – Project consist of the four laning SR 79.

June 2007 – November 2007: I-110 Split Diamond Interchange in Escambia County; Serving as Asphalt Plant Inspector with Sub-Consultant Greenhorne O'Mara – Project consist of building a interchange at Airport Blvd.

June 2005 - April 2007: Districtwide Miscellaneous Construction Engineering & Inspection (CEI) Contract, Asphalt Plant Inspector, Senior Inspector, Inspector - Served as Asphalt Plant Inspector, Senior Inspector and Inspector on various projects assigned under the district miscellaneous CEI contract.

September 2004 – August 2005: Hurricane Ivan Emergency Asphalt Replacement Contract and Crestview Construction Districtwide Contract, Inspector - Served as Inspector for emergency contracts due to damage caused by Hurricane Ivan.

June 2001 – September 2004: Districtwide Miscellaneous Construction Engineering & Inspection (CEI) Contract, Asphalt Plant Inspector, Senior Inspector, Inspector - Served as Asphalt Plant Inspector, Senior Inspector and Inspector on various projects assigned under the district miscellaneous CEI contract.

June 1999 – April 2001: SR 20, From Rocky Bayou to SR 293 (White Point Road), Inspector - Project consisted of new construction from a two lane to a four-lane urban roadway.

September 1996 – April 1999: Districtwide Miscellaneous Construction Engineering & Inspection (CEI) Contract, Senior Inspector – Served as Senior Inspector on various projects assigned under the district miscellaneous CEI contract.
Responsibilities included the inspection of roadway items, asphalt placement, coring, regular excavation, sodding, seed and mulch, and performing various testing.

June 1996 – November 1997: Pond Creek Bridge Replacement and Roadway Replacement, Senior Inspector – Responsibilities included performing highly complex technical assignments in field surveying and construction layout, making and checking engineering computations, inspecting construction work and conducting field tests. Other responsibilities included working with contractor on concrete slab replacement, sub-grade, base and bridge work on rehabilitation and reconstruction.

I-10 Resurfacing Project, Senior Inspector – Duties included asphalt paving, bridge rehabilitation, shoulder and gutter and 9" plain pavement widening, box culvert extension, sub-grade density, structure back filling, fencing, sodding, and grassing.

EDUCATION:

Milton High School, Milton, Florida

Louisiana Construction
Engineering and Estimating,
Tulane University, New Orleans

Devey Electric Communication

PROFESSIONAL CERTIFICATIONS:

TIN #W452539470970

Asphalt Paving L I & II
Asphalt Plant L I & II
Final Estimates L I
Nuclear Safety Certification

FEMA – IS-00100.PW
FEMA – IS-00200
FEMA – IS-00630
FEMA – IS-00632
FEMA – IS-00800.B

3 Months Experience Asphalt
Plant Operations or Testing
30 days on-site experience by
observation of Drilled shaft
installation
3 Months Experience Asphalt
Paving Operations of Asphalt
Roadway Testing

YEARS OF EXPERIENCE:

41 years

Metric Hire Date: September 1994

Yrs/ W/Other Firms: 25

Florida Department of Transportation, Lead Inspector – Responsibilities include pre-construction conferences, computation book checks along with MOT books, density and field books. Also responsible for CQR, saximeter, and general computer work.

D-B Engineering, Inc., Project Manager and Estimator – Duties included taking blueprints, making a material takeoff with cost of all material and equipment to be used on project for bid procedures.

Florida Department of Transportation, Surveyor – Duties included inspecting the contractor's performance and keeping necessary records and paperwork.





ADRIENNE MILLS Scheduler

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Ms. Mills is a mitigation specialist who has five years of experience in the environmental industry through engineering and mitigation. She is currently managing **elevation projects** for structures under the Hazard Mitigation Grant Program (HMGP). She coordinates with homeowners, contractors, and governmental officials. She reviews all documents, maintains a database of submittals and invoices, and monitors the progress of elevation work.

Ms. Mills is also working on **Community Development Block Grant (CDBG)** applications for several improvement projects and housing rehabilitation programs. She coordinates with the Parish and engineers to determine the Parish needs. She also determines project eligibility and follows the Office of Community Development (OCD) guidelines.

She has worked onsite with clients on the completion of **HMGP Applications**. Ms. Mills coordinated and completed environmental site assessments, performed field investigations, prepared scope of work reports, wrote feasibility studies, gathered project area maps, performed benefit cost analyses and coordinated with various departments within the parish on the project area history. Ms. Mills has completed approximately 80 applications which led to several parishes/counties receiving millions in HMGP funding for projects. Currently, she is doing **project management** on an approved safe room construction project, and **engineering** for several approved wind retrofit projects.

She has worked on over 70 hazard mitigation projects through the **Pilot Planning Grant Program (PPGP)** for many communities. Projects include drainage projects, wind retrofitting critical facilities, safe rooms, backup generators, and residential acquisitions/elevations. Scoping consists of gathering site information, coordinating with local engineers and community officials, estimating project costs and benefits, and performing benefit cost analyses. She is familiar with FEMA and GOSHEP guidance and regulations concerning mitigation projects. She has prepared approximately 17 **Hazard Mitigation Plans (HMPs)**, conducted meetings, researched hazards and mitigation measures with communities, and identified flood prone areas.

She has also completed **State Revolving Loan Fund** pre-applications. This involved performing site assessments, gathering background information, and preparing a scope of works and cost estimates.

Ms. Mills has additional experience that includes **design work** of groundwater storage tanks, pump stations, water permitting services, and Storm Water Pollution Prevention and Spill Prevention Control and Countermeasure Plans.

Technical Expertise

Hazard Mitigation Plans

*Hazard Mitigation Grant Program
Pilot Plans and Applications*

Elevation Projects

*Wastewater and Drinking Water
Treatment Plant Design*

Groundwater Storage Tank Design

Field Sampling Experience

Environmental Site Assessments

Education

*M.S. Environmental Engineering
(Southern University), Baton
Rouge, LA - 2011*

*B.S. Biological and Agricultural
Engineering (Louisiana State
University), Baton Rouge, LA -
2005*

Years Experience

*Providence Engineering 2007 –
present*

*Camp Dresser and McKee 2006-
2007*

Affiliations

*Natural Hazard Mitigation
Association (NHMA)*



Amy Grzybowski

FEMA Coordinator

MAGUIRE GROUP INC. SENIOR PROGRAM MANAGER

TECHNICAL EXPERTISE

Emergency Management
Disaster Response Support
Program Management
Grant Management
Plan Writing and Review
Stakeholder Coordination

YEARS OF EXPERIENCE

Maguire: Since 2010
Total: Since 2006

EDUCATION

BA/Administration of Justice/
Salve Regina University
MS/Administration of Justice/
Salve Regina University

FEMA CERTIFICATIONS

INDEPENDENT STUDY

IS-001, IS-022, IS-030, IS-100,
IS-139, IS-200, IS-230, IS-235,
IS-240, IS-241, IS-242, IS-244,
IS-271, IS-279, IS-324, IS-362,
IS-546, IS-700, IS-701, IS-706,
IS-800, IS-860

INCIDENT COMMAND SYSTEM

ICS-300, ICS-320, ICS-400

EMERGENCY MANAGEMENT

INSTITUTE

E962 – NIMS ICS All-Hazards Planning
Section Chief Course

DISASTERS

FEMA 1894-DR – RI Flooding

PROFESSIONAL ASSOCIATIONS

International Association of
Emergency Managers
RI Association of
Emergency Managers
Emergency Management
Professionals Workgroup
Emergency Management and
Homeland Security Professionals
All Hands Community Network
International Professionals in
Emergency Management

PROFESSIONAL PROFILE

Ms. Grzybowski has several years of experience in Emergency Management and Response. She is a Senior Program Manager for Maguire Group, a member of the Metric Engineering Group of companies. Maguire Group now offers Emergency Management Services throughout the Northeast. Ms. Grzybowski has served as the Project Manager and Hazard Mitigation Specialist for several municipalities in Rhode Island for their Hazard Mitigation Plan updates.

Prior to joining Maguire, she served as both the Grant Manager and Planning Manager for the Rhode Island Emergency Management Agency (RIEMA). As Grant Manager, Ms. Grzybowski was responsible for over \$50 million in federal funding. As the primary agent for the grant funding, she both applied for and administered all of the Department of Homeland Security Grants for the agency. As Planning Manager, Ms. Grzybowski was responsible for providing oversight and guidance on the development, revision and coordination for all emergency response plans within the agency which included the State Emergency Operations Plan, the Continuity of Operations Plan, Fire Mutual Aid Plan, and the Hazard Mitigation Plan. During this time, she was also selected by the RIEMA Executive Director to serve as the liaison with the Rhode Island Department of Health on the H1N1 incident throughout 2009–2010.

Most recently, during the Rhode Island floods in 2010, Ms. Grzybowski served as the Deputy Public Assistance Officer during the recovery process. She assisted local and state agencies in applying for the available public assistance funds and acted as a liaison between the State of Rhode Island and FEMA.

REPRESENTATIVE PROJECTS: Emergency Management Services

Community Development Block Grant (CDBG) and Economic Development Assistance (EDA) Technical Assistance, Town of Westerly, RI: Project Manager providing oversight to the compilation and submittal of CDBG and EDA grant applications for disaster recovery funds available from the March 2010 storms. Support encompasses the grant writing, public meeting, and submittal for all applications.

Community Development Block Grant Technical Assistance, Town of Bristol, RI: Project Manager providing technical assistance to Bristol on the compilation and submittal of the CDBG Disaster Recovery Grant application.

West Warwick Hazard Mitigation Plan Update, Town of West Warwick, RI: Project Manager providing advice and support for the West Warwick's Hazard Mitigation Plan update. Assisted in conducting teleconferences, creating the plan template, and providing consulting services to update the plan to follow the FEMA Hazard Mitigation Crosswalk.

Providence Hazard Mitigation Plan Update, City of Providence, RI: Hazard Mitigation Specialist for Providence's Hazard Mitigation Plan update. Assisted in conducting meetings, providing consulting services to update the plan to follow the FEMA Hazard Mitigation Crosswalk, and in the addition of new annexes to the City's plan such as the hospitals and healthcare system.



Amy Grzybowski *Senior Program Manager*

Woonsocket Hazard Mitigation Plan Update, City of Woonsocket, RI: Project Manager for Woonsocket's Hazard Mitigation Plan update. Working with the City to update its plan to follow the FEMA Hazard Mitigation Crosswalk, conducting public meetings, and reformatting the plan to provide more complex and updated information.

Emergency Operations Plan Update, City of Woonsocket, RI: Project Manager for Woonsocket's Emergency Operations Plan update. This plan was last updated in 2005 and required modification to follow the FEMA National Response Framework and the FEMA Comprehensive Preparedness Guide 101.

Grant Writing for the Northbridge Fire Department, Town of Northbridge, MA: Assisted the Northbridge Fire Department in writing, compiling, and submitting a Citizen Corps grant application to the Massachusetts Emergency Management Agency (MEMA). Also designed the Citizen Corps project for the town that was submitted in the application. Northbridge received the grant funding for this project.

Prior to joining Maguire Group Inc., Ms. Grzybowski held several positions with the Rhode Island Emergency Management Agency (RIEMA):

March 2009–July 2010: RIEMA Planning Manager

Responsible for providing oversight and guidance on the development, revision, and coordination for all emergency response plans. Accountable for 13 employees and three major programs: All-Hazards State Planning; Regional Planning; and Floodplain Management. Developed and maintained relationships with outside partners during plan development and emergency response.

February 2006–March 2009: RIEMA Grant Manager

Responsible for the management and disbursement of \$50 million in Department of Homeland Security grant money within the state of Rhode Island's 39 jurisdictions. Provided subject matter expertise (SME) to over 100 different entities within the 39 jurisdictions regarding allowable grant expenditures. Was also responsible for the grant applications of all Homeland Security grants from identification of the grant opportunity, writing and submitting the application, and then administering the grants once the funds were received.

May 2008: Independent Contractor/Georgetown University – Grant Writer

Worked with the Office of University Safety to write and submit a successful grant application for the Department of Education Emergency Management for Higher Education Grant Program. Georgetown University received a grant for \$549,302.

May–June 2008: Independent Contractor/Chicago Police Department – Grant Writer

As an independent contractor, worked with the Grant Manager of the Chicago Police Department to put together grant applications for the Department of Justice Universal Hiring Grant, the Edward Byrne Memorial Justice Assistance Grant, and the Office of Juvenile Justice and Delinquency Prevention Program.

May–June 2008, Independent Contractor/Chicago Public Schools – Grant Writer

Designed project and wrote a successful grant application in the amount of \$296,820 for the Department of Justice *Secure Our Schools Grant* for the Chicago Public Schools.



PROVIDENCE

**GARY J. LEONARDS, P.E.
SENIOR ENGINEER**

Providing for the future...

*Our clients
Our employees
Our communities*

Since 1998 Mr. Leonards has experience in various aspects of civil, coastal, and environmental engineering including the permitting and design of various transportation projects, storm water runoff evaluations and conveyance design, geotechnical and hydrogeological investigations, designs of waste (solid and hazardous) containment and water treatment facilities, landfills, surface impoundments, and oxidation ponds, preparation of permits, permit modifications, and closure plans for waste disposal facilities, construction quality assurance/quality control, surface water and leachate management, runoff and erosion control, soil classification; remediation of underground storage tank/pipeline sites RECAP, beneficial use/reuse of waste materials, Best Management Practice Plans (BMPs), and debris management resulting from natural disasters.

In addition to the vast experience in civil engineering projects, Mr. Leonards has been involved in several coastal and wetlands restoration projects. These projects include design of a marsh creation project using a combination of vegetative debris and dredge sediments, design of a protective dune using vegetative debris and sand, and the design of various rock breakwater and shoreline protection structures and cut-off walls.

Key Work Experience

- ***Louisiana Highway 70 at Panama Canal (Ascension Parish)—Addition of north and southbound turning lanes and widening of the flat deck concrete bridge over the Panama Canal***
- ***Open flow channel design for a 160-acre industrial development in Plaquemines Parish***
- ***Permitting, Design, and Construction Oversight for two demonstration coastal restoration projects and two large scale bankline stabilization projects***
- ***USACE Katrina/Rita Debris Missions in Plaquemines, Orleans, and St. Tammany Parishes***
- ***Construction Quality Assurance/Quality Control for site work for multiple construction projects in Texas, Mississippi, and Louisiana***
- ***Risk Based Closures of Several Areas of Investigation in Louisiana and Texas***

Technical Expertise

***Hydraulics/Hydrology
Roadway Permitting and Design
Geotechnical Investigations
Coastal Engineering
Project Management
Waste Disposal Facility
Permitting and Design
Construction Quality
Assurance/Quality Control
Risk Based Investigations and
Closures
RECAP
Best Management Plans***

Education

***Bachelor of Science
Biological Engineering
Louisiana State University -
1998***

Years Experience

***Providence Engineering and
Environmental Group LLC 2005
– present
Louisiana Department of
Environmental Quality – 1998 –
2005
U.S. Army Corps of Engineers –
1995-1998***

Registration

***Professional Civil Engineer:
Louisiana License No. 30568***



METRIC ENGINEERING INC.

EDUCATION:

B.S.C.E., Auburn University
– 1974

Army Corps of Engineers:
Construction Quality Management for
Contractors

**PROFESSIONAL
REGISTRATIONS AND
CERTIFICATIONS:**

Florida Prof. Engineer #25345
Louisiana Prof. Engineer #35500
Deming's Methods for Management
of
Productivity and Quality
Orientation to Disaster Assistance
Programs
Professional Engineering Ethics
Emergency Operation Center Mgmt
And Operations
Rapid Impact Assessment System
Security Awareness
Federal Highway Administration's
Emergency Relief Program
IS 00100 – Introduction to Incident
Command System
IS 00200 – ICS for Single Resources
And Initial Action Incidents
IS 00700 – National Incident Mgmt
System Introduction
IS 00800 – National Response Plan
Introduction
IS-630 - Introduction to Public
Assistance Process
IS 631 – Public Assistance Operations I
IS 632 – Introduction to Debris
Operations in FEMA's Public
Assistance Program
G-202 – Debris Management
G-300 – Intermediate Incident
Command System for Expanding
Incidents
G-400 – Advanced Incident Command
System Command & General Staff

YEARS OF EXPERIENCE:

34 Years
Metric Hire Date: July 2007
Yrs w/other firms: 33

K. Frank Day, PE

Insert Title

CAREER HISTORY

Mr. Day has more than 34 years of experience in Transportation Operations and Emergency Management. As Director of Emergency Management for Metric Engineering, he manages all Emergency Management activities related to Preparedness, Response, and Recovery. Prior to joining Metric, Mr. Day served as the Emergency Coordinating Officer for the Florida Department of Transportation. In this role, Mr. Day was designated as the State of Florida Emergency Response Team lead for Emergency Support Function 1 (Transportation) and Emergency Support Function 3 (Public Works and Engineering). He served as the Lead Facilitator during annual Homeland Security Exercises for the Florida Governor and his Cabinet. These exercises combined natural disasters with terrorist activities to create realistic scenarios for all state agencies to develop response and recovery action plans. He developed and participated in annual hurricane exercises designed to test the preparedness, response and recovery plans for the Florida Department of Transportation.

Annually, Mr. Day conducted exercises, conducted an inventory of Maintenance of Traffic equipment, updated plans and inspect transportation infrastructure required to successfully implement the State Contraflow plans. These plans allowed for the rapid evacuation of major population centers on eight major corridors.

Mr. Day also represented the Florida Department of Transportation on the State Homeland Security Task Force. Responsibilities included prioritizing projects for Homeland Security funding, identifying vulnerable transportation infrastructure (conducted vulnerability/criticality analysis of approximately 12,500 bridges) and proposing mitigating actions for at-risk sites.

KEY PROJECTS:**December 2008 – Present: Hurricane Ike - Texas Department of Transportation**

Houston District, Project Manager - Responsible for all Administration, Logistics, Planning and Operations required to successfully complete projects for the Texas Department of Transportation, Texas General Land Office and the Texas Parks and Wildlife Division, Division of State Parks. Work has included the demolition of structures, removal of pavement, Right of Entry work involving the location of land parcels and removal of debris from over 2,000 acres of private land, beach cleanup, sand screening, removal of debris from submerged lands and the pickup of debris from the Texas State Highway System. Much of the before mentioned work has been around and within the limits of marshlands and special aquatic areas requiring extensive environmental permitting with the USACE and Texas Environmental Permitting agencies, all subjected to intense FEMA review and scrutiny.

September 2008 - December 2008: Hurricane Gustav - Louisiana Department of Transportation District 2, Project Manager

- Responsible for all Administration, Logistics, Planning and Operations required to monitor the removal of debris from the 7 southernmost Louisiana Parishes. Work included the hiring, training and supervision of field monitors to include Roving Monitors and Field Supervisors. All project personnel were required to be proficient in eligibility issues associated with hazardous limbs, hazardous stumps, hazardous trees, public right of way determinations and the proper documentation of all work performed. As the Project Manager responsibilities include the daily scheduling of monitors to ensure all contractor work activities were properly inspected and documented. Mr. Day was also responsible for tracking the satisfactory and prompt resolution of all issues, public complaints and DOT requests. Manage up to 10 Temporary Debris Management Storage Sites scattered throughout the seven parishes to accommodate debris from over 1,100 centerline miles of road.



K. Frank Day, PE

Insert Title

June 2002 – June 2007: Florida Department of Transportation Emergency Management Coordination Officer – Mr. Day was responsible for Preparedness, Response and Recovery activities for the Department of Transportation. Mr. Day led the Department thru 8 major hurricanes during the 2004 and 2005 season and was responsible for the reimbursement of approximately \$1.5 Billion dollars of Federal (FHWA and FEMA) dollars. Mr. Day was also designated as the State of Florida Emergency Response Team lead for Emergency Support Function 1 (Transportation) and Emergency Support Function 3 (Public Works and Engineering). Many missions were completed assisting local governments responding to and recovering from the 2004 and 2005 hurricane seasons. Mr. Day was responsible for an innovative and extremely successful program to hire professional consultants to assist state and local governments with the complex FEMA-Public Assistance and FHWA-Emergency Relief Programs.

June 1999 – June 2002: Florida Department of Transportation State Structures and Facilities Engineer – Responsibilities in this position included all policies, procedures, standards, training, quality assurance/quality control related to the repair and inspection of the 12,500 plus bridges on the Florida Public Road System. Four major programs were under his responsibility: 1) Bridge Inspection; 2) Bridge Replacement; 3) Bridge Rehabilitation; 4) Bridge Routine Maintenance. Mr. Day was also responsible for the issuance of Oversize/Overweight permits for the State Highway System.

June 1987 – June 1999: Florida Department of Transportation State Roadway and Roadside Engineer - Responsibilities in this position included all policies, procedures, standards, training and quality assurance/quality control related to pavement, vegetation, signing, pavement marking and roadside activities. This included the Maintenance Management System and the state roadside sign manufacturing operation. While in this position, his responsibilities also included the management of MRPs (Maintenance Rating Programs) and RCI (Roadway Characteristic Inventory) data base.

November 1984 – June 1987: Florida Department of Transportation Quality Improvement Engineer – Responsibilities included assisting with the development of a Quality Improvement Program which incorporated all aspects of Quality Control and Quality Assurance principles and practices.

September 1974 – November 1984: Florida Department of Transportation District Roadway Engineer - Responsibilities included the evaluation of all pavements on the State Highway System. Resurfacing and rehabilitation projects were then analyzed and prioritized. Supervised Traffic Signal Installation/repair crews and concrete pavement rehabilitation activities.





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METRIC ENGINEERING INC
STAFF CONSULTANT

EDUCATION

B.A., Political Science, Florida State University
A.A., Political Science, Tallahassee Community College

TRAINING

IS 100 – Introduction to the Incident Command System
IS 200 – ICS for Single Resources and Initial Action Incidents
G 202 – Debris Management
G 265 – Basic Instructional Skills
G 300 – Intermediate Incident Command System for Expanding Incidents
G 363 – Hurricane Readiness
G 400 – Advanced Incident Command System Command & General Staff: Complex Incidents
S 440 – Planning Section Chief Workshop
L 449 – Incident Command System Train-the-Trainer (Federally Certified to Instruct G 300 and G400)
IS-630 Introduction to the Public Assistance Process
IS-631 Public Assistance Operations I
IS-632 Introduction to Debris Operations in FEMA's Public Assistance Program
IS 700 – National Incident Management System
IS 800 – National Response Plan

DISASTERS

955 – Andrew
1062 – Erin
1069 – Opal
1539 – Charley
1545 – Frances
1551 – Ivan
1561 – Jeanne
1595 – Dennis
1602 – Katrina
1609 – Wilma
1735 – Oklahoma Ice Storm
1761 – Georgia Severe Storms
1785 – Tropical Storm Fay

Jason E. Wheeler

Disaster Recovery Program Manager

PROFESSIONAL PROFILE

Prior to joining Metric, Jason Wheeler was the Emergency Coordinating Officer (ECO) for the Florida Department of Transportation (FDOT). In this role he was responsible for leading the State Emergency Response Team's, Emergency Support Function 1, Transportation, and Emergency Support Function 3, Public Works and Engineering. As ECO he was also responsible for preparedness, response and recovery for all emergency incidents and events to include; The Transportation lead for all security/anti-terrorism related activities including vulnerability assessments of critical transportation infrastructure and the subsequent mitigating actions; Continuity of Operation Planning (COOP); Pandemic Flu Planning.

Before working with the Department of Transportation, Jason worked for nine years with the Department of Community Affairs, Division of Emergency Management (DEM) in various positions. During this time Jason worked through almost every focus area, starting in finance, then working for three years in public assistance and recovery, moving next the hazardous materials compliance section and finishing in response and operations.

During these years, and those following with FDOT, Jason developed plans and worked with various stakeholders on Catastrophic Planning, National Incident Management System, FEMA Public Assistance Program and the FHWA Emergency Relief Program. Jason also served as a member of the American Association of State Highway and Transportation Officials (AASHTO) Special Committee on Transportation Security (SCOTS), and was cleared to receive classified information from the Transportation Security Administration.

EMPLOYMENT HISTORY:

April 2009 – June 2010 DSI, Group, Tallahassee, FL
Recovery Programs Division Manager

Senior Emergency Management Recovery Program Manager for various DSI contracts. Primarily engaged with providing assistance to the Florida Division of Emergency Management.

- Provides guidance to and coordinates the efforts of staff members in the development of recovery procedures for key areas of the organization.
- Conducts business impact analyses and assists company units to determine critical processes, identifies acceptable recovery time periods.
- Establish disaster recovery testing methodologies; plans and coordinates the testing of recovery support.
- Conducts disaster recovery training for staff members in all functional areas. Provides instructional and informational materials on how staff is expected to respond during an emergency.

June 2007 – March 2009 State of Florida, DOT, Tallahassee, FL
Emergency Coordinator Officer

Emergency Coordinating Officer (ECO) responsible for leading the State Emergency Response Team's, Emergency Support Function 1, Transportation, and Emergency Support Function 3, Public Works and Engineering, and responsible for preparedness, response and recovery for all emergency incidents and events to include:

- The Transportation lead for all security/anti-terrorism related activities including vulnerability assessments of critical transportation infrastructure and the subsequent mitigating actions



Jason E. Wheeler

Disaster Recovery Program Manager

- Continuity of Operation Planning (COOP)
- Pandemic Flu Planning
- Catastrophic Planning
- National Incident Management System compliance
- FEMA Public Assistance Program
- FHWA Emergency Relief Program
- Serving as a member of the American Association of State Highway and Transportation Officials (AASHTO) Special Committee on Transportation Security (SCOTS)
- Clear to receive classified information from the Transportation Security Administration

Jun 2005 – June 2007 State of Florida, DOT, Tallahassee, FL

Alternate Emergency Management Coordinator

Alternate Emergency Coordinating Officer for the Department of Transportation Emergency Support Function's 1 & 3 for transportation and public works, managing efforts for all 2005 and 2006 incidents

- Department of Transportation liaison for the Interagency Special Needs Shelter Steering Committee
- Department of Transportation liaison for the State Hazard Mitigation Advisory Council (SHMPAC)
- Coordinate the resources (human, technical, equipment, facility, materials and supplies) of member agencies to support emergency transportation needs during an emergency/disaster situation
- Ensure that through coordinated annual planning, all Emergency Support Function agencies meet the missions assigned under the Unified Command
- Develop, maintain and test the Department of Transportation Comprehensive Emergency Management Plan.
- Develop standard operating procedures for all actions taken in response to requests from the State Emergency Response Team.

Nov 2003 – May 2005 State of Florida, DCA, Tallahassee, FL

System Project Analyst

On team tasked with development of the Department's Enterprise Fund Management System. Coordinator of the document storage and workflow integration for the Enterprise System.

- Developed electronic routing system (floridapa.org) used by the Division of Emergency Management, the Federal Emergency Management Agency (FEMA), and local municipalities.
- Integrating the business process with the system, allowing for State-local funding agreements (or contracts) to be submitted online upon RPA approval,
- Integrated every function that the PA staff needed to perform, including payment processing, contact logs, and closeouts, and real-time reporting.
- Developed system architecture to meet the growing needs the constantly growing number of projects, and the supporting data and documentation.
- Documented the methodology to allow the core set of functionality to be shared among the applicants while customizing the application on case-by-case basis.
- Further refined the processes involved in FEMA reimbursement processing, quarterly reports, and document management in floridapa.org for the Department of Community Affairs, Finance and Accounting Section.
- Oversee assigned Department contracts and development governing the Florida Process Automation Paperless Electronic Routing System (PAPERS).
- Coordinate the contractors and programmers associated with developing the architecture and implementation of the PAPERS system.
- Provide technical assistance and troubleshooting for end users of the Department's Electronic routing system.
- Provide and coordinate training associated with new users as well as developing training and support documentation.
- Serve as liaison for all parties associated with development of Department's paperless initiative.



Jason E. Wheeler

Disaster Recovery Program Manager

Nov 2002 – Nov 2003 State of Florida, DCA Tallahassee, FL

Management Analyst

- Analyze contract deliverables for accuracy and completeness in accordance with the scope of work. Assist in developing and updating scopes of work for state and federal hazardous materials programs.
- Coordinate the review of, and provide technical assistance to hazardous materials planners including county emergency management staff and Local Emergency Planning Committees (LEPCs) regarding various contracts awarded by the Department in support of the Florida Hazardous Materials Planning Program.
- Serve as team leader in the review process of the Local Comprehensive Emergency Management Plans (CEMPs). Coordinate Review Team comments and prepare written responses of compliance/non-compliance within given time frames.
- Initiated and developed an implementation of the CEMP into the Florida Paperless information system in 2003.
- Participate in the ongoing public outreach program for hazardous materials in Florida.
- Recipient of the Davis Productivity Award for Florida Hazardous materials Planning and Prevention (2003).

Feb 2002 – November 2002 State of Florida, DCA, Tallahassee, FL

Grants Specialist V

- Manage Federal pass-through grants for Tropical Storm Allison, Tropical Storm Gabrielle, Tropical Storm Helene and the South Florida Floods.
- Monitor local agencies progress to ensure all projects are completed in a timely fashion in accordance with State and Federal regulations.
- Conduct Public Assistance meetings and interim inspections to guarantee all program managers have a complete understanding of the grants process.
- Tasked with monitoring contract for internal internet site FLORIDA PAPERS.net
- Assigned to developmental task-force designed to streamline internal processes in contract and grants management
- Designed numerous spreadsheets used to assist in budgetary issues associated with disbursement of State and Federal contracts and grants
- Designated Advanced Recovery Liaison for the Division of Emergency Management during the response phase of a disaster
- Responsible for coordinating all Applicants Briefings conducted by Video-Conference in the recovery phase of a disaster

August 1999 – January 2002 Web MD, Twinsburg, OH

Client Services Representative

- Received incoming calls, answered technical questions, and by manipulating software, corrected problems related to billing application.
- Maintained close contact with client services in hospital billing departments.
- Maintained billing software upgrades in regard to accounting or auditing changes allowing for conformity in billing offices.
- Changed and manipulated software to conform to current laws governing Social Security and insurance company requirements.

March 1998 – August 1999 State of Florida, DCA, Tallahassee, FL

Grants Specialist V

- Managed approximately \$20 million in federal pass-through Public Assistance Grants for local municipalities.
- Monitored local agencies progress to ensure all projects were completed in a timely fashion in accordance with State and Federal regulations.
- Conducted Public Assistance meetings and interim inspections to guarantee all program managers had a complete understanding of the grants process.
- Performed Community Relations for the Human Services Section.



Jason E. Wheeler

Disaster Recovery Program Manager

August 1995 - March 1998 State of Florida, DCA, Tallahassee, FL

Fiscal Assistant II

- Purchased equipment and supplies for the Division of Emergency Management.
- Coordinated all logistical necessities for the Division, including, but not limited to travel arrangements, expense reports and reimbursements.

KEY SKILLS:

- Thirteen years of experience as professional emergency manager.
- Ability to direct complex projects from concept to fully operational status.
- Goal-oriented individual with strong leadership capabilities.
- Organized, highly motivated, and detail-directed problem solver.
- Proven ability to work in unison with staff, volunteers, and executive level administrators.





BART FARMER
PARISH COORDINATOR AND CLIENT RELATION

Providing for the future...

*Our clients
Our employees
Our communities*

Mr. Farmer has a wide range of experience working with private and public industry. Currently he works as client relations and governmental affairs representative for Providence. This is a position that fits him well with his ability to interact well with others and association with so many members of government. His responsibilities also include project management when needed for most disaster recovery projects. Mr. Farmer began his career after college for 6 years as a financial consultant working for State Farm and NY Life. After his stint in the financial industry he would begin his career in the disaster recovery world working as an independent adjuster for multiple companies and disasters across the United States. This is where he learned the meaning of working under pressure. It would be typical for Mr. Farmer to get the call and be over 1,000 miles away within 48 hours working on a project after a disaster. He brought this knowledge to Providence and Providence Technical making a great team of people even better equipped to handle disasters quickly and professionally so that communities can get back to business as usual as soon as possible.

Since working with Providence Mr. Farmer has become quite experienced in the management of HMGP and CDBG funding. He has worked on several projects in the Gulf States that have been funded through either CDBG or FEMA funding. In 2006 he joined Providence to work on the Road Home Program. While working on the Road Home Program he inspected over 1500 homes. Then he would become team lead of the Home Evaluations department which job was to ensure that CDBG guidelines were being met by applicants, verifying damage reports and insurance coverages. After that he would help manage the small rental program environmental assessments for the Mississippi Development Authority following hurricane Katrina, construction management and inspections for South East Texas Regional Planning Commission, Houston Galveston Area Council. In Louisiana he has helped Providence as a liaison in over 7 parishes that Providence is managing the parishes CDBG funding for disaster recovery.

KEY WORK EXPERIENCE

Vermilion, Iberia, Point Coupee, St. Helena, St. Landry, St. John & St. James Parishes . Client Liaison, CDBG Disaster Recovery Management

South East Texas Regional Planning Commission

Client Liaison, Field Inspections, Beaumont, Texas

Providence - Mississippi Development Authority

Project Manager, Neighborhood Home Repair Inspections, Biloxi, MS

Providence - Houston-Galveston Area Council (H-GAC)

Project Manager, Field Inspections, Baton Rouge, LA

Providence - Mississippi Development Authority

Project Manager, Field Inspections, Biloxi, MS

Providence - The Road Home Program

Team Lead, Home Evaluations, Baton Rouge, LA

Technical Expertise

CDBG Funding

FEMA Funding

**Project Management for Disasters
and Government Affairs**

Education

**Bachelor of Science,
University of Southern Mississippi,
1999 - Finance**

Years Experience

Providence 2006 – present

Allcat Claims 2005 – 2006

**New York Life Insurance 2004 –
2006**

State Farm 1999 - 2004



PROVIDENCE
TECHNICAL SERVICES, LLC

OTHER REQUIREMENTS

TIMELINE

Before Disaster Strikes

- Meet annually with the Parish's Debris Management Team
- Identify potential types and quantities of debris using hurricane debris model
- Review the Parish's debris management plan
- Identify debris management (storage and reduction) sites and final disposal site(s)
- Conduct annual training for Parish Debris Management Team
- Review pre-positioned contracts for emergency services
- Develop pre-script messages related to the debris cleanup process for the Public Information Officer
- Coordinate with other City/State agencies regarding priorities and responsibilities

Impending Disaster

- Mobilize Providence's debris management personnel to pre-determined Parish location 48 hours prior to event
- Hire and train local hires 24 hours prior to event
- Hold impending disaster meeting with Parish Debris Management Team, hauling contractor, and Providence's project management team 24 hours prior to event
- If possible, stage equipment at facilities throughout the area to have widespread coverage for post-disaster response. (This way, in the event one equipment facility is destroyed, other equipment is still available.)
- Clear any pre-disaster road constrictions from all emergency evacuation routes and access roads to critical facilities

CURRENT VIOLATIONS OR LITIGATION STATEMENT

No firm in the Providence family of companies participating on this project has been involved in any litigation, violation, and/or been disqualified by any agency, public or private, within the past five (5) years because of performance or other issues.

FINANCIAL STABILITY

Providence was established in April 2000, and has grown into a company with over 130 employees and annual revenues in excess of \$30 million. Our banking relationship is well-established and strong. We maintain sufficient lines of credit to ensure access to working capital should it become necessary. We have worked hard to build a financially strong business over the last eleven years that will be sustainable for many years into the future. Our financial statements for the last three years follow.

What's more, Providence maintains an appropriate level of insurance to cover work on a project of this nature. This evidence follows the financial statements appended.

2010 COMBINED FINANCIAL REPORT



PROVIDENCE

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

COMBINED FINANCIAL REPORT

(Reviewed)

December 31, 2010 and 2009

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

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December 31, 2010 and 2009

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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

To the Members'
Providence Holding LLC and Affiliates
Baton Rouge, Louisiana

We have reviewed the accompanying combined balance sheets of Providence Holding LLC and Affiliates as of December 31, 2010 and 2009, and the related combined statements of operations and changes in members' equity, and combined statements of cash flows for the years then ended. A review includes primarily applying analytical procedures to management's financial data and making inquiries of Company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the combined financial statements as a whole. Accordingly, we do not express such an opinion.

Management is responsible for the preparation and fair presentation of the combined financial statements in accordance with accounting principles generally accepted in the United States of America and for designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of the combined financial statements.

Our responsibility is to conduct the review in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. Those standards require us to perform procedures to obtain limited assurance that there are no material modifications that should be made to the combined financial statements. We believe that the results of our procedures provide reasonable basis for our report.

Based on our review, we are not aware of any material modification that should be made to the accompanying combined financial statements in order for them to be in conformity with accounting principles generally accepted in the United States of America.

Our review was made for the purpose of expressing a conclusion that there are no material modifications that should be made to the financial statements in order for them to be in conformity with accounting principles generally accepted in the United States of America. The information included in the accompanying Schedules 1-3 are presented only for purposes of additional analysis and has been subjected to the inquiry and analytical procedures applied in the review of the basic financial statements, and we are not aware of any material modifications that should be made thereto.

A handwritten signature in black ink, appearing to read "Faulk & Winkler, LLC". The signature is written in a cursive, flowing style.

Certified Public Accountants

Baton Rouge, Louisiana
February 11, 2011

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

COMBINED BALANCE SHEETS

December 31, 2010 and 2009

(See Independent Accountants' Review Report)

	<u>2010</u>	<u>2009</u>
ASSETS		
CURRENT		
Cash	\$ 1,019,946	\$ 2,547,975
Accounts receivable, net	4,958,783	2,778,801
Due from affiliates	268,109	223,752
Prepaid expenses	<u>88,292</u>	<u>64,944</u>
Total current assets	6,335,130	5,615,472
PROPERTY AND EQUIPMENT, net	2,644,882	2,698,084
INTANGIBLE ASSETS, net	818,467	1,064,988
OTHER	<u>417,736</u>	<u>267,947</u>
Total assets	<u>\$ 10,216,215</u>	<u>\$ 9,646,491</u>
LIABILITIES AND MEMBERS' EQUITY		
CURRENT LIABILITIES		
Accounts payable	\$ 493,249	\$ 421,031
Accrued expenses	1,552,151	981,378
Deferred revenue	20,175	1,775
Line of credit	275,000	-
Due to affiliates	102,015	-
Due to clients	91,667	66,942
Current portion of mandatorily redeemable membership interest	331,605	795,839
Current portion of accrued supplementary benefit	143,222	207,000
Current portion of long-term debt	<u>405,257</u>	<u>113,641</u>
Total current liabilities	3,414,341	2,587,606
LONG-TERM DEBT, less current maturities	1,445,566	1,097,014
ACCRUED SUPPLEMENTARY BENEFIT	638,310	662,786
MANDATORY REDEEMABLE MEMBERSHIP INTEREST	<u>-</u>	<u>331,605</u>
Total liabilities	<u>5,498,217</u>	<u>4,679,011</u>
MINORITY INTEREST	75,078	25,908
MEMBERS' EQUITY	<u>4,642,921</u>	<u>4,941,572</u>
Total members' equity	<u>4,718,000</u>	<u>4,967,480</u>
Total liabilities and members' equity	<u>\$ 10,216,215</u>	<u>\$ 9,646,491</u>

The accompanying notes to combined financial statements
are an integral part of this statement.

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

**COMBINED STATEMENTS OF OPERATIONS
AND CHANGES IN MEMBERS' EQUITY**

For the years ended December 31, 2010 and 2009

(See Independent Accountants' Review Report)

	<u>2010</u>	<u>2009</u>
FEES	\$ 18,976,115	\$ 18,693,316
OPERATING EXPENSES	<u>17,621,513</u>	<u>16,503,055</u>
Income from operations	<u>1,354,602</u>	<u>2,190,261</u>
OTHER		
Gain on sale of assets	24,058	15,514
Investment income	6,963	3,331
Interest expense	<u>(105,105)</u>	<u>(89,687)</u>
Total other	<u>(74,084)</u>	<u>(70,842)</u>
Operating income	1,280,518	2,119,419
INCOME FROM MINORITY INTEREST	<u>(63,733)</u>	<u>(16,258)</u>
Net income	1,216,785	2,103,161
MEMBERS' EQUITY		
Beginning of year	4,941,572	8,667,508
Contributions to (redemption of) member's equity	14,564	(2,314,113)
Distributions to members	<u>(1,530,000)</u>	<u>(3,514,984)</u>
End of year	<u>\$ 4,642,921</u>	<u>\$ 4,941,572</u>

The accompanying notes to combined financial statements
are an integral part of this statement.

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

COMBINED STATEMENTS OF CASH FLOWS

For the years ended December 31, 2010 and 2009

(See Independent Accountants' Review Report)

	<u>2010</u>	<u>2009</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income	\$ 1,216,785	\$ 2,103,161
Adjustments for non-cash items:		
Depreciation and amortization	699,388	449,996
Change in allowance for doubtful accounts	-	35,040
Unrealized gain on investments	-	(69,668)
Realized loss on sale of investments	-	16,170
Gain on sales of property and equipment	(24,058)	(15,514)
Income from minority interest	63,733	16,258
Change in operating assets and liabilities:		
Receivables	(2,179,982)	5,250,926
Prepaid expenses and other assets	(217,494)	(308,997)
Accounts payable, accrued expenses, and other liabilities	<u>788,130</u>	<u>(218,406)</u>
Net cash provided by operating activities	<u>346,503</u>	<u>7,258,966</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisitions of property and intangible assets	(411,902)	(1,434,892)
Purchase of marketable securities	-	(75,308)
Change in certificates of deposit, net	-	526,070
Proceeds from the sale of investments	-	272,841
Proceeds from sale of property and equipment	<u>36,295</u>	<u>15,514</u>
Net cash used by investing activities	<u>(375,607)</u>	<u>(695,775)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Increase in short-term debt	275,000	-
Payments on long-term debt	(916,224)	(1,459,924)
Increase in long-term debt	760,553	-
Contributions (distributions) from/to minority interest, net	-	2,663
Decrease in accrued supplementary benefit	(88,254)	-
Distributions to members	<u>(1,530,000)</u>	<u>(3,514,984)</u>
Net cash used by financing activities	<u>(1,498,925)</u>	<u>(4,972,245)</u>
Net (decrease) increase in cash	<u>(1,528,029)</u>	<u>1,590,946</u>
CASH		
Beginning of year	<u>2,547,975</u>	<u>957,029</u>
End of year	<u>\$ 1,019,946</u>	<u>\$ 2,547,975</u>

The accompanying notes to combined financial statements
are an integral part of this statement.

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

NOTES TO COMBINED FINANCIAL STATEMENTS

(See Independent Accountants' Review Report)

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation and combination

The accompanying combined financial statements of Providence Holding LLC and Affiliates (the Companies) reflect the combination of the individual financial statements of Providence Holding LLC, Providence Engineering and Environmental Group LLC, Angle Systems, LLC, Providence Technical Services, LLC, Higher Ground Flood Protection Services, LLC, GSE Associates, LLC and Providence Corporate Cup, LLC. The Companies have common ownership and engage in similar operating activities. Combination of the individual financial statements provides a more meaningful financial presentation than would the individual financial statements shown separately. Intercompany transactions and balances have been eliminated in these combined financial statements.

Organization and operations

The Companies operate primarily as an engineering and environmental consulting firm serving industry, local and state government agencies and commercial clients. The major service lines include planning, architectural-engineering design, environmental permitting and compliance, staffing, surveying, mapping, construction management, infrastructure protection, emergency/disaster management, and software and technology development.

The Companies began operating in Louisiana in April, 2000 and have offices in Louisiana, Texas, Mississippi and Maine.

Method of accounting

Assets, liabilities, revenues and expenses are recognized on the accrual method of accounting.

Use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. Significant estimates used in preparing these financial statements include depreciation of property, amortization of intangible assets, deferred revenues and an allowance for doubtful accounts receivable.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Cash and cash equivalents

Cash, for the statement of cash flows, consists of highly liquid investments with original maturities of three months or less. At times throughout the year, the Companies maintain bank accounts in excess of the FDIC insured limits. Management believes that the risk is limited.

Investment valuation and income recognition

Financial Accounting Standards Board Accounting Standards Codification, Fair Value Measurements, (ASC 810), establishes a framework for measuring fair value through a fair value hierarchy that prioritizes the sources of pricing information (inputs) to valuation techniques used to measure fair value. The highest priority is given to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurements) and the lowest priority to unobservable inputs (level 3 measurements). The three levels of the fair value hierarchy under ASC 810 are described as follows:

Level 1 – Unadjusted quoted prices for identical assets or liabilities in active markets that the Plan has the ability to access.

Level 2 – Inputs including:

- Quoted prices for similar assets or liabilities in active markets;
- Quoted prices for identical or similar assets or liabilities in inactive markets;
- Inputs other than quoted prices that are observable for the asset or liability;
- Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

Level 3 – Inputs that are unobservable and significant to the fair value measurement.

The Companies' investments are stated at fair value. Shares of registered investment companies and units of the collective investment trust are valued at the quoted net asset value of such investments held by the Companies at year end. See Note 2.

Investment income includes dividends and interest earned on investments, the realized net gain and/or loss from trade of investments, and net unrealized gain and/or loss resulting from market value fluctuations of investments held at year-end relative to cost. Investment earnings are recorded net of related expense.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Investments valuation and income recognition (continued)

Providence Holding LLC (PH) owns 20% of Providence Critical Infrastructure Protection, LLC. The equity method of accounting is used for the investment in the partnership. Under the equity method, PH recognizes its share in the net earnings and losses as they occur rather than as distributions are received.

Accounts receivable and revenue recognition

Accounts receivable are recorded at cost, net of an allowance for doubtful accounts. Generally, the Companies do not require collateral. The Companies age their accounts receivable using the corresponding date services are performed and consider accounts past due based on terms agreed upon in the transaction, which is generally 30 days. At December 31, 2010 and 2009, the Companies' receivables over 90 days were \$1,390,391 and \$451,281, respectively (retainage receivable was \$168,866 and \$16,346 at December 31, 2010 and 2009, respectively).

A general allowance for doubtful accounts is based on management's estimate of the collectability of accounts receivable. The allowance for doubtful accounts receivable was \$200,000 as of December 31, 2010 and 2009. Revenues are recognized as services are performed. Costs associated with the revenues are recognized when the related revenues are recognized.

At December 31, 2010 and 2009, outstanding accounts receivable was \$4,958,783 and \$2,778,801.

Property and equipment

Property and equipment are stated at cost less accumulated depreciation computed principally under the double declining balance method. The Companies have a policy of capitalizing property and equipment acquisitions in excess of \$500. Expenditures for repairs and maintenance are charged to operations as incurred. Upon disposal, the cost and related accumulated depreciation are removed from the accounts and gain or loss, if any, is reflected in the statement of operations.

(continued)

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Cash Value of Life Insurance

During 2009, the Companies purchased life insurance policies for certain employees. The Companies maintain a nonqualified deferred compensation plan covering these employees. See Note 11. In the event of death to these key employees, the proceeds from the life insurance policy will be used to fund the employees' deferred compensation plan and other business purposes. The life insurance policies require continuing contributions from the Companies to fund the related annual premium, to the extent that they are not funded by policy dividends. The cash surrender value of these policies at December 31, 2010 and 2009 was \$403,494 and \$261,144, respectively, and are reported in other assets. The face value on these policies at both December 31, 2010 and 2009 was \$10,400,000.

Income taxes

The Companies are taxed as partnerships under the provisions of the Internal Revenue Code for all entities. Accordingly, no provision or liability for federal or state income taxes is reflected in the accompanying financial statements. Instead, the members are liable for individual federal and state income taxes on their respective share of the Companies' taxable income. The Companies prepare their income tax returns using the cash basis of accounting.

The Company follows the provisions of FASB ASC 740-10, Accounting for Uncertainty in Income Taxes. Management has determined that there was no impact to the Company's financial statements as a result of ASC 740-10.

Compensated absences

The Companies have accrued annual leave of approximately \$63,000 and \$26,000 at December 31, 2010 and 2009, respectively.

Fair value of financial instruments

The carrying value of investments, receivables, prepaid expenses, accounts payable and accrued expenses and other liabilities approximate fair value due to the short-term maturity of these instruments. The carrying value of short and long-term debt approximates fair value based on the current rates offered for debt of comparable maturities and collateral requirements. None of the financial instruments are held for trading purposes except for investments.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Concentration of credit risk

Financial instruments that potentially subject the Companies to concentration of credit risk consist primarily of investment securities held for trading purposes and trade receivables. The Companies do not require collateral from customers.

In 2009, the Companies earned approximately \$5,349,000 of revenues from a subcontractor of the State of Louisiana for the Road Home Project, which is a vital project in Louisiana's rebuilding effort after Hurricanes Katrina and Rita. Trade receivables related to this project were approximately \$102,000 at both December 31, 2010 and 2009. Management believes this amount to be collectible.

Guaranteed payments to partners

Guaranteed payments to partners that are intended as compensation for services rendered are accounted for as an operating expense rather than as allocations of partnership net income. Payments of interest on capital accounts are not accounted for as expenses of the partnership, but rather, as part of the allocation of net income. Guaranteed payments were \$354,234 and \$150,217 for 2010 and 2009, respectively.

Reclassifications

Certain reclassifications have been made to the 2009 financial statements to conform with classifications used in 2010. These reclassifications had no effect on net assets or earnings for 2009.

NOTE 2 - INVESTMENTS

As of December 31, 2010 and 2009 the Companies only asset subject to fair value disclosure was goodwill with a fair value of \$355,000, which is classified as a level 3 investment in the fair value hierarchy.

The change in fair value of the Companies' level 3 assets for 2010 and 2009 is as follows:

	2010	2009
Balance, beginning of year	\$ 355,000	\$ 25,000
New business acquisition	-	330,000
Balance, end of year	<u>\$ 355,000</u>	<u>\$ 355,000</u>

NOTE 3 - PROPERTY AND EQUIPMENT

Property and equipment, related service lives and accumulated depreciation at December 31, 2010 and 2009 are as follows:

Description	Estimated Service Life	2010	2009
Building and improvements	7-39 years	\$ 2,282,464	\$ 2,282,464
Air monitoring equipment	7 years	239,927	239,927
Computer equipment	5-7 years	471,185	430,522
Computer software	3 years	576,171	423,927
Equipment	5-7 years	147,851	96,901
Furniture and fixtures	7 years	293,586	293,586
Telephone system	7 years	119,405	96,496
Vehicles	5 years	287,833	190,514
Leasehold improvements	15-40 years	282,796	272,646
		4,701,218	4,326,983
Less accumulated depreciation		(2,056,336)	(1,628,899)
		<u>\$ 2,644,882</u>	<u>\$ 2,698,084</u>

Depreciation expense was \$452,796 and \$420,209 for 2010 and 2009, respectively. The building is pledged to secure related indebtedness. See Note 6.

NOTE 4 - GOODWILL AND OTHER INTANGIBLES

Intangible assets, related service lives and accumulated amortization at December 31, 2010 and 2009, are as follows:

Description	Service Life	2010	2009
Goodwill	-	\$ 355,000	\$ 355,000
Future contracts	3 years	738,775	738,775
Non-compete agreement	5 years	1,000	1,000
		1,094,775	1,094,775
Less accumulated amortization		(276,308)	(29,787)
		<u>\$ 818,467</u>	<u>\$ 1,064,988</u>

Amortization expense related to future contracts and non-compete agreement was \$246,592 and \$29,787 for 2010 and 2009, respectively. The estimated aggregate amortization expense for each of the three succeeding years is approximately \$246,000 per year.

NOTE 5 - LINE OF CREDIT

The Companies have a total of \$3,000,000 in combined lines of credit limits with its financial institution. Interest is due monthly and is variable based on the prime rate (3.25% at December 31, 2010 and 2009). The lines are secured by accounts receivable. At December 31, 2010, there is an outstanding balance of \$275,000; there is no outstanding balance at December 31, 2009.

NOTE 6 - LONG TERM DEBT

Long term debt obligations at December 31, 2010, are comprised of the following:

	<u>2010</u>	<u>2009</u>
\$1,369,181 note payable secured by accounts receivable, due in monthly installments of \$15,052 through June 2018; interest at 5.7%	\$ 1,097,014	\$ 1,210,655
 \$801,096 note payable secured by accounts receivable, due in monthly installments of \$24,010 through March 2013; interest at 5%	 636,230	 -
 \$51,099 lease payable secured by accounts receivable, due in monthly installments of \$1,023 through June 2015; interest at 7.47%	 46,803	 -
 \$38,305 lease payable secured by accounts receivable, due in monthly installments of \$753 through September 2015; interest at 6.67%	 36,128	 -
 \$36,735 lease payable secured by accounts receivable, due in monthly installments of \$722 through September 2015; interest at 6.67%	 <u>34,648</u>	 <u>-</u>
	1,850,823	1,210,655
Less current portion of long-term debt	<u>(405,257)</u>	<u>(113,641)</u>
 Total long term debt	 <u><u>\$ 1,445,566</u></u>	 <u><u>\$ 1,097,014</u></u>

NOTE 6 - LONG TERM DEBT (CONTINUED)

At December 31, 2010, future maturities of long-term debt consisted of the following:

<u>Year</u>	<u>Amount</u>
2011	\$ 405,257
2012	427,290
2013	255,960
2014	170,799
2015	169,066
2016 -2018	<u>422,451</u>
Total	<u>\$ 1,850,823</u>

NOTE 7 - VARIABLE INTEREST ENTITIES

The Financial Accounting Standards Board issued FASB ASC 810-10 concerning the consolidation of certain “variable interest entities” under generally accepted accounting principles. The following are considered variable interest entities and are reflected in the financial statements.

Angle Systems, LLC

The members of PEEG formed Angle Systems, LLC as a real estate holding company to provide office facilities to the Companies in Baton Rouge, Louisiana. Angle Systems, LLC has common interest ownership and is provided administrative support by PEEG. During 2010 and 2009, rental expense of \$279,387 and \$286,446, respectively, was charged to PEEG, which was eliminated in the financial statements.

The future minimum rental payments under this lease as of December 31, 2010, are as follows:

<u>Year</u>	<u>Amount</u>
2011	\$ 287,802
2012	299,582
2013	307,997
2014	319,778
2015	328,193
2016 -2018	<u>136,747</u>
Total	<u>\$ 1,680,099</u>

NOTE 8 - PENSION PLAN

The Companies have a 401(k) deferred compensation profit sharing plan covering substantially all employees after eligibility service requirements are met. The Companies can contribute an amount considered a matching contribution and has the option to contribute additional amounts as discretionary contributions. The employees can contribute up to \$16,500 of their compensation and are 100% vested in their contributions. Employer contributions vest as follows:

<u>Years of Service</u>	<u>Percentage</u>
2	20%
3	40%
4	60%
5	80%
6	100%

The Companies contributed \$301,796 and \$254,746 in 2010 and 2009, respectively.

NOTE 9 - SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION

Cash payments for interest in 2010 and 2009 were \$105,105 and \$89,687, respectively.

NOTE 10 - REDEMPTION AGREEMENT

By agreement, the members have determined the process of redeeming members' interests in the Companies when terminating their membership. PEEG has recorded liabilities for the following provisions in the agreement.

Capital redemption

In general, the withdrawing member is paid his existing capital account, as determined under the accrual method, as of the last day of the month in which the departure date occurs, payable over 24 months, without interest.

During 2008, a shareholder announced his intention to retire. At December 31, 2008, the member's ownership interest in PEEG was subject to mandatory redemption and the value of the member's ownership interest was \$2,314,113. Furthermore, PEEG began retiring this amount over 24 months beginning July 1, 2009. The value of the membership interest subject to mandatory redemption is primarily attributable to earnings retained in PEEG.

At December 31, 2010, the amount owed to this former shareholder is \$331,605.

NOTE 10 - REDEMPTION AGREEMENT (CONTINUED)

Supplementary benefits

Members may be eligible to receive supplemental benefit income after satisfying certain requirements. Benefit income represents one year of income for the departing member computed by averaging his income from the five year period immediately preceding the year of departure, and is payable over 60 months, without interest. Founding members, upon departure from the Companies, will receive an additional amount equal to one-half of his supplemental benefit, which is payable over sixty months. The annual supplementary and founders benefits paid to a terminating member cannot exceed the lesser of 5% of the Companies revenues or 15% of the Companies net income before member compensation in any year. To the extent that the benefit is limited, the payment period is extended an additional two years.

For the departing shareholder mentioned above, the supplementary and founders benefit is calculated at approximately \$2,310,000. However, PEEG anticipates that the cap on payment of the benefit will be limited due to net income anticipated in future years. The estimated supplementary benefit accrued at December 31, 2010 and 2009 is \$781,532 and \$869,786, respectively.

NOTE 11 - COMMITMENTS AND CONTINGENCIES

Deferred compensation plan

The Company has a nonqualified deferred compensation plan (the Plan) covering certain key employees. Under the terms of the Plan, contributions are funded periodically at the discretion of the Company and the Plan's value is subject to investment performance. The benefit is payable upon retirement from active service with the Company, or death or disability of the employee. The liability for payments at December 31, 2010 and 2009 was \$407,072 and \$261,835, respectively, which is recorded as accrued expenses.

Leases

The Companies are obligated under several operating leases, which include the buildings for the Lake Charles and Morgan City, LA, Gulfport, MS and Irving, TX locations, a parking lot in Baton Rouge, and several copy machines. During 2010 and 2009, the total amount paid for all operating leases was approximately \$480,408 and \$146,500, respectively.

NOTE 11 - COMMITMENTS AND CONTINGENCIES (CONTINUED)

Leases (continued)

The minimum future lease payments on these leases are as follows:

<u>Year</u>	<u>Amount</u>
2011	\$ 566,269
2012	404,801
2013	412,088
2014	342,850
2015	328,193
2016	<u>136,747</u>
Total	<u>\$ 2,190,948</u>

NOTE 12 - SUBSEQUENT EVENTS

In preparing these financial statements, the Companies have evaluated events and transactions for potential recognition or disclosure through February 11, 2011, the date the financial statements were available to be issued. Based on this evaluation, no subsequent events were discovered to be disclosed in these financial statements.

SUPPLEMENTAL INFORMATION

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

COMBINING BALANCE SHEET

December 31, 2010

(See Independent Accountants' Review Report)

	Providence Engineering & Environmental Group, LLC	Angle Systems, LLC	Providence Technical Services, LLC	Higher Ground Flood Protection Services, LLC	Providence Corporate Cup, LLC	GSE Associates, LLC	Providence Holding, LLC	Intercompany Balances	Total
ASSETS									
CURRENT									
Cash	\$ 481,904	\$ 16,845	\$ 36,669	\$ 3,010	\$ 16,391	\$ 319,106	\$ 146,021	\$ -	\$ 1,019,946
Investments	40,327	-	-	-	-	-	6,132,594	(6,172,921)	-
Accounts receivable, net	4,221,078	-	541,404	26,700	-	919,416	60,949	(810,765)	4,958,783
Due from affiliates	2,647,800	-	147,988	84,485	-	256	214,865	(2,827,285)	268,109
Prepaid expenses	2,131	-	-	-	-	9,548	76,614	-	88,292
Total current assets	7,393,240	16,845	726,061	114,195	16,391	1,248,326	6,631,043	(9,810,971)	6,335,130
PROPERTY AND EQUIPMENT, net	457,144	1,746,428	-	-	-	148,293	293,017	-	2,644,882
INTANGIBLE ASSETS	-	-	-	-	25,000	793,467	-	-	818,467
OTHER	12,192	-	-	-	-	1,800	403,744	-	417,736
Total assets	\$ 7,862,576	\$ 1,763,273	\$ 726,061	\$ 114,195	\$ 41,391	\$ 2,191,886	\$ 7,327,804	\$ (9,810,971)	\$ 10,216,215
LIABILITIES AND MEMBERS' EQUITY (DEFICIT)									
CURRENT LIABILITIES									
Accounts payable	\$ 520,328	\$ -	\$ 332,352	\$ 60,150	\$ 120	\$ 57,005	\$ 307,644	\$ (784,350)	\$ 493,249
Accrued expenses	584,950	-	54,267	-	-	236,545	676,389	-	1,552,151
Deferred revenue	20,175	-	-	-	-	-	-	-	20,175
Line of credit	275,000	-	-	-	-	-	-	-	275,000
Due to affiliates	167,208	53,527	341,278	54,989	-	157,319	2,191,394	(2,863,700)	102,015
Due to customers	91,567	-	-	-	-	100	-	-	91,667
Current portion of mandatory redeemable membership interest	331,605	-	-	-	-	-	-	-	331,605
Current portion of accrued supplementary benefit	143,222	-	-	-	-	-	-	-	143,222
Current portion of long-term debt	-	120,385	-	-	-	262,410	22,462	-	405,257
Total current liabilities	2,134,055	173,912	727,897	115,139	120	713,379	3,197,889	(3,648,050)	3,414,341
LONG-TERM DEBT, less current maturities	-	976,629	-	-	-	373,820	95,117	-	1,445,566
ACCRUED SUPPLEMENTARY BENEFIT	638,310	-	-	-	-	-	-	-	638,310
Total liabilities	2,772,365	1,150,541	727,897	115,139	120	1,087,199	3,293,006	(3,648,050)	5,498,217
MINORITY INTEREST	-	-	25,953	-	-	49,125	-	-	75,078
MEMBERS' EQUITY (DEFICIT)	5,090,211	612,732	(27,789)	(944)	41,271	1,055,562	4,034,798	(6,162,920)	4,642,921
Total liabilities and members' equity (deficit)	\$ 7,862,576	\$ 1,763,273	\$ 726,061	\$ 114,195	\$ 41,391	\$ 2,191,886	\$ 7,327,804	\$ (9,810,971)	\$ 10,216,215

PROVIDENCE HOLDING LLC AND AFFILIATES
Baton Rouge, Louisiana

COMBINING SCHEDULE OF OPERATIONS AND CHANGES IN MEMBERS' EQUITY

For the year ended December 31, 2010

(See Independent Accountants' Review Report)

	Providence Engineering & Environmental Group, LLC	Angle Systems, LLC	Providence Technical Services, LLC	Higher Ground Flood Protection Services, LLC	Providence Corporate Cup, LLC	GSE Associates, LLC	Providence Holdings, LLC	Intercompany Balances	Total
FEES	\$ 12,194,519	\$ 298,227	\$ 3,144,663	\$ 210,300	\$ 71,048	\$ 4,165,480	\$ 2,657,502	\$ (3,765,624)	\$ 18,976,115
OPERATING EXPENSES	11,616,493	135,512	3,047,177	237,131	38,969	3,653,004	2,658,851	(3,765,624)	17,621,513
Income from operations	578,026	162,715	97,486	(26,831)	32,079	512,476	(1,349)	-	1,354,602
OTHER									
Gain on sale of assets	13,200	-	-	-	-	10,858	-	-	24,058
Investment income (loss)	15,423	-	-	-	-	-	1,141,573	(1,150,033)	6,963
Interest expense	(5,942)	(66,981)	(97)	-	-	(32,085)	-	-	(105,105)
Total other	22,681	(66,981)	(97)	-	-	(21,227)	1,141,573	(1,150,033)	(74,084)
Operating income	600,707	95,734	97,389	(26,831)	32,079	491,249	1,140,224	(1,150,033)	1,280,518
INCOME TO MINORITY INTEREST	-	-	(14,608)	-	-	(49,125)	-	-	(63,733)
Net income (loss)	600,707	95,734	82,781	(26,831)	32,079	442,124	1,140,224	(1,150,033)	1,216,785
MEMBERS' EQUITY (DEFICIT)									
Beginning of year	4,489,504	516,998	(110,570)	25,887	49,882	613,438	4,424,574	(5,068,141)	4,941,572
Contributions from members	-	-	-	-	11,876	-	-	2,688	14,564
Distributions to members	-	-	-	-	(52,566)	-	(1,530,000)	52,566	(1,530,000)
End of year	\$ 5,090,211	\$ 612,732	\$ (27,789)	\$ (944)	\$ 41,271	\$ 1,055,562	\$ 4,034,798	\$ (6,162,920)	\$ 4,642,921

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

SCHEDULE OF COMBINED OPERATING EXPENSES

For the years ended December 31, 2010 and 2009

(See Independent Accountants' Review Report)

	<u>2010</u>	<u>2009</u>
Salaries	\$ 9,157,899	\$ 7,082,687
Employee benefits	1,127,063	766,646
Payroll taxes	694,392	664,773
Subcontractors	2,210,004	4,337,129
Travel and entertainment	963,495	457,697
Depreciation and amortization	699,388	449,996
Materials and supplies	601,308	805,685
Guaranteed payments	354,234	150,217
Occupancy	311,984	244,507
Equipment rental	333,584	172,211
Insurance	243,261	262,421
Professional services	171,369	188,639
Business promotion	147,630	141,305
Telephone and internet	141,678	120,898
Professional development	112,894	132,495
Automobile	73,912	42,131
Repairs and maintenance	31,359	53,133
Contract labor	24,998	93,517
Bad debt	30,591	99,754
Supplementary benefit	-	207,094
Taxes, licenses and other	<u>190,470</u>	<u>30,120</u>
 Total operating expenses	 <u>\$ 17,621,513</u>	 <u>\$ 16,503,055</u>

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

COMBINED FINANCIAL REPORT

(Reviewed)

December 31, 2009

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

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December 31, 2009

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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

To the Members'
Providence Holding LLC and Affiliates
Baton Rouge, Louisiana

We have reviewed the accompanying combined balance sheets of Providence Holding LLC and Affiliates as of December 31, 2009 and 2008, and the related combined statements of operations and changes in members' equity, and combined statements of cash flows for the years then ended, in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. All information included in these financial statements is the representation of the management of Providence Holding LLC and Affiliates.

A review consists principally of inquiries of Company personnel and analytical procedures applied to financial data. It is substantially less in scope than an audit in accordance with generally accepted auditing standards, the objective of which is the expression of an opinion regarding the financial statements taken as a whole. Accordingly, we do not express such an opinion.

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements for them to be in conformity with generally accepted accounting principles.

Our review was made for the purpose of expressing limited assurance that there are no material modifications that should be made to the financial statements for them to be in conformity with generally accepted accounting principles. The accompanying supplementary information on pages 16 through 18 are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has been subjected to the inquiry and analytical procedures applied in the review of the basic combined financial statements, and we are not aware of any material modifications that should be made thereto.

Faulk & Winkler, LLC

Certified Public Accountants

Baton Rouge, Louisiana
March 9, 2010

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

COMBINED BALANCE SHEETS

December 31, 2009 and 2008

(See Independent Accountants' Review Report)

	<u>2009</u>	<u>2008</u>
ASSETS		
CURRENT		
Cash	\$ 2,547,975	\$ 957,029
Investments	-	670,105
Accounts receivable, net	2,778,801	8,064,767
Due from affiliates	223,752	173,253
Prepaid expenses	<u>64,944</u>	<u>66,187</u>
Total current assets	5,615,472	9,931,341
PROPERTY AND EQUIPMENT, net	2,698,084	2,753,176
INTANGIBLE ASSETS	1,064,988	25,000
OTHER	<u>267,947</u>	<u>8,206</u>
Total assets	<u>\$ 9,646,491</u>	<u>\$ 12,717,723</u>
LIABILITIES AND MEMBERS' EQUITY		
CURRENT LIABILITIES		
Accounts payable	\$ 421,031	\$ 423,101
Accrued expenses	981,378	1,179,544
Deferred revenue	1,775	16,794
Due to clients	66,942	70,093
Current portion of mandatorily redeemable membership interest	795,839	867,793
Current portion of accrued supplementary benefit	207,000	135,000
Current portion of long-term debt	<u>113,641</u>	<u>107,274</u>
Total current liabilities	2,587,606	2,799,599
LONG-TERM DEBT, less current maturities	1,097,014	1,211,422
ACCRUED SUPPLEMENTARY BENEFIT	662,786	900,000
MANDATORY REDEEMABLE MEMBERSHIP INTEREST	<u>331,605</u>	<u>1,446,320</u>
Total liabilities	<u>4,679,011</u>	<u>6,357,341</u>
MINORITY INTEREST	<u>25,908</u>	<u>6,987</u>
MEMBERS' EQUITY	4,941,572	8,667,508
MANDATORY REDEEMABLE MEMBERSHIP INTEREST	<u>-</u>	<u>(2,314,113)</u>
Total members' equity	<u>4,941,572</u>	<u>6,353,395</u>
Total liabilities and members' equity	<u>\$ 9,646,491</u>	<u>\$ 12,717,723</u>

The accompanying notes to combined financial statements
are an integral part of this statement.

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

**COMBINED STATEMENTS OF OPERATIONS
AND CHANGES IN MEMBERS' EQUITY**

For the years ended December 31, 2009 and 2008

(See Independent Accountants' Review Report)

	<u>2009</u>	<u>2008</u>
FEES	\$ 18,693,316	\$ 31,339,212
OPERATING EXPENSES	<u>16,503,055</u>	<u>23,620,999</u>
Income from operations	<u>2,190,261</u>	<u>7,718,213</u>
OTHER		
Gain (loss) on sale of assets	15,514	(254,970)
Investment income	3,331	67,841
Interest expense	<u>(89,687)</u>	<u>(96,767)</u>
Total other	<u>(70,842)</u>	<u>(283,896)</u>
Operating income	2,119,419	7,434,317
INCOME FROM MINORITY INTEREST	<u>(16,258)</u>	<u>(4,581)</u>
Net income	2,103,161	7,429,736
MEMBERS' EQUITY		
Beginning of year	8,667,508	12,824,522
Contributions from members	-	87,000
Redemption of member's equity	(2,314,113)	-
Distributions to members	<u>(3,514,984)</u>	<u>(11,673,750)</u>
End of year	<u>\$ 4,941,572</u>	<u>\$ 8,667,508</u>

The accompanying notes to combined financial statements
are an integral part of this statement.

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

COMBINED STATEMENTS OF CASH FLOWS

For the years ended December 31, 2009 and 2008

(See Independent Accountants' Review Report)

	2009	2008
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income	\$ 2,103,161	\$ 7,429,736
Adjustments for non-cash items:		
Depreciation and amortization	449,996	459,104
Change in allowance for doubtful accounts	35,040	165,111
Unrealized (gain) loss on investments	(69,668)	66,434
Realized loss on sale of investments	16,170	-
(Gain) loss on sales of property and equipment	(15,514)	254,970
Income from minority interest	16,258	4,581
Change in operating assets and liabilities:		
Receivables	5,250,926	2,720,099
Prepaid expenses and other assets	(308,997)	(212,093)
Accounts payable, accrued expenses, and other liabilities	(218,406)	161,848
Net cash provided by operating activities	<u>7,258,966</u>	<u>11,049,790</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisitions of property and intangible assets	(1,434,892)	(340,017)
Purchase of marketable securities	(75,308)	(80,410)
Change in certificates of deposit, net	526,070	1,014,397
Proceeds from the sale of investments	272,841	-
Proceeds from sale of property and equipment	<u>15,514</u>	<u>27,500</u>
Net cash (used) provided by investing activities	<u>(695,775)</u>	<u>621,470</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments on long-term debt	(1,459,924)	(120,898)
Net change in outstanding checks in excess of bank balance	-	(149,502)
Contributions (distributions) from/to minority interest, net	2,663	(4,547)
Contributions from members	-	87,000
Increase in accrued supplementary benefit	-	1,035,000
Distributions to members	<u>(3,514,984)</u>	<u>(11,673,750)</u>
Net cash used by financing activities	<u>(4,972,245)</u>	<u>(10,826,697)</u>
Net increase in cash	1,590,946	844,563
CASH		
Beginning of year	<u>957,029</u>	<u>112,466</u>
End of year	<u>\$ 2,547,975</u>	<u>\$ 957,029</u>

The accompanying notes to combined financial statements
are an integral part of this statement.

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

NOTES TO COMBINED FINANCIAL STATEMENTS

(See Independent Accountants' Review Report)

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation and combination

The accompanying combined financial statements of Providence Holding LLC and Affiliates (the Companies) reflect the combination of the individual financial statements of Providence Holding LLC, Providence Engineering and Environmental Group LLC, Angle Systems, LLC, Providence Technical Services, LLC, Higher Ground Flood Protection Services, LLC, GSE Associates, LLC and Providence Corporate Cup, LLC. The Companies have common ownership and engage in similar operating activities. Combination of the individual financial statements provides a more meaningful financial presentation than would the individual financial statements shown separately. Intercompany transactions and balances have been eliminated in these combined financial statements.

Organization and operations

The Companies operate primarily as an engineering and environmental consulting firm serving industry, local and state government agencies and private sector clients. The major service lines include planning, architectural-engineering design, environmental permitting and compliance, staffing, surveying, mapping, construction management, infrastructure protection, emergency/disaster management, and software development.

The Companies began operating in Louisiana in April, 2000 and have offices in Louisiana, Texas, Mississippi and Maine.

Method of accounting

Assets, liabilities, revenues and expenses are recognized on the accrual method of accounting.

Estimates

Management uses estimates and assumptions in preparing the financial statements. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and reported revenues and expenses. Significant estimates used in preparing these financial statements include depreciation of property, amortization of intangible assets, deferred revenues and an allowance for doubtful accounts receivable.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Cash and cash equivalents

Cash, for the statement of cash flows, consists of highly liquid investments with original maturities of three months or less. At times throughout the year the Companies maintain bank accounts in excess of the FDIC insured limits. Management believes that the risk is limited.

Investment valuation and income recognition

Financial Accounting Standards Board Statement No. 157, Fair Value Measurements, (FASB 157), establishes a framework for measuring fair value through a fair value hierarchy that prioritizes the sources of pricing information (inputs) to valuation techniques used to measure fair value. The highest priority is given to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurements) and the lowest priority to unobservable inputs (level 3 measurements). The three levels of the fair value hierarchy under FASB 157 are described as follows:

Level 1 – Unadjusted quoted prices for identical assets or liabilities in active markets that the Plan has the ability to access.

Level 2 – Inputs including:

- Quoted prices for similar assets or liabilities in active markets;
- Quoted prices for identical or similar assets or liabilities in inactive markets;
- Inputs other than quoted prices that are observable for the asset or liability;
- Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

Level 3 – Inputs that are unobservable and significant to the fair value measurement.

The Companies' investments are stated at fair value. Shares of registered investment companies and units of the collective investment trust are valued at the quoted net asset value of such investments held by the Companies at year end. See Note 2.

Investment income includes dividends and interest earned on investments, the realized net gain and/or loss from trade of investments, and net unrealized gain and/or loss resulting from market value fluctuations of investments held at year-end relative to cost. Investment earnings are recorded net of related expense.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Investments valuation and income recognition (continued)

Providence Holding LLC (PH) owns 20% of Providence Critical Infrastructure Protection, LLC. The equity method of accounting is used for the investment in the partnership. Under the equity method, PH recognizes its share in the net earnings and losses as they occur rather than as distributions are received.

Accounts receivable and revenue recognition

Accounts receivable are recorded at cost, net of an allowance for doubtful accounts. Generally, the Companies do not require collateral. The Companies age their accounts receivable using the corresponding date services are performed and consider accounts past due based on terms agreed upon in the transaction, which is generally 30 days. At December 31, 2009 and 2008, the Companies' receivables over 90 days were \$451,281 and \$556,973, respectively (retainage receivable was \$16,346 and \$27,902 at December 31, 2009 and 2008, respectively).

A general allowance for doubtful accounts is based on management's estimate of the collectability of accounts receivable. The allowance for doubtful accounts receivable as of December 31, 2009 and 2008 was \$200,000 and \$164,960, respectively. Revenues are generally recognized as services are performed. Costs associated with the revenues are generally recognized when the related revenues are recognized.

Property and equipment

Property and equipment are stated at cost less accumulated depreciation computed principally under the double declining balance method. The Companies have a policy of capitalizing property and equipment acquisitions in excess of \$500. Expenditures for repairs and maintenance are charged to operations as incurred. Upon disposal, the cost and related accumulated depreciation are removed from the accounts and gain or loss, if any, is reflected in the statement of operations.

Cash Value of Life Insurance

During 2009, the Companies purchased life insurance policies for certain employees. The Companies maintain a nonqualified deferred compensation plan covering these employees. See Note 12. In the event of death to these key employees, the proceeds from the life insurance policy will be used to fund the employees' deferred compensation plan and used for other business purposes. The life insurance policies require continuing contributions from the Companies to fund the related annual premium, to the extent that they are not funded by policy dividends. The cash surrender value of these policies at December 31, 2009 was \$261,144 and are reported in other assets. The face value on these policies at December 31, 2009 was \$10,400,000.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Income taxes

The Companies are taxed as partnerships under the provisions of the Internal Revenue Code for all entities. Accordingly, no provision or liability for federal or state income taxes is reflected in the accompanying financial statements. Instead, the members are liable for individual federal and state income taxes on their respective shares of the Companies' taxable income. The Companies prepare their income tax returns using the cash basis of accounting.

The Company adopted the provisions of FASB ASC 740-10, Accounting for Uncertainty in Income Taxes, on January 1, 2009. Management of the Company believes it has no material uncertain tax positions and, accordingly it will not recognize any liability for unrecognized and uncertain tax positions.

Compensated absences

The Companies have accrued annual leave of approximately \$26,000 and \$56,000 at December 31, 2009 and 2008, respectively.

Advertising

The Companies did not incur any advertising expenses during 2009 and \$3,278 during 2008. Advertising expenses are expensed as incurred.

Fair value of financial instruments

The carrying value of investments, receivables, prepaid expenses, accounts payable and accrued expenses and other liabilities approximate fair value due to the short-term maturity of these instruments. The carrying value of short and long-term debt approximates fair value based on the current rates offered for debt of comparable maturities and collateral requirements. None of the financial instruments are held for trading purposes except for investments.

Concentration of credit risk

Financial instruments that potentially subject the Companies to concentration of credit risk consist primarily of investment securities held for trading purposes and trade receivables. The Companies do not require collateral from customers.

The Companies earned approximately \$5,349,000 and \$18,743,000 of revenues at December 31, 2009 and 2008, respectively, from a subcontractor of the State of Louisiana for the Road Home Project, which is a vital project in Louisiana's rebuilding effort after the aftermath of Hurricanes Katrina and Rita. Trade receivables related to this project were approximately \$102,000 and \$4,718,000 at December 31, 2009 and 2008, respectively.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Guaranteed payments to partners

Guaranteed payments to partners that are intended as compensation for services rendered are accounted for as an operating expense rather than as allocations of partnership net income. Guaranteed payments that are intended as payments of interest on capital accounts are not accounted for as expenses of the partnership, but rather, as part of the allocation of net income. Guaranteed payments were \$150,217 and \$118,947 for 2009 and 2008, respectively.

Reclassifications

Certain reclassifications have been made to the 2008 financial statements to conform with classifications used in 2009. These reclassifications had no effect on net assets or earnings for 2008.

NOTE 2 - INVESTMENTS

There were no investments or certificates of deposit on hand at December 31, 2009. Investments at December 31, 2008 are as follows:

	2008	
	Cost	Market
Mutual funds	\$ 213,703	\$ 144,035
Certificates of deposit	526,070	526,070
Total	<u>\$ 739,773</u>	<u>\$ 670,105</u>

The summary of investment return in the income statement is as follows:

	2009	2008
Unrealized (gain) loss, net	\$ 69,668	\$ (66,434)
Equity in net earnings from affiliate	(75,000)	-
Realized loss, net	(16,170)	-
Interest and dividends	24,833	134,275
Total	<u>\$ 3,331</u>	<u>\$ 67,841</u>

As of December 31, 2009 the Companies only asset subject to fair value disclosure was goodwill with a fair value of \$355,000 which is classified as a level 3 investment in the fair value hierarchy.

NOTE 2 - INVESTMENTS (CONTINUED)

The fair value hierarchy of the Companies' investments at December 31, 2008 was as follows:

	Level 1	Level 3	Total
Mutual funds	\$ 144,035	\$ -	\$ 144,035
Certificate of deposit	526,070	-	526,070
Goodwill	-	25,000	25,000
Total	<u>\$ 670,105</u>	<u>\$ 25,000</u>	<u>\$ 695,105</u>

The change in fair value of the Companies' level 3 assets for 2009 and 2008 is as follows:

	2009	2008
Balance, beginning of year	\$ 25,000	\$ 25,000
New business acquisition	330,000	-
Balance, end of year	<u>\$ 355,000</u>	<u>\$ 25,000</u>

NOTE 3 - PROPERTY AND EQUIPMENT

Property and equipment, related service lives and accumulated depreciation at December 31, 2009 and 2008 are as follows:

	Estimated Service Lives	2009	2008
Buildings and improvements	7-39 years	\$ 2,282,464	\$ 2,282,464
Air monitoring equipment	7 years	239,927	239,925
Computer equipment	5-7 years	430,522	373,445
Computer software	3 years	423,927	319,873
Equipment	5-7 years	96,901	49,236
Furniture and fixtures	7 years	293,586	249,971
Telephone system	7 years	96,496	74,559
Vehicles	5 years	190,514	112,814
Leasehold improvements	15-40 years	<u>272,646</u>	<u>259,794</u>
		4,326,983	3,962,081
Less accumulated depreciation		<u>(1,628,899)</u>	<u>(1,208,905)</u>
		<u>\$ 2,698,084</u>	<u>\$ 2,753,176</u>

Depreciation expense was \$420,209 and \$459,104 for 2009 and 2008, respectively. The building is pledged to secure related indebtedness. See Note 6.

NOTE 4 - GOODWILL AND OTHER INTANGIBLES

Intangible assets, related service lives and accumulated amortization at December 31, 2009 and 2008, are as follows:

<u>Description</u>	<u>Service Life</u>	<u>2009</u>	<u>2008</u>
Goodwill	-	\$ 355,000	\$ 25,000
Future contracts	3 years	738,775	-
Non-compete agreement	5 years	<u>1,000</u>	<u>-</u>
		1,094,775	25,000
Less accumulated amortization		<u>(29,787)</u>	<u>-</u>
		<u>\$ 1,064,988</u>	<u>\$ 25,000</u>

Amortization expense related to future contracts and non-compete agreement was \$29,787 for 2009. The estimated aggregate amortization expense for each of the three succeeding years is approximately \$246,000 per year.

NOTE 5 - LINE OF CREDIT

The Companies have a \$2,500,000 line of credit limit with its financial institution. Interest is due monthly and is variable based on the prime rate (3.25% at December 31, 2009 and 2008). The line is secured by accounts receivable. There are no outstanding amounts owed on the line of credit at December 31, 2009 and 2008.

NOTE 6 - LONG TERM DEBT

Long-term debt consists of a note payable with an outstanding balance of \$1,210,655 and \$1,318,696 as of December 31, 2009 and 2008, respectively. The obligation is payable in 120 monthly installments of \$15,052, including interest at 5.7%, secured by a building and matures June 2018.

At December 31, 2009, future maturities of long term debt consisted of the following:

<u>Year</u>	<u>Amount</u>
2010	\$ 113,641
2011	120,385
2012	127,371
2013	135,088
2014	143,106
2015 and thereafter	<u>571,064</u>
Total	<u>\$ 1,210,655</u>

NOTE 7 - RELATED PARTY TRANSACTIONS

Franklin Industries, LLC

Certain members of Providence Engineering & Environmental Group, LLC (PEEG) own a 49% interest in Franklin Industries, LLC (Franklin). These companies entered into a business agreement during 2005 whereby Franklin will pay PEEG a commission of 2% of its revenues up to the first \$500,000 of revenues and a commission of 1% of its revenues in excess of \$500,000. PEEG provides Franklin with administrative support, office space, sales leads, and discounted professional fees. During 2009 and 2008, Franklin's commission to PEEG was \$24,854 and \$151,891, respectively.

On January 1, 2010, members of PEEG sold their 49% interest in Franklin Industries, LLC.

NOTE 8 - VARIABLE INTEREST ENTITIES

The Financial Accounting Standards Board issued FASB ASC 810-10 concerning the consolidation of certain "variable interest entities" under generally accepted accounting principles. The following are considered variable interest entities and are reflected in the financial statements.

Angle Systems, LLC

The members of PEEG formed Angle Systems, LLC as a real estate holding company to provide office facilities to the companies in Baton Rouge, Louisiana. Angle Systems, LLC has common interest ownership and is provided administrative support by PEEG. During 2009 and 2008, rental expense of \$286,446 and \$271,269, respectively, was charged to PEEG, which was eliminated in the financial statements.

The future minimum rental payments under this lease as of December 31, 2009, are as follows:

<u>Year</u>	<u>Amount</u>
2010	\$ 279,387
2011	287,802
2012	299,582
2013	307,997
2014	319,778
2015 and thereafter	<u>464,940</u>
	<u>\$ 1,959,486</u>

NOTE 9 - PENSION PLAN

The Companies have a 401(k) deferred compensation profit sharing plan covering substantially all employees after eligibility service requirements are met. The Companies can contribute an amount considered a matching contribution and has the option to contribute additional amounts as discretionary contributions. The employees can contribute up to \$16,500 of their compensation and are 100% vested in their contributions. Employer contributions vest as follows:

<u>Years of Service</u>	<u>Percentage</u>
2	20%
3	40%
4	60%
5	80%
6	100%

The Companies contributed \$254,746 and \$219,914 in 2009 and 2008, respectively.

NOTE 10 - SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION

Cash payments for interest in 2009 and 2008 were \$89,687 and \$96,767, respectively.

NOTE 11 - REDEMPTION AGREEMENT

By agreement, the members have determined the process of redeeming respective members' interests in the Companies when terminating their membership. PEEG has recorded liabilities for the following provisions in the agreement.

Capital redemption

In general, the withdrawing member is paid his existing capital account, as determined under the accrual method, as of the last day of the month in which the departure date occurs, payable over 24 months, without interest.

During 2008, a shareholder announced his intention to retire. At December 31, 2008, the member's ownership interest in PEEG was subject to mandatory redemption and the value of the member's ownership interest was \$2,314,113. Furthermore, PEEG began retiring this amount over 24 months beginning July 1, 2009. The value of the membership interest subject to mandatory redemption is primarily attributable to earnings retained in PEEG.

At December 31, 2009, the amount owed to this former shareholder is \$1,127,444.

NOTE 11 - REDEMPTION AGREEMENT (CONTINUED)

Supplementary benefits

Members may be eligible to receive supplemental benefit income after satisfying certain requirements. Benefit income represents one year of income for the departing member computed by averaging his income from the five year period immediately preceding the year of departure, and is payable over 60 months, without interest. Founding members, upon departure from the Companies, will receive an additional amount equal to one-half of his supplemental benefit, which is payable over sixty months. The annual supplementary and founders benefits paid to a terminating member cannot exceed the lesser of 5% of the Companies revenues or 15% of the Companies net income before member compensation in any year. To the extent that the benefit is limited, the payment period is extended an additional two years.

For the departing shareholder mentioned above, the supplementary and founders benefit is calculated at approximately \$2,310,000. However, PEEG anticipates that the cap on payment of the benefit will be limited due to net income anticipated in future years. The estimated supplementary benefit accrued at December 31, 2009 and 2008 is \$869,786 and \$1,035,000, respectively.

NOTE 12 - COMMITMENTS AND CONTINGENCIES

Deferred compensation plan

The Company has a nonqualified deferred compensation plan (the Plan) covering certain key employees. Under the terms of the Plan, contributions are funded periodically at the discretion of the Company and the Plan's value is subject to investment performance. The benefit is payable upon retirement from active service with the Company, or death or disability of the employee. The liability for payments at December 31, 2009 was \$261,835, which is recorded as accrued expenses.

Leases

The Companies are obligated under several operating leases, which include the buildings for the Lake Charles and Morgan City, LA, Gulfport, MS and Irving, TX locations, a parking lot in Baton Rouge, and several copy machines. During 2009 and 2008, the total amount paid for all operating leases was approximately \$146,500 and \$99,900. The minimum future lease payments on these leases are as follows:

<u>Year</u>	<u>Amount</u>
2010	\$ 36,135
2011	<u>1,750</u>
Total	<u>\$ 24,385</u>

NOTE 13 - SUBSEQUENT EVENTS

In preparing these financial statements, the Companies have evaluated events and transactions for potential recognition or disclosure through March 9, 2010, the date the financial statements were available to be issued. Based on this evaluation, no subsequent events were discovered to be disclosed in these financial statements.

SUPPLEMENTAL INFORMATION

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

COMBINING BALANCE SHEET

December 31, 2009

(See Independent Accountants' Review Report)

	Providence Engineering & Environmental Group, LLC	Angle Systems, LLC	Providence Technical Services, LLC	Higher Ground Flood Protection Services, LLC	Providence Corporate Cup, LLC	GSE Associates, LLC	Providence Holding, LLC	Intercompany Balances	Total
ASSETS									
CURRENT									
Cash	\$ 2,178,291	\$ 111,846	\$ 22,280	\$ 5,485	\$ 24,330	\$ 175,477	\$ 30,266	\$ -	\$ 2,547,975
Investments	61,205	-	-	-	-	-	4,992,373	(5,053,578)	-
Accounts receivable, net	1,932,570	-	124,477	5,708	-	716,046	-	-	2,778,801
Due from affiliates	2,504,620	-	92,479	55,431	-	-	441,388	(2,870,166)	223,752
Prepaid expenses	-	-	-	-	552	-	64,392	-	64,944
Total current assets	6,676,686	111,846	239,236	66,624	24,882	891,523	5,528,419	(7,923,744)	5,615,472
PROPERTY AND EQUIPMENT, net	612,805	1,863,464	-	-	-	128,899	92,916	-	2,698,084
INTANGIBLE ASSETS	-	-	-	-	25,000	1,039,988	-	-	1,064,988
OTHER	5,698	-	-	-	-	1,105	261,144	-	267,947
Total assets	\$ 7,295,189	\$ 1,975,310	\$ 239,236	\$ 66,624	\$ 49,882	\$ 2,061,515	\$ 5,882,479	\$ (7,923,744)	\$ 9,646,491
LIABILITIES AND MEMBERS' EQUITY (DEFICIT)									
CURRENT LIABILITIES									
Accounts payable	\$ 305,363	\$ -	\$ 10,450	\$ -	\$ -	\$ 105,030	\$ 188	\$ -	\$ 421,031
Accrued expenses	434,280	(870)	11,226	-	-	92,219	444,523	-	981,378
Deferred revenue	1,775	-	-	-	-	-	-	-	1,775
Due to customers	67,037	-	-	-	-	2,800	(2,895)	-	66,942
Current portion of mandatory redeemable membership interest	795,839	-	-	-	-	-	-	-	795,839
Current portion of accrued supplementary benefit	207,000	-	-	-	-	-	-	-	207,000
Current portion of long-term debt	-	113,641	-	-	-	-	-	-	113,641
Total current liabilities	1,811,294	112,771	21,676	-	-	200,049	441,816	-	2,587,606
DUE TO AFFILIATE	-	248,527	316,785	40,737	-	1,248,028	1,016,089	(2,870,166)	-
LONG-TERM DEBT, less current maturities	-	1,097,014	-	-	-	-	-	-	1,097,014
ACCRUED SUPPLEMENTARY BENEFIT	662,786	-	-	-	-	-	-	-	662,786
MANDATORY REDEEMABLE MEMBERSHIP INTEREST	331,605	-	-	-	-	-	-	-	331,605
Total liabilities	2,805,685	1,458,312	338,461	40,737	-	1,448,077	1,457,905	(2,870,166)	4,679,011
MINORITY INTEREST	-	-	-	-	-	-	-	25,908	25,908
MEMBERS' EQUITY (DEFICIT)	4,489,504	516,998	(99,225)	25,887	49,882	613,438	4,424,574	(5,079,486)	4,941,572
Total liabilities and members' equity (deficit)	\$ 7,295,189	\$ 1,975,310	\$ 239,236	\$ 66,624	\$ 49,882	\$ 2,061,515	\$ 5,882,479	\$ (7,923,744)	\$ 9,646,491

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

COMBINING SCHEDULE OF OPERATIONS AND CHANGES IN MEMBERS' EQUITY

For the year ended December 31, 2009

(See Independent Accountants' Review Report)

	Providence Engineering & Environmental Group, LLC	Angle Systems, LLC	Providence Technical Services, LLC	Higher Ground Flood Protection Services, LLC	Providence Corp, LLC	GSE Associates, LLC	Providence Holding, LLC	Intercompany Balances	Total
FEES	\$ 16,436,138	\$ 286,446	\$ 702,388	\$ 318,110	\$ 45,815	\$ 1,190,865	\$ -	\$ (286,446)	\$ 18,693,316
OPERATING EXPENSES	14,535,061	147,677	706,185	304,282	33,529	1,069,879	1,736,706	(2,030,264)	16,503,055
Income from operations	1,901,077	138,769	(3,797)	13,828	12,286	120,986	(1,736,706)	1,743,818	2,190,261
OTHER									
Loss on sale of assets	-	15,514	-	-	-	-	-	-	15,514
Investment income (loss)	99,432	-	-	-	-	-	3,758,080	(3,854,181)	3,331
Interest expense	(9,549)	(72,580)	-	-	-	(7,548)	(10)	-	(89,687)
Total other	89,883	(57,066)	-	-	-	(7,548)	3,758,070	(3,854,181)	(70,842)
Operating income	1,990,960	81,703	(3,797)	13,828	12,286	113,438	2,021,364	(2,110,363)	2,119,419
INCOME TO MINORITY INTEREST	-	-	-	-	-	-	-	(16,258)	(16,258)
Net income (loss)	1,990,960	81,703	(3,797)	13,828	12,286	113,438	2,021,364	(2,126,621)	2,103,161
MEMBERS' EQUITY (DEFICIT)									
Beginning of year	6,013,528	435,295	(95,428)	216,301	34,933	-	5,918,194	(6,169,428)	6,353,395
Contributions from members	-	-	-	-	5,000	500,000	-	(505,000)	-
Distributions to members	(3,514,984)	-	-	(204,242)	(2,337)	-	(3,514,984)	3,721,563	(3,514,984)
End of year	\$ 4,489,504	\$ 516,998	\$ (99,225)	\$ 25,887	\$ 49,882	\$ 613,438	\$ 4,424,574	\$ (5,079,486)	\$ 4,941,572

PROVIDENCE HOLDING LLC AND AFFILIATES

Baton Rouge, Louisiana

SCHEDULE OF COMBINED OPERATING EXPENSES

For the years ended December 31, 2009 and 2008

(See Independent Accountants' Review Report)

	<u>2009</u>	<u>2008</u>
Subcontractors	\$ 4,337,129	\$ 4,332,110
Salaries	7,082,687	12,648,337
Payroll taxes	664,773	456,638
Employee benefits	766,646	618,124
Materials and supplies	805,685	879,241
Travel and entertainment	457,697	359,339
Depreciation and amortization	449,996	459,104
Insurance	262,421	169,319
Occupancy	244,507	177,865
Supplementary benefit	207,094	1,035,000
Professional services	188,639	1,369,789
Equipment rental	172,211	123,835
Guaranteed payments to partners	150,217	118,947
Business promotion	141,305	212,917
Professional development	132,495	145,423
Telephone and internet	120,898	105,304
Bad debt	99,754	5,345
Contract labor	93,517	60,322
Repairs and maintenance	53,133	217,208
Automobile	42,131	71,984
Taxes, licenses and other	<u>30,120</u>	<u>54,848</u>
 Total operating expenses	 <u>\$ 16,503,055</u>	 <u>\$ 23,620,999</u>

PROVIDENCE GROUP

Baton Rouge, Louisiana

COMBINED FINANCIAL REPORT

(Reviewed)

December 31, 2008



PROVIDENCE GROUP

Baton Rouge, Louisiana

COMBINED FINANCIAL REPORT

(Reviewed)

December 31, 2008

PROVIDENCE GROUP

Baton Rouge, Louisiana

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December 31, 2008

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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

To the Members'
Providence Group
Baton Rouge, Louisiana

We have reviewed the accompanying combined balance sheets of Providence Group as of December 31, 2008 and 2007, and the related combined statements of operations and changes in members' equity, and combined statements of cash flows for the years then ended, in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. All information included in these financial statements is the representation of the management of Providence Group.

A review consists principally of inquiries of Company personnel and analytical procedures applied to financial data. It is substantially less in scope than an audit in accordance with generally accepted auditing standards, the objective of which is the expression of an opinion regarding the financial statements taken as a whole. Accordingly, we do not express such an opinion.

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements for them to be in conformity with generally accepted accounting principles.

Our review was made for the purpose of expressing limited assurance that there are no material modifications that should be made to the financial statements for them to be in conformity with generally accepted accounting principles. The accompanying supplementary information on pages 16 through 18 are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has been subjected to the inquiry and analytical procedures applied in the review of the basic financial statements, and we are not aware of any material modifications that should be made thereto.

Faulk & Winkler, LLC

Certified Public Accountants

Baton Rouge, Louisiana
February 5, 2009

PROVIDENCE GROUP

Baton Rouge, Louisiana

COMBINED BALANCE SHEETS

December 31, 2008 and 2007

(See Independent Accountants' Review Report)

	<u>2008</u>	<u>2007</u>
ASSETS		
CURRENT		
Cash	\$ 957,029	\$ 112,466
Investments	670,105	1,670,526
Accounts receivable, net	8,064,767	10,949,977
Due from affiliates	173,253	5,000
Prepaid expenses	<u>66,187</u>	<u>23,447</u>
Total current assets	9,931,341	12,761,416
PROPERTY AND EQUIPMENT, net	2,753,176	3,154,733
INTANGIBLE ASSETS	25,000	25,000
OTHER	<u>8,206</u>	<u>7,106</u>
Total assets	<u>\$ 12,717,723</u>	<u>\$ 15,948,255</u>
LIABILITIES AND MEMBERS' EQUITY		
CURRENT LIABILITIES		
Outstanding checks in excess of bank balance	\$ -	\$ 149,502
Accounts payable	423,101	567,058
Accrued expenses	1,179,544	859,440
Deferred revenue	16,794	31,365
Due to customers	70,093	69,821
Current portion of mandatorily redeemable membership interest	867,793	-
Current portion of accrued supplementary benefit	135,000	-
Current portion of long-term debt	<u>107,274</u>	<u>39,290</u>
Total current liabilities	2,799,599	1,716,476
LONG-TERM DEBT, less current maturities	1,211,422	1,400,304
ACCRUED SUPPLEMENTARY BENEFIT	900,000	-
MANDATORY REDEEMABLE MEMBERSHIP INTEREST	<u>1,446,320</u>	<u>-</u>
Total liabilities	<u>6,357,341</u>	<u>3,116,780</u>
MINORITY INTEREST	<u>6,987</u>	<u>6,953</u>
MEMBERS' EQUITY	8,667,508	12,824,522
MANDATORY REDEEMABLE MEMBERSHIP INTEREST	<u>(2,314,113)</u>	<u>-</u>
Total equity (deficit)	<u>6,353,395</u>	<u>12,824,522</u>
Total liabilities and members' equity	<u>\$ 12,717,723</u>	<u>\$ 15,948,255</u>

The accompanying notes to financial statements are
an integral part of this statement.

PROVIDENCE GROUP

Baton Rouge, Louisiana

**COMBINED STATEMENTS OF OPERATIONS
AND CHANGES IN MEMBERS' EQUITY**

For the years ended December 31, 2008 and 2007

(See Independent Accountants' Review Report)

	<u>2008</u>	<u>2007</u>
FEES	\$ 31,339,212	\$ 34,755,677
OPERATING EXPENSES	<u>23,620,999</u>	<u>22,388,225</u>
Income from operations	<u>7,718,213</u>	<u>12,367,452</u>
OTHER		
Loss on sale of assets	(254,970)	(131,182)
Investment income	67,841	104,586
Interest expense	<u>(96,767)</u>	<u>(139,809)</u>
Total other	<u>(283,896)</u>	<u>(166,405)</u>
Operating income	7,434,317	12,201,047
(INCOME) LOSS TO MINORITY INTEREST	<u>(4,581)</u>	<u>47</u>
Net income	7,429,736	12,201,094
MEMBERS' EQUITY		
Beginning of year	12,824,522	7,314,357
Contributions from members	87,000	-
Distributions to members	<u>(11,673,750)</u>	<u>(6,690,929)</u>
End of year	<u>\$ 8,667,508</u>	<u>\$ 12,824,522</u>

The accompanying notes to financial statements are
an integral part of this statement.

PROVIDENCE GROUP

Baton Rouge, Louisiana

COMBINED STATEMENTS OF CASH FLOWS

For the years ended December 31, 2008 and 2007

(See Independent Accountants' Review Report)

	<u>2008</u>	<u>2007</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income	\$ 7,429,736	\$ 12,201,094
Adjustments for non-cash items:		
Depreciation	459,104	561,197
Change in allowance for doubtful accounts	165,111	257,426
Unrealized loss on investments	66,434	3,235
Gain on sale of investments	-	(6,474)
Loss on sales of property and equipment	254,970	131,182
Income (loss) to minority interest	4,581	(47)
Change in operating assets and liabilities:		
Receivables	2,720,099	(2,920,525)
Prepaid expenses and other assets	(212,093)	(18,150)
Accounts payable, accrued expenses, and other liabilities	<u>161,848</u>	<u>499,699</u>
Net cash provided by operating activities	<u>11,049,790</u>	<u>10,708,637</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisitions of property and equipment	(340,017)	(573,873)
Purchase of marketable securities	(80,410)	(131,696)
Change in certificates of deposit, net	1,014,397	(1,540,467)
Purchase of intangible assets	-	(25,000)
Proceeds from the sale of investments	-	47,023
Proceeds from sale of property and equipment	<u>27,500</u>	<u>115,000</u>
Net cash provided (used) by investing activities	<u>621,470</u>	<u>(2,109,013)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Net payments on line of credit	-	(1,594,866)
Payments on long-term debt	(120,898)	(545,813)
Net change in outstanding checks in excess of bank balance	(149,502)	149,502
Contributions (distributions) from/to minority interest	(4,547)	7,000
Contributions from members	87,000	-
Increase in accrued supplementary benefit	1,035,000	-
Distributions to members	<u>(11,673,750)</u>	<u>(6,690,929)</u>
Net cash used by financing activities	<u>(10,826,697)</u>	<u>(8,675,106)</u>
Net increase (decrease) in cash	844,563	(75,482)
CASH		
Beginning of year	<u>112,466</u>	<u>187,948</u>
End of year	<u>\$ 957,029</u>	<u>\$ 112,466</u>

The accompanying notes to financial statements are
an integral part of this statement.

PROVIDENCE GROUP

Baton Rouge, Louisiana

NOTES TO FINANCIAL STATEMENTS

(See Independent Accountants' Review Report)

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation and combination

The accompanying combined financial statements of Providence Group (the Companies) reflect the combination of the individual financial statements of Providence Engineering & Environmental Group, LLC, Angle Systems, LLC, Providence Technical Services, LLC, Higher Ground Flood Protection Services, LLC, and Providence Corporate Cup, LLC. The Companies have common ownership and engage in similar operating activities. Combination of the individual financial statements provides a more meaningful financial presentation than would the individual financial statements shown separately. Intercompany transactions and balances have been eliminated in these combined financial statements, including property rental charged by Angle Systems, LLC.

Organization and operations

The Companies operate primarily as an engineering firm specializing in petrochemical environmental consulting services, construction of air monitoring equipment, landfill design, project management, and other engineering and environmental services.

The Companies were formed in Louisiana in April, 2000 and have offices in Baton Rouge and Lake Charles, Louisiana, Gulfport, Mississippi, and Irving, Texas where it derives the majority of its revenue.

Method of accounting

Assets, liabilities, revenues and expenses are recognized on the accrual method of accounting.

Estimates

Management uses estimates and assumptions in preparing the financial statements. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and reported revenues and expenses. Significant estimates used in preparing these financial statements include depreciation of property, deferred revenues and an allowance for doubtful accounts receivable.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Cash and cash equivalents

Cash, for the statement of cash flows, consists of highly liquid investments with original maturities of three months or less. At times throughout the year the Companies maintain bank accounts in excess of the FDIC insured limits. Management believes that the risk is limited.

Investments

Investments in bonds and marketable securities with readily determinable fair values are reported at fair value. Unrealized gains and losses on trading securities are included in the determination of income. Investments also include certificates of deposit. The carrying value of the certificates of deposit is cost, but approximates fair value due to the short-term maturity of these instruments.

Accounts receivable and revenue recognition

Accounts receivable are recorded at cost, net of an allowance for doubtful accounts. Generally, the Companies do not require collateral with the extension of credit. The Companies age their accounts receivable using the corresponding date services are performed and consider accounts past due based on terms agreed upon in the transaction, which is generally 30 days. At December 31, 2008 and 2007, the Companies' receivables over 90 days were \$556,973 and \$1,393,697, respectively (retainage receivable was \$27,902 and \$69,231 at December 31, 2008 and 2007, respectively).

A general allowance for doubtful accounts is based on management's estimate of the collectibility of accounts receivable. The allowance for doubtful accounts receivable as of December 31, 2008 and 2007 was \$164,960 and \$368,003, respectively.

Revenues are generally recognized as services are performed. Costs associated with the revenues are generally recognized when the related revenues are recognized.

Property and equipment

Property and equipment are stated at cost less accumulated depreciation computed principally under the double declining balance method. The Companies have a policy of capitalizing property and equipment acquisitions in excess of \$500. Expenditures for repairs and maintenance are charged to operations as incurred. Upon disposal, the cost and related accumulated depreciation are removed from the accounts and gain or loss, if any, is reflected in the statement of operations.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Income taxes

The Companies are taxed as partnerships under the provisions of the Internal Revenue Code for all entities. Accordingly, no provision or liability for federal or state income taxes is reflected in the accompanying financial statements. Instead, the members are liable for individual federal and state income taxes on their respective shares of the Companies' taxable income. The Companies prepare their income tax returns using the cash basis of accounting.

Compensated absences

The Companies have accrued annual leave of approximately \$56,000 and \$45,000 at December 31, 2008 and 2007, respectively.

Fair value of financial instruments

The carrying value of investments, receivables, prepaid expenses, accounts payable and accrued expenses and other liabilities approximate fair value due to the short-term maturity of these instruments. The carrying value of short and long-term debt approximates fair value based on the current rates offered for debt of comparable maturities and collateral requirements. None of the financial instruments are held for trading purposes except for investments.

Concentration of credit risk

Financial instruments that potentially subject the Companies to concentration of credit risk consist primarily of investment securities held for trading purposes and trade receivables. The Companies do not require collateral from customers.

The Companies earned approximately \$18,743,000 and \$24,091,000 of revenues at December 31, 2008 and 2007, respectively, from a subcontractor of the State of Louisiana for the Road Home Project, which is a vital project in Louisiana's rebuilding effort after the aftermath of Hurricanes Katrina and Rita. Trade receivables related to this project were approximately \$4,718,000 and \$7,855,000 at December 31, 2008 and 2007, respectively.

Advertising

The Companies expense advertising costs as incurred. Advertising expenses for 2008 and 2007 were \$3,278 and \$579, respectively.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Guaranteed payments to partners

Guaranteed payments to partners that are intended as compensation for services rendered are accounted for as an operating expense rather than as allocations of partnership net income. Guaranteed payments that are intended as payments of interest on capital accounts are not accounted for as expenses of the partnership, but rather, as part of the allocation of net income. Guaranteed payments were \$2,947 and \$433,599 for 2008 and 2007, respectively.

Reclassifications

Certain reclassifications have been made to the 2007 financial statements to conform with classifications used in 2008. These reclassifications had no effect on net assets or earnings for 2007.

NOTE 2 - INVESTMENTS

Investments at December 31, 2008 and 2007 were in mutual funds with a market (carrying) value of \$144,035 and \$130,059, respectively. These investments had a cost basis of \$213,703 and \$133,293, respectively. The carrying value of certificates of deposit at December 31, 2008 and 2007 was \$526,070 and \$1,540,467, respectively.

The summary of investment return in the income statement is as follows:

	2008	2007
Unrealized loss, net	\$ (66,434)	\$ (3,235)
Realized gains, net	-	6,474
Interest and dividends	134,275	101,347
	<u>\$ 67,841</u>	<u>\$ 104,586</u>

NOTE 3 - PROPERTY AND EQUIPMENT

Property and equipment, related service lives and accumulated depreciation at December 31, 2008 and 2007 are as follows:

	Estimated Service Lives	2008	2007
Buildings and improvements	7-39 years	\$ 2,282,464	\$ 2,214,113
Air monitoring equipment	7 years	239,925	1,007,687
Computer equipment	5-7 years	373,445	310,310
Computer software	3 years	319,873	258,337
Equipment	5-7 years	49,236	34,009
Furniture and fixtures	7 years	249,971	214,506
Telephone system	7 years	74,559	60,107
Vehicles	5 years	112,814	112,814
Landscaping	15 years	3,597	3,097
Leasehold improvements	15-40 years	256,197	177,520
		3,962,081	4,392,500
Less accumulated depreciation		<u>(1,208,905)</u>	<u>(1,237,767)</u>
		<u>\$ 2,753,176</u>	<u>\$ 3,154,733</u>

Depreciation expense was \$459,104 and \$561,197 for 2008 and 2007, respectively. During 2006, interest of \$62,474 was capitalized related to improvements to its building. There were no amounts capitalized in 2008 or 2007. The building is pledged to secure related indebtedness. See Note 6.

NOTE 4 - INTANGIBLE ASSETS

Intangible assets, consisting of rights and customer lists, are recorded at a cost of \$25,000. Due to the infinite duration of these intangible assets, they are not being amortized over a useful life.

NOTE 5 - LINE OF CREDIT

The Companies have a line of credit with a \$2,500,000 limit with its financial institution. Interest is due monthly and is variable based on the prime rate (3.25% and 7.25% at December 31, 2008 and 2007, respectively). The line is secured by accounts receivable. There are no outstanding amounts owed on the line of credit at December 31, 2008 and 2007.

NOTE 6 - LONG TERM DEBT

Long-term debt consists of a note payable with an outstanding balance of \$ 1,318,696 and \$1,439,594 as of December 31, 2008 and 2007, respectively. The obligation is payable in 120 monthly installments of \$15,052, including interest at 5.7%, secured by a building and matures June 2018.

At December 31, 2008, future maturities of long term debt consisted of the following:

<u>Year</u>	<u>Amount</u>
2009	\$ 107,274
2010	113,641
2011	120,385
2012	127,371
2013	135,088
2014 and thereafter	<u>714,937</u>
Total	<u>\$ 1,318,696</u>

NOTE 7 - RELATED PARTY TRANSACTIONS

Franklin Industries, LLC

Certain members of Providence Engineering & Environmental Group, LLC (PEEG) own a 49% interest in Franklin Industries, LLC (Franklin). These companies entered into a business agreement during 2005 whereby Franklin will pay PEEG a commission of 2% of its revenues up to the first \$500,000 of revenues and a commission of 1% of its revenues in excess of \$500,000. PEEG provides Franklin with administrative support, office space, sales leads, and discounted professional fees. During 2008 and 2007, Franklin's commission to PEEG was \$151,891 and \$64,673, respectively.

NOTE 7 - RELATED PARTY TRANSACTIONS (CONTINUED)

Higher Ground Flood Protection Services, LLC

Higher Ground Flood Protection Services, LLC is a hazard mitigation company and is a wholly owned subsidiary of PEEG. It is consolidated with PEEG for federal income tax purposes.

Providence Corporate Cup, LLC

Providence Corporate Cup, LLC is an entity that organizes an annual 5K run/walk in Baton Rouge, LA. Providence Corporate Cup, LLC is the majority owned subsidiary of PEEG with a 20% minority interest.

NOTE 8 - VARIABLE INTEREST ENTITIES

The Financial Accounting Standards Board issued FASB Interpretation No. 46R concerning the consolidation of certain "variable interest entities" under generally accepted accounting principles. The following are considered variable interest entities and are reflected in the financial statements.

Angle Systems, LLC

The members of PEEG formed Angle Systems, LLC as a real estate holding company to provide office facilities in Baton Rouge, Louisiana. Angle Systems, LLC has common interest ownership and is provided administrative support by PEEG. During 2008 and 2007, rental expense of \$271,269 and \$268,705, respectively, was charged to PEEG, which was eliminated in the financial statements.

The future minimum rental payments under this lease as of December 31, 2008, are as follows:

<u>Year</u>	<u>Amount</u>
2009	\$ 267,606
2010	279,387
2011	287,802
2012	299,582
2013	307,997
2014 and thereafter	<u>784,718</u>
	<u>\$ 2,227,092</u>

NOTE 8 - VARIABLE INTEREST ENTITIES (CONTINUED)

Providence Technical Services, LLC

During 2006, the members of PEEG formed Providence Technical Services, LLC was formed by members of PEEG to provide technical support and labor on related jobs with PEEG. Providence Technical Services, LLC has common interest ownership and is provided administrative support by PEEG.

PEEG has no obligation to the creditors of these variable interest entities, but the members of PEEG are obligated to the creditors of these variable interest entities through personal guarantees.

NOTE 9 - PENSION PLAN

The Companies have a 401(k) deferred compensation profit sharing plan covering substantially all employees after eligibility service requirements are met. The Companies can contribute an amount considered a matching contribution and has the option to contribute additional amounts as discretionary contributions. The employees can contribute up to \$15,500 of their compensation and are 100% vested in their contributions. Employer contributions vest as follows:

<u>Years of Service</u>	<u>Percentage</u>
2	20%
3	40%
4	60%
5	80%
6	100%

The Companies contributed \$219,914 and \$175,515 in 2008 and 2007, respectively.

NOTE 10 - SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION

Cash payments for interest in 2008 and 2007 were \$96,767 and \$139,809, respectively.

NOTE 11 - REDEMPTION AGREEMENT

By agreement, the members have determined the process of redeeming respective members' interests in the Companies when terminating their membership. PEEG has recorded liabilities for the following provisions in the agreement.

Capital redemption

In general, the withdrawing member is paid his existing capital account, as determined under the accrual method, as of the last day of the month in which the departure date occurs, payable over 24 months, without interest.

During 2008, a shareholder announced his intention to retire, triggering the terms of the agreement. At December 31, 2008, the member's ownership interest in PEEG is subject to mandatory redemption. The value of the member's ownership interest is \$2,314,113. Furthermore, PEEG will begin paying the amount over 24 months beginning April 1, 2009. The value of the membership interest subject to mandatory redemption is primarily attributable to earnings retained in PEEG.

Supplementary benefits

Members may be eligible to receive supplemental benefit income after satisfying certain requirements. Benefit income represents one year of income for the departing member computed by averaging his income from the five year period immediately preceding the year of departure, and is payable over 60 months, without interest. Founding members upon departure from the Companies will receive an additional amount equal to one-half of his supplemental benefit, which is payable over sixty months. The annual supplementary and founders benefits paid to a terminating member cannot exceed the lesser of 5% of the Companies revenues or 15% of the Companies net income before member compensation in any year. To the extent that the benefit is limited, the payment period is extended an additional two years.

For the departing shareholder mentioned above, the supplementary and founders benefit is calculated at approximately \$2,310,000. However, PEEG anticipates that the cap on payment of the benefit will be limited due to net income anticipated in future years. As a result, \$1,035,000 was accrued as the estimated supplementary benefit to be paid.

NOTE 12 - COMMITMENTS AND CONTINGENCIES

Leases

The Companies are obligated under several operating leases, which include the buildings for the Lake Charles, LA, Gulfport, MS and Irving, TX locations, a parking lot in Baton Rouge, and several copy machines. During 2008 and 2007, the total amount paid for all operating leases was approximately \$99,900 and \$89,600. The minimum future lease payments on these leases are as follows:

<u>Year</u>	<u>Amount</u>
2009	\$ 54,660
2010	22,635
2012	<u>1,750</u>
Total	<u>\$ 79,045</u>

SUPPLEMENTAL INFORMATION

PROVIDENCE GROUP

Baton Rouge, Louisiana

COMBINING BALANCE SHEET

December 31, 2008

(See Independent Accountants' Review Report)

	Providence Engineering & Environmental Group, LLC	Angle Systems, LLC	Providence Technical Services, LLC	Higher Ground Flood Protection Services, LLC	Providence Corporate Cup, LLC	Intercompany Balances	Total
ASSETS							
CURRENT							
Cash	\$ 833,271	\$ 17,237	\$ 97,168	\$ -	\$ 9,353	\$ -	\$ 957,029
Investments	670,105	-	-	-	-	-	670,105
Accounts receivable, net	13,675,107	-	74,737	419,329	-	(6,104,406)	8,064,767
Due from affiliate	(33,477)	-	-	55,431	-	151,299	173,253
Prepaid expenses	65,632	-	-	-	555	-	66,187
Total current assets	15,210,638	17,237	171,905	474,760	9,908	(5,953,107)	9,931,341
PROPERTY AND EQUIPMENT, net	764,270	1,988,906	-	-	-	-	2,753,176
INTANGIBLE ASSETS	-	-	-	-	25,000	-	25,000
OTHER	18,019	-	-	-	-	(9,813)	8,206
Total assets	\$ 15,992,927	\$ 2,006,143	\$ 171,905	\$ 474,760	\$ 34,908	\$ (5,962,920)	\$ 12,717,723
LIABILITIES AND MEMBERS' EQUITY (DEFICIT)							
CURRENT LIABILITIES							
Accounts payable	\$ 5,749,295	\$ 3,453	\$ 46,438	\$ 208,940	\$ (25)	\$ (5,585,000)	\$ 423,101
Accrued expenses	1,028,539	171	150,834	-	-	-	1,179,544
Deferred revenue	16,794	-	-	-	-	-	16,794
Due to customers	70,093	-	-	-	-	-	70,093
Current portion of mandatory redeemable membership interest	867,793	-	-	-	-	-	867,793
Current portion of accrued supplementary benefit	135,000	-	-	-	-	-	135,000
Current portion of long-term debt	-	107,274	-	-	-	-	107,274
Total current liabilities	7,867,514	110,898	197,272	208,940	(25)	(5,585,000)	2,799,599
DUE TO AFFILIATE	-	248,527	70,061	49,519	-	(368,107)	-
LONG-TERM DEBT, less current maturities	-	1,211,422	-	-	-	-	1,211,422
ACCRUED SUPPLEMENTARY BENEFIT	900,000	-	-	-	-	-	900,000
MANDATORY REDEEMABLE MEMBERSHIP INTEREST	1,446,320	-	-	-	-	-	1,446,320
Total liabilities	10,213,834	1,570,847	267,333	258,459	(25)	(5,953,107)	6,357,341
MINORITY INTEREST	-	-	-	-	-	6,987	6,987
MEMBERS' EQUITY (DEFICIT)	8,091,206	435,296	(95,428)	216,301	34,933	(16,800)	8,667,508
MANDATORY REDEEMABLE MEMBERSHIP INTEREST	(2,314,113)	-	-	-	-	-	(2,314,113)
Total equity (deficit)	5,779,093	435,296	(95,428)	216,301	34,933	(16,800)	6,353,395
Total liabilities and members' equity (deficit)	\$ 15,992,927	\$ 2,006,143	\$ 171,905	\$ 474,760	\$ 34,908	\$ (5,962,920)	\$ 12,717,723

PROVIDENCE GROUP

Baton Rouge, Louisiana

COMBINING SCHEDULE OF OPERATIONS AND CHANGES IN MEMBERS' EQUITY

For the year ended December 31, 2008

(See Independent Accountants' Review Report)

	Providence Engineering & Environmental Group, LLC	Angle Systems, LLC	Providence Technical Services, LLC	Higher Ground Flood Protection Services, LLC	Providence Corporate Cup, LLC	Intercompany Balances	Total
FEES							
	\$ 23,906,033	\$ 271,269	\$ 6,309,508	\$ 1,050,692	\$ 72,979	\$ (271,269)	\$ 31,339,212
OPERATING EXPENSES							
Income from operations	16,529,042	270,252	6,406,783	636,116	50,075	(271,269)	23,620,999
	7,376,991	1,017	(97,275)	414,576	22,904	-	7,718,213
OTHER							
Loss on sale of assets	(254,970)	-	-	-	-	-	(254,970)
Investment income	67,841	-	-	-	-	-	67,841
Interest expense	(7,843)	(88,924)	-	-	-	-	(96,767)
Total other	(194,972)	(88,924)	-	-	-	-	(283,896)
Operating income	7,182,019	(87,907)	(97,275)	414,576	22,904	-	7,434,317
INCOME TO MINORITY INTEREST							
Net income (loss)	-	-	-	-	-	(4,581)	(4,581)
	7,182,019	(87,907)	(97,275)	414,576	22,904	(4,581)	7,429,736
MEMBERS' EQUITY (DEFICIT)							
Beginning of year	12,584,937	436,203	1,847	(198,275)	34,763	(34,953)	12,824,522
Contributions from members	-	87,000	-	-	-	-	87,000
Distributions to members	(11,673,750)	-	-	-	(22,734)	22,734	(11,673,750)
End of year	\$ 8,093,206	\$ 435,296	\$ (95,428)	\$ 216,301	\$ 34,933	\$ (16,800)	\$ 8,667,508

PROVIDENCE GROUP

Baton Rouge, Louisiana

SCHEDULE OF COMBINED OPERATING EXPENSES

For the years ended December 31, 2008 and 2007

(See Independent Accountants' Review Report)

	<u>2008</u>	<u>2007</u>
Subcontractors	\$ 4,332,110	\$ 10,719,326
Salaries	12,648,337	5,694,562
Payroll taxes	459,575	365,850
Employee benefits	615,187	462,780
Supplementary benefit	1,035,000	-
Professional services	1,369,789	1,530,488
Materials and supplies	879,241	798,509
Depreciation and amortization	459,104	561,197
Travel and entertainment	359,339	254,506
Repairs and maintenance	217,208	66,356
Business promotion	212,917	227,768
Occupancy	177,865	121,699
Insurance	169,319	156,952
Professional development	145,423	110,544
Equipment rental	123,835	122,660
Telephone and internet	105,304	93,089
Automobile	71,984	44,448
Contract labor	60,322	254,985
Taxes and licenses	30,920	12,972
Delivery, freight and other	23,928	67,159
Bad debt	5,345	288,776
Guaranteed payments to partners	<u>118,947</u>	<u>433,599</u>
Total operating expenses	<u>\$ 23,620,999</u>	<u>\$ 22,388,225</u>



PROVIDENCE
TECHNICAL SERVICES, LLC

PRICE

The chart below indicates hourly rates for possible positions that may be needed in this debris monitoring and management project.

Category	Billing Rate Per Hour*
Project Manager	105
Operations Manager	70
Project Coordinator	70
Field Supervisor	40
Dump Site / Tower Monitor	35
Truck Certification Monitor	35
Crew Leader	40
Supervisor – Data Management	40
Loading Site Monitor	35
Debris Surveyor/Scheduler/Monitor	40
Data Entry Clerks	30

These billing rates are for all hours worked including overhead, payroll, insurance, office expenses, profit, etc. All hours – Straight and Overtime (one rate per category) including transportation, food, lodging (standard per diem cost).

PROPOSER'S RFP CERTIFICATION FORM

To Whom It May Concern:

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

I hereby propose the hourly rates to be a "not to exceed" amount. Hourly rates shall include all applicable overhead and profit. I agree that my proposal will remain firm for a period of up to 90 days in order to allow the Washington Parish Government adequate time to evaluate the proposals.

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

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

It is distinctly understood that the Washington Parish Government reserves the right to reject any or all proposals.

Federal Tax ID: 83-0464211
Name of Firm: Providence Technical Services, LLC
State of Louisiana License No.: EF. 0002504 (PEEG)
Phone: (225) 766-7400
Fax: (225) 766-7440
Email: jasonbenoit@providenceeng.com
Name and Title, typed or printed: Jason Benoit, AICP, CFM
Principal
Mailing Address: 1201 Main Street
Baton Rouge, LA 70802

AUTHORIZED SIGNATURE _____

SUBSCRIBED AND SWORN TO BEFORE ME,

This 9 Day of January, 2012

Notary Public Carolyn Sinnock

My Commission Expires: for life

Seal:



OFFICIAL SEAL
CAROLYN SINNOCK
NOTARY ID # 91337
BAR ROLL # 33375
STATE OF LOUISIANA
My Commission is for Life

NON-COLLUSION AFFIDAVIT

State of Louisiana
Washington Parish

“Washington Parish: Stand-by Debris Monitoring and Recovery Services 2012-2015”

I, Jason Benoit, AICP, CFM, being first duly sworn, depose and says that:

1. He/She is the Principal of Providence Technical Services, LLC, the proposer that has submitted the attached proposal;
2. He/She is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal;
3. Such proposal is genuine and is not a collusive or sham proposal;
4. Neither the said proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other proposer firm or Person to submit a collusive or sham proposal in connection with the contract for which the attached proposal has been submitted or to refrain from proposing in connection with such contract, or has in any manner, directly or indirectly sought by agreement or collusion of communication or conference with any other proposer, firm or person to fix the price or prices in the attached proposal or of any other proposers, or to fix any overhead, profit or cost element of the proposal price of the proposal of any other proposer or to secure through collusion, conspiracy, connivance or unlawful agreement any advantage against the Washington Parish Government or any person interested in the proposed contract; and
5. The price or prices quoted in the attached proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the proposer or any of its agents, representatives, owners, employees, or parties in interest including this affiant.



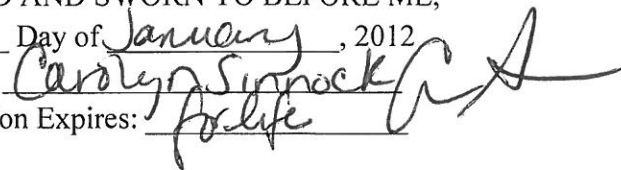
Principal

SUBSCRIBED AND SWORN TO BEFORE ME,

This 9 Day of January, 2012

Notary Public

My Commission Expires:



for life



OFFICIAL SEAL
CAROLYN SINNOCK
NOTARY ID # 91337
BAR ROLL # 33375
STATE OF LOUISIANA
My Commission is for Life



CERTIFICATE OF LIABILITY INSURANCE

OP ID: YG

DATE (MM/DD/YYYY)

04/20/11

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

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

PRODUCER Arthur J. Gallagher Risk Management Services, Inc. 235 Highlandia Dr. - Suite 200 Baton Rouge, LA 70810 D'wana Chiles		225-292-3515 225-292-3893	CONTACT NAME: Yvette Gomez PHONE (A/C, No, Ext): 225-906-1218 FAX (A/C, No): 866-827-3596 E-MAIL ADDRESS: Yvette_Gomez@ajg.com PRODUCER CUSTOMER ID #: PROVI-7																					
INSURED Providence Technical Services LLC 1201 Main St. Baton Rouge, LA 70802		<table border="1"><thead><tr><th colspan="2">INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr></thead><tbody><tr><td>INSURER A :</td><td>Peerless Insurance Co.</td><td>24198</td></tr><tr><td>INSURER B :</td><td>LWCC</td><td>22350</td></tr><tr><td>INSURER C :</td><td>Chartis Specialty Insurance Co</td><td>26883</td></tr><tr><td>INSURER D :</td><td>Old Republic Insurance Company</td><td>24147</td></tr><tr><td>INSURER E :</td><td></td><td></td></tr><tr><td>INSURER F :</td><td></td><td></td></tr></tbody></table>		INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A :	Peerless Insurance Co.	24198	INSURER B :	LWCC	22350	INSURER C :	Chartis Specialty Insurance Co	26883	INSURER D :	Old Republic Insurance Company	24147	INSURER E :			INSURER F :		
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INSURER E :																								
INSURER F :																								

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
C	<input checked="" type="checkbox"/> GENERAL LIABILITY	X	X	PROP4547264	04/13/11	04/13/12	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person) \$ 25,000
							PERSONAL & ADV INJURY \$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$ 2,000,000
	<input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC						PRODUCTS - COMPI/OP AGG \$ 2,000,000
							Pollution \$ Included
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY	X	X	BA8631492	04/13/11	04/13/12	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input checked="" type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per accident) \$
	<input type="checkbox"/> SCHEDULED AUTOS						PROPERTY DAMAGE (Per accident) \$
<input checked="" type="checkbox"/> HIRED AUTOS							
<input checked="" type="checkbox"/> NON-OWNED AUTOS							
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR	X	X	4547308	04/13/11	04/13/12	EACH OCCURRENCE \$ 5,000,000
	<input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE						AGGREGATE \$ 5,000,000
	<input type="checkbox"/> DEDUCTIBLE						Prof Lmt \$ 1,000,000
	<input checked="" type="checkbox"/> RETENTION \$ 10,000						
B D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	N/A	X	139075-LA MWC117027 00-TX, TN, MS	04/13/11 04/13/11	04/13/12 04/13/12	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liab Claims Made			PROP4547264	04/13/11	04/13/12	Ea Loss 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
See Notepad 1 for additional special provisions.

CERTIFICATE HOLDER**CANCELLATION**

"SAMPLE CERTIFICATE" (For Proof Of Coverage) "SAMPLE CERTIFICATE" "SAMPLE CERTIFICATE"	SAMPLGL	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
		AUTHORIZED REPRESENTATIVE <i>D'wana Chiles</i>

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NOTEPAD

INSURED'S NAME **Providence Technical Services**

PROVI-7
OP ID: YG

PAGE **2**
DATE **04/20/11**

Notepad 1

Blanket Additional Insured provided if required by written contract with respects to General Liability form #90667/CI12791 4/06, Auto liability form CA0001(12/93)

Blanket Waiver of Subrogation is provided if required by written contract with respects to General Liability Form 78011(5/01); Auto Liability form #CA0001(12/93); Workers Comp Form #WC000313 & (TX only) #WC420304A

Umbrella is follow form. (Excess Umbrella \$1,000,000 over Professional Liability)

As respects the coverage afforded the additional insured, this insurance is primary and non-contributory and the company's obligations are not affected by any other insurance carried by such Additional Insured whether primary, excess, contingent, or on any other basis, if required by written contract per general liability form #90667/CI12791(04/06)