May 12, 2020
4:30 p.m.
Conference Call:
1-929-205-6099
Access Code: 300611887

COMMITTEE ON WAYS AND MEANS

1. Invocation – Councilmember Mitchell

2. Approval of Minutes:

   April 14, 2020

3. Bids and Purchases

4. Budget Finance and Revenue Collections: Approval of Year 2019 Amendment to General Fund Expenditure Budget (Ordinance)

5. Budget Finance and Revenue Collections: Approval of Year 2019 Amendment to General Fund Revenue Budget (Ordinance)

6. Police Department: Approval to submit an application for the Rotary Club of Charleston Leadership Grant and approval to accept the grant award for $50,000. The grant will be used to fund leadership training focused on professional development, empowerment, recognition of implicit bias, and higher levels of accountability. There is no match required for this grant. This is an after-the-fact approval.

7. Police Department: Approval of an agreement between CPD and The Submarine Way. The contract is for leadership training being paid for by a grant from the Rotary Club and funds from the Police Fund.

8. Police Department: Approval to submit the 2020 DOJ Strategies for Policing Innovation Grant for $437,895. If awarded, the grant will fund the acquisition of data analysis program software and hardware to accelerate search and analysis capabilities for use by the Department's Analysis and Intelligence Units. There is no match required for this grant. The grant is due May 12, 2020.

9. Police Department: Approval to submit an application for the 2020 Crime Gun Intelligence Center Integration Initiative Grant for $605,530. If awarded, the grant will fund NIBIN technology, equipment and personnel used to establish a Crime Gun Intelligence Center in Charleston. There is no match required for this grant. This is an after-the-fact approval.

10. Office of Cultural Affairs: Approval to apply for an emergency relief grant from the SC Arts Commission funded by the CARES Act, to offset lost revenues during the months March through June 2020. The amount anticipated for the grant is $3,126. No City match is required.

11. Parks-Capital Projects: Approval of Police Forensic Services Building Fee Amendment #2 with Stubbs Muldrow Herrin Architects, Inc., in the amount of $40,570 for the extension of services from 12 months to 16 months and 1 additional month for closeout services due to an increased duration of the construction phase of the building. Approval of Fee Amendment #2 will increase the Professional Services Contract by $40,570 (from $812,309 to $852,879). Funding sources for this project are: 2015 IPR Bond ($7,392,186) and 2017 IPR Bond ($5,000,000).

12. Parks-Capital Projects: Approval of Municipal Golf Course Renovation Change Order #1 with NMP Golf Construction Corp. in the amount of $120,231.48 for the addition of irrigation loops required on the fairways and greens on Holes #13 & #15 due to the proposed fill material. The new depth of fill causes the existing irrigation loops to be too deep for City personnel to maintain. Approval of this change order adds 30 days to the date of substantial completion. Approval of Change Order #1 will increase the Construction Contract by $120,231.48 (from $2,038,535.68 to $2,158,767.16). Funding sources for this project are: 2018 GO Bond ($1,500,000), Hospitality Fund ($300,000), 2018 General Fund Reserves ($500,000), and Capital Contribution ($25,507.50).

13. Parks-Capital Projects: Approval of Municipal Golf Course Renovation Change Order #2 with NMP Golf Construction Corp. in the amount of $80,652 for the removal, storage and over-excavation of 10,000 cubic yards of unsuitable soil discovered while performing improvements to the pond on Hole #13. Approval of this change order adds 21 days to the date of substantial completion. Approval of Change Order #2 will increase the Construction Contract by $80,652 (from $2,158,767.16 to $2,239,419.16). Funding sources for this project are: 2018 GO Bond ($1,500,000), Hospitality Fund ($300,000), 2018 General Fund Reserves ($500,000), and Capital Contribution ($25,507.50).

14. Stormwater Management: Approval of a Flood Mitigation Assistance Grant (FMA) FMA-PF-04-SC-2018-004 for the acquisition and demolition of two (2) flood prone structures. This award is for $535,327.07 with a Federal Share of $481,794.35 and a City match of $53,532.72. Funding of the City match amount of $53,532.72 will come from the Drainage Fund.

15. Housing and Community Development: Mayor and City Council are asked to approve a funding request from the Humanities Foundation in the amount of $1,000,000 for the redevelopment/development of the Archer School Building located at 220 Nassau Street. Previously, City Council approved $3M in General Obligation Bond funds to the Humanities Foundation. The organization requested an additional $1M due to the acquisition costs and the cost to construct. The goal is to develop 88 affordable apartments for senior residents earning thirty (30%) to eighty (80%) of the Area Median Income. The funding to support this request would be derived from the Affordable Housing funds until such time as the bond funds are available June-end.

In accordance with the Americans with Disabilities Act, people who need alternative formats, ASL (American Sign Language) Interpretation or other accommodation please contact Janet Schumacher at (843) 577-1389 or email to schumacherj@charleston-sc.gov three business days prior to the meeting.

3a.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Jason Kronsberg **DEPT.** Parks

SUBJECT: PAINTING AND REPAIRS OF SHADE STRUCTURES AT WATERFRONT PARK

REQUEST: Approval to process a change order to increase the PO from $196,690.00 to $236,301.57 for additional repairs with IPW Construction, LLC, 7623 Dorchester Rd., North Charleston, SC 29418. Solicitation #19-B042R

COMMITTEE OF COUNCIL: Ways & Means **DATE:** May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel	☐	☐		☐
Cap. Proj. Cmte. Chair	☐	☐		☐
Parks Department	☒	☐	Has seen	☐
Procurement Director	☒	☐	[signature]	☐

FUNDING: Was funding previously approved? Yes ☐ No ☐ N/A ☐

If yes, provide the following: Dept./Div.: 051614 ✓ Account #: 58240 ✓ cy

Balance in Account ✓ Amount needed for this item $39,611.57

Does this document need to be recorded at the RMC's Office? Yes ☐ No ☐

NEED: Identify any critical time constraint(s).

CFO's Signature: [signature], Deputy CFO for Amy Wharton, CFO

FISCAL IMPACT:

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

IPW Construction Group, LLC
Engineering & Construction Services

April 2, 2020

City of Charleston
75 Calhoun Street, Suite 3500
Charleston, SC 29401
ATTN: Trey Sublett

SUBJECT: WFP Shade Structure Painting & Repairs; Credit for Material Change

Dear Mr. Sublett,

Please accept this letter as our Change Order Request proposal for the above project.

- During the preparation stage it was discovered on Structure B that (2) two structural beams in the center of the structure were rotted beyond repair. Request for Directive was submitted. ADC recommended removal and replacement of beams, decking and roof panels.
  - **TOTAL = $41,211.86**
  -
- Original contract required Terne Metal. Terne metal is no longer available due to the lead in Terne Metal. Existing structures roof material is Aluminum. Therefore, we will substitution roof materials for approved alternate materials Aluminum.
  - **CREDIT TOTAL = ($373.69)**

- Original contract required "Heart" Redwood, which has a rare material in this area and has long lead times. Existing structures rough and finish carpentry is Cedar wood. Therefore, we will substitution repair materials with previously approved Cedar.
  - **CREDIT TOTAL = ($1,226.60)**

TOTAL REQUEST FOR CHANGE ORDER #1 = $39,611.57

Please let me know if you have any questions or need any additional information.

Sincerely,
IPW Construction Group, LLC

Kerine Borrillo
Project Manager

7623 Dorchester Rd. North Charleston, SC 29418
PO Box 40968 Charleston, SC 29423
843-308-0524 Office 843-308-6650 Fax

JOHN J TECKLENBURG
MAYOR

City of Charleston

South Carolina
Clerk of Council Department

VANESSA TURNER MAYBANK
CLERK OF COUNCIL

December 11, 2019

Ms. Amy Wharton, CFO
City of Charleston
116 Meeting Street
Charleston. SC 29401

Re: BIDS AND PURCHASES

Dear Ms Wharton:

The Committee on Ways and Means and City Council, at their respective meetings on November 12, 2019, approved the following item in Bids and Purchases:

FIRE DEPARTMENT: **ACCOUNT:280044/210000-58015/5250** **APPROPRIATION: $ 7,747.74**
Approval to increase the purchase order for change orders for the Marine Vessel purchased on the 2017 Port Security Grant from MetalCraft Marine. US that previously approved at Council January 22, 2019 for $293,220.37. The new amount is $300.968.11 $7,079.63 will be coming from the grant (received $300,300) and the remainder of $668.11 will be coming from General Funds.

INFORMATION TECHNOLOGY DEPARTMENT: **ACCOUNT: 161000-58020** **APPROPRIATION: $ 84,470.15**
Approval to purchase of CISCO System Network Equipment from Internetwork Engineering for Network Upgrades and replacements. State Contract #4400016103. Provides network hardware necessary to complete network circuit upgrades for multiple City facilities to upgrade circuits to high speed ASE Ethernet and to replace existing aging network hardware.

INFORMATION TECHNOLOGY DEPARTMENT: **ACCOUNT: 062019-52740** **APPROPRIATION: $137,644.11**
Approval to purchase DELL Computers as part of the City's Annual PC 4-5 Year Rotation Cycle. State Contract #4400011358. Provides 100 Dell Desktop PCs with monitors @ $1,376.44 each as part of the City's annual rotation of PCs on a 4-5 year rotation cycle. LEASE-PURCHASE

PARKS DEPARTMENT: **ACCOUNT: 051614-58240** **APPROPRIATION: $196,690.00**
Approval to acquire services relating to the Painting and Repairs of Shade Structures at Waterfront Park from IPW Construction Group, PO Box 40968, Charleston, SC 29423 Solicitation #19-B042R. Funding for this project is from 2018 Hospitality Funds

PARKS DEPARTMENT: **ACCOUNT: 051604-58002** **APPROPRIATION: $ 55,659.08**
Approval to purchase playground equipment for Phillip Simmons Park (Mall Playground) from GameTime, PO Box 240981 Charlotte, NC 28224 US Communities/Omnia Partners Contract #2017001134. Funding for this project are: 2018 PARD Grant ($26,187 15), Playground Maintenance Funds from 2018 ($23,439) and 2019 ($19,064.06) 523800-52435.

POLICE DEPARTMENT: **ACCOUNT: 200000-52206/58015** **APPROPRIATION: $180,000.00**
Approval to increase the existing contract for additional locations with Sierras Construction, LLC 190 Bellerive Lane, Summerville. SC 29483 from $95,000 to $275,000

POLICE DEPARTMENT: **ACCOUNT: 062019-58020** **APPROPRIATION: $342,100.00**
Approval to increase the existing contract for additional in-car Camera Systems with TechVentures, LLC dba WH Platts Co., 6543-A Fain St., North Charleston, SC 29406 from $190.000 to $532,100. Approval of this contract increase also approves a budget transfer of $239,459 from 200000-52023 to 235000-52206 ($211,622) and 235000-52135 ($27,837) for leasing costs

3b.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Chief Luther Reynolds **DEPT.** Police Department

SUBJECT: CALIBER T5 ROBOTIC SYSTEM

REQUEST: Approval to purchase a Caliber T5 Robotic System from ICOR Technology, 935 Agnes Drive, Ottawa, Ontario Canada K1G 613 GSA Contract #GS-07F-0430V.

COMMITTEE OF COUNCIL: Ways & Means **DATE:** May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel	☐	☐		☐
Cap. Proj. Cmte. Chair	☐	☐		☐
Police Department	X	☐	Has seen	☐
Procurement Director	X	☐	[illegible]	☐

FUNDING: Was funding previously approved? Yes ☐ No ☐ N/A ☐

If yes, provide the following: Dept./Div.: 240029 Account #: 58015 ay per Nancy Madden

Balance in Account * Amount needed for this item $192,107.39

Does this document need to be recorded at the RMC's Office? Yes ☐ No ☐

NEED: Identify any critical time constraint(s).

CFO's Signature: [illegible], Deputy CFO for Amy Wheeler, CFO

FISCAL IMPACT: 2018 Port Security Grant Funds

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

ICOR TECHNOLOGY
935 Ages Drive
Ottawa, ON K1G 6L3
CANADA
P: 613.745.3600
F: 613.745.3590
TF: 877.483.7978
www.icortechnology.com
sales@icortechnology.com

QUOTE

To
Judson (Jud) Haithcock
Charleston Police Department (SC)
180 Lockwood Blvd
Charleston, SC 29403

Tel: 843-766-3908
Fax:
Mobile: 843- 901-3766
Email: HAITHCOCKJ@charleston-sc.gov

QUOTE NO.:	QUO-02892-B8Q4-1
DATE:	April 28, 2020
EXPIRATION DATE:	July 28, 2020
CURRENCY:	US Dollar
SHIPPING METHOD:	Ground
SHIPPING TERMS:	FOB-ORIGIN, PREPAY AND ADD
DELIVERY DATE:	20- 24 Weeks APO
PAYMENT TERMS:	1% 10 DAYS, NET 30
GSA Contract No.:	**GS-07F-0430V**

QTY	P/N	DESCRIPTION	$/UNIT	% DISC.	LINE TOTAL
1.0	CAL-T5	CALIBER® T5 System Includes: • 360° Rotating Claw mounted to a 5 axis Robotic Arm with 5 axes of movement including: turret, shoulder, elbow, wrist, rotate • 1x Colour Claw camera with LED light • 1x Disrupter/Weapon camera with LED light and 2 green lasers • 1x Colour Pan-Tilt-Zoom (PTZ) Camera with 36x Optical Zoom and 360° Continuous Rotation • 1x Front-Drive Color/IR camera • 1x Rear-Drive Color/IR camera • Mounting bracket for 1 recoilless disrupter • 1x Claw-Mounted 24V DC Firing Circuit • 1x 24V DC Firing Circuit on Disrupter Mount • 2x Deck-mounted 24V DC Firing Circuit s • Multi-Function Command & Control Unit (CCU) with 15" LCD Screen • Data/Video RF Wireless Radios • 2x 24V DC Battery Packs (1x onboard; 1x spare) & 1x 24V DC Battery Charger • Rubber tracks and Anti-Flip Bar • 2-way audio • 500' Hard-Wire Tether • 2 year warranty	$85,511.56	0.00%	$85,511.56
1.0	CAL-DVU1	Digital COFDM Video Upgrade Upgrade to distortion-free Digital COFDM Video (Available for MK3 and T5). Please note, ICOR is currently offering a 50% discount off the List price for COFDM video.	$28,360.52	50.00%	$14,180 26
1.0	CAL-HCU-T5	T5 Hand Held Control Unit Controls the weapon/claw arms, Drive control, and lights · Inputs into the Tether Connection · 9' cord · Powered by standard 9V Battery · Uses standard Variable control joystick	$1,612.50	0.00%	$1,612.50
1.0	CAL-DVR	Digital Video Recorder (DVR) Integrated into the hardshell case of the CALIBER® Robot's CCU for 1080p HD video recording and picture capture up to 320GB of MPEG-4 video and/or JPEG images. Onboard 5" (12.7cm) LCD Screen for quick review of recorded images and video. (Available for MK3, T5, or Mini)	$2,003.41	0.00%	$2,003.41
1.0	CAL-PIP	Quad-Screen PIP Quad-Screen Picture in-Picture Functionality. Provides images from 4 cameras simultaneously.	$3,591.49	0.00%	$3,591.49
1.0	10004	MK3/ T5 Claw Kit - 2ND Generation The 2nd generation claw attachment kit includes specially designed tools to augment the capabilities of the CALIBER® T5 and MK3 robots. Kit includes: key holder, camera extension, box cutters, chemical sampler tube, clothes cutter, extension poles, tire deflator, window breaker, finger extension with porcelain tips, cutting hook, utility shears with ceramic blades, Cutabiner®, multiple effectors and hook & line accessories.	$4,397.74	0.00%	$4,397.74
1.0	ESI-RM2-T5	DUKE PRO - FOR T5 Duke Pro, 2-Channel Shock Tube Initiator with Mount for CALIBER® T5	$1,514.78	0.00%	$1,514.78
1.0	MAFB-T5	T5 Motorized Anti-Flip Bar Remotely lift anti-flip bar up when not in use to reduce the overall length of the robot and fit into tighter spaces	$4,568.76	0.00%	$4,568.76
1.0	CAL-MPTZT5	T5 Motorized, Telescoping PTZ Mast Enhance a new T5 robot with an upgrade from Standard PTZ to Motorized, Telescoping PTZ with a Max height of 60"(152 cm) (Note: telescoping mast only; uses PTZ camera from standard robot package.)	$4,568.76	0.00%	$4,568.76
1.0	11237	Claw Auxiliary Camera – T5 / MK3 Increase your situational awareness while using your manipulator with the addition of the Claw Auxiliary Camera for your CALIBER® T5 or MK3. This ultra-versatile mount has a fully adjustable folding arm that connects a camera to the claw housing. Fully configurable to provide the best viewing angle while using tools from the optional CALIBER® Claw Attachment Kit (PN: 10004). Note: Available for the CALIBER® T5 or MK3 only.	$1,800.00	0.00%	$1,800.00

1.0	CAL-EXA	T5 - Arm Extension Kit Increases vertical reach up to 105" (267cm) for inspection of overhead compartments on buses, trains, and planes; or for undervehicle retreveial.	$4,857.06	0.00%	$4,857.06
1.0	CAL-K100	PAN Disrupter 20mm (12ga) PAN Disrupter Unit manufactured by IDEAL Products, Inc. (K100)	$2,915.00	0.00%	$2,915.00
1.0	CAL-K1000	PAN Recoil Reduction Kit 20mm (12ga) PAN Recoil Reduction Kit manufactured by IDEAL Products, Inc. (K1000)	$2,505.00	0.00%	$2,505.00
1.0	CAL-SP1	T5 Basic Spare Parts Kit Essential items to maintain and repair your CALIBER® T5 robot	$2,325.91	0.00%	$2,325.91
1.0	CAL-XR1	X-Ray Bracket X-ray mounting bracket for use with 14" x 17" PSP Imaging Plate and Golden Engineering XR-200 or XR-300 Sources. (Please call for other systems)	$1,158.07	0.00%	$1,158.07
1.0	CAL-OP016	Quick Release FLIR Camera FLIR Thermal Imaging Camera for the CALIBER® Robot (MK3/T5/Mini); Mounts to the Quick Release PTZ Mast (zoom not available); Wide Field of View (H49° x V39°) with an effective detection range up to 230m (750ft)	$7,378.43	0.00%	$7,378.43
1.0	ACC1001	MODULAR 20MM RAM BODY ASSEMBLY RAM Attachment for CALIBER® T5 Single Weapon Mount for use with standard 20mm Neutrex from Proparms.	$4,335.00	0.00%	$4,335.00
1.0	CAL-CPV	Command Post Video Transmitter Transmit video images from the robot Command and Control Unit (CCU) to the Incident Command Post using the Command Post Video Transmitter. System allows images to be transmitted up to four iOS enabled devices (iPhone, ipad). Includes, one HD transmitter, one Mini-iPad, router, antennas, battery, chargers and backpack. Approximately 3 hour run time.	$5,814.79	0.00%	$5,814.79
1.0	CAL-PSD	Portable Handheld Screen (Digital) The CALIBER®'s Portable Handheld Screen is ideal for SWAT entry teams that want to see what the robot operator is viewing on the CCU screen. Available for Digital COFDM RF System	$5,492.29	0.00%	$5,492.29
1.0	CAL-APC	Auxillary Pole Camera Extendable Camera Pole mounts into weapons arm to add up to 74" (188 cm) of vertical surveillance. For T5 or MK3	$938.18	0.00%	$938 18
1.0	CAL-VEX-D	RF Extender(Digital) Video RF Range Extender for CALIBER® Robot (MK3 & T5) (for Digital COFDM Video System)	$2,110.91	0.00%	$2,110.91
1.0	CAL-TK0	Truck Brackets kit External truck brackets and cabling for mounting RF system outside command truck. For T5 or MK3 (Client installs)	$874.66	0.00%	$874.66
1.0	CAL-SL1	T5 LOCK 10276 - Power Switch Lock for the CALIBER® T5 Robot	$180.80	0.00%	$180.80
1.0	CAL-AL0	Ramps Foldable, lightweight ramps for T5 or MK3	$508.18	0.00%	$508.18
1.0	CAL-EB1	24V DC Battery Pack - T5 Spare/Replacement 24V DC Battery Pack for CALIBER® T5 Robot	$1,167.84	0.00%	$1,167.84
1.0	CAL-BC0	24V DC Battery Charger Extra 24V DC Battery Charger for CALIBER® T5 or MK3	$356.71	0.00%	$356.71
1.0	CAL-BC1	CCU Battery Charger CALIBER® Command Station Battery Charger for T5 or MK3	$283.41	0.00%	$283.41
1.0	CAL-EXWAR	Extended Warranty - T5 / MK3 CALIBER® Robot Extended Warranty. Add an additional year (3rd Year) to the standard 2 year warranty. (Available for MK3 or T5)	$6,645.47	0.00%	$6,645.47
1.0	CAL-TTC	CALIBER ROBOT ONSITE TRAINING at Customer Location Eight (8) hour Operation, Maintenance, and Troubleshooting Course for one or two robots. Includes travel and accommodations for ICOR Technician. Consists of hands-on instruction for up to ten operators, and a classroom presentation for unlimited participants.	$1,905.69	0 00%	$1,905 69
1.0	S&H	SHIPPING AND HANDLING	$900.00	0.00%	$900.00
				SUBTOTAL	$176,402.66
				TOTAL	$176,402.66

This is a quotation on the goods named, subject to the conditions noted below:
Unless otherwise provided: This quote is in US Dollars; shipping terms are EX WORKS for domestic and international shipments; all prices are exclusive of sh pping costs, insurance, custom clearance and any applicable Taxes of any kind; all price quotations are valid for 90 days. Published list prices are subject to change without notice. Due to a policy of continuous product improvement, ICOR reserves the right to change specifications and appearance without notice Please reference the invoice number on your cheque and remit to ICOR Technology Inc. 935 Ages Drive, Ottawa, Ontario K1G 6L3 Canada. The CALIBER® Robot (including the MK3, T5, Mini, and MK4) contains up to 35% US-source materials and are ITAR export license free and not subject to AECA or EAR regulations. The CALIBER® Robot is a Controlled Good, and requires an Export Permit for international shipping in accordance with the *Export and Import Permits Act (R.S.C., 1985, c. E-19)*. Failure to

perform due to the action or inaction of the Government of Canada will be considered Force Majeure, and, ICOR is not responsible for any penalties, fees, liquidated damages, etc. ***Some or all of the quoted items are eligible for purchase through GSA's Cooperative Purchasing Program and 1122 Program for State and Local Law Enforcement. Please consult with your purchasing department to determine the optimal purchasing vehicle and notify your ICOR Sales Representative to make any changes necessary. ICOR's GSA Contract Number is: GS-07F-0430V***

DISCLAIMER REGARDING DISRUPTER MOUNT CONFIGURATIONS: ICOR Technology is a robot manufacturer and do not make disrupters. The end-user must consult with the disrupter manufacturer for complete instructions on loading, operation, maintenance and firing procedures. ICOR recommends that the end-user takes disrupter training from the manufacture before firing the weapon off of the robot. USE AT OWN RISK. ANY POTENTIAL DAMAGES TO THE ROBOT AS A RESULT OF USING A DISRUPTER ARE NOT COVERED UNDER WARRANTY. AS PER ICOR 'S LIMITED WARRANTY, WARNING AND LIMITATION OF LIABILITY DOCUMENT, ICOR SHALL BE HELD HARMLESS TO ANY LOSS OR INJURY AS RESULT OF USING DISRUPTERS ON THE ROBOT.

To accept this quotation, sign here and return:

Signature Date

3c.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Chief Luther Reynolds DEPT. Police Department

SUBJECT: REMINGTON AMMUNITION

REQUEST: Approval to purchase Remington Ammunition from Craig's Firearm Supply, Inc., 1531-B Broad River Rd., Columbia, SC 29210. SC Contract #4400018434

COMMITTEE OF COUNCIL: Ways & Means DATE: May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel	☐	☐		☐
Cap. Proj. Cmte. Chair	☐	☐		☐
Police Department	☒	☐	Luther Reynolds	☐
Procurement Director	☒	☐	[signature]	☐

FUNDING: Was funding previously approved? Yes ☐ No ☐ N/A ☐

If yes, provide the following: Dept./Div.: 200000 ✓ Account #: 52036 ✓

Balance in Account 230,991.06 Amount needed for this item $129,677.30

Does this document need to be recorded at the RMC's Office? Yes ☐ No ☐

NEED: Identify any critical time constraint(s).

CFO's Signature: [signature], Deputy CFO for [signature], CFO

FISCAL IMPACT:

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

Craig's Firearm Supply Inc.
Police Distributor

1531-B Broad River Rd., Columbia, SC 29210
Phone 803-764-6941 ~ Fax 803-764-6961

8761 Chapman Highway, Knoxville, TN 37920
Phone 865-573-4567 ~ Fax 865-573-0820

TO: Sgt. George Bradley
PHONE: 843-577-7434
AGENCY: Charleston Police Department
EMAIL: bradleyg@charleston-sc.gov
DATE: 04/15/20
Quote will be honored for 30 days.

A copy of this quote must accompany your purchase order. EACH MANUFACTURER MUST HAVE A SEPARATE PURCHASE ORDER.

AGENCIES ARE RESPONSIBLE FOR ALL TAXES **Please include ORI Number with Order**

PART #	ITEM DESCRIPTION	PRICE	QTY.	EXT.
23685	Remington, Part # L223R3B .223 cal 55gr FMJ, (Price per 1,000 round BULK Case) 175,000 Rds Total	$300.00	175	$52,500.00
28918	Remington # PRC223R4, 62 Grain Core-Lokt Bonded (Price Per 1000 Rounds) 20,000 Rds Total	$588.40	20	$11,768.00
23726	Remington, Part # L45AP4, .45 ACP cal, 230gr FMJ ,(Price per 1000 round) 200,000 Rds Total	$240.00	200	$48,000.00
29453	Remington Part# GS45APB, 230 grain Golden Saber BJHP, (Price per 1000 rounds) 20,000 Rds Total	$335.10	20	$6,702.00
TX	**9 % SALES TAX**			$10,707.30
	S C State Contract #4400018434			
	Drop Ship from factory Only-- Free Freight			

ALL REMINGTON PRODUCTS REQUIRE A SEPARATE PURCHASE ORDER FOR EACH LINE ITEM.

TOTAL **$129,677.30**

Thank you,

Bo Turner
Law Enforcement Sales

Email: sales.sc@craigsfirearms.com

* Govt. agency prices do not include sales tax or FET where applicable
* Prices are due and payable NET 30 days for each invoice
* Trade-In pistols must be in good, serviceable working order
* Deductions made if trade-ins are damaged or not as specified
* Trade-In or exchange pistols must be complete with 3 magazines, working sights, in original box, unless otherwise noted
* Trade-In or exchange pistols must be turned in within 30 days made and approved

3d.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Tom O'Brien DEPT. Public Service

SUBJECT: STORM DEBRIS REMOVAL SERVICES

REQUEST: Approval to establish a contract for Storm Debris Removal Services With Phillips & Jordan, Inc., 10201 Parkside Dr., Ste. 300, Knoxville, TN, 37922. Solicitation #19-P019R

COMMITTEE OF COUNCIL: Ways & Means DATE: May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel	☐	☐		☐
Cap. Proj. Cmte. Chair	☐	☐		☐
Public Service	X	☐	HAK Sean	☐
Procurement Director	X	☐	Tony Long	☐

FUNDING: Was funding previously approved? Yes ☐ No ☐ N/A ☐

If yes, provide the following: Dept./Div.: _____ Account #: _____

Balance in Account _____ Amount needed for this item _____

Does this document need to be recorded at the RMC's Office? Yes ☐ No ☐

NEED: Identify any critical time constraint(s).

CFO's Signature: Amy Wharton

FISCAL IMPACT:

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

STATE OF SOUTH CAROLINA)
)
COUNTY OF CHARLESTON)

AGREEMENT BETWEEN THE CITY OF CHARLESTON AND PHILLIPS AND JORDAN, INC. FOR STORM DEBRIS REMOVAL SERVICES

THIS AGREEMENT is entered into this _____ day of _____, 20___ between the City of Charleston, a municipal corporation organized under the laws of the State of South Carolina (hereinafter referred to as "the City"), and Phillips & Jordan, Inc. (hereinafter referred to as the "Contractor").

NOW, THEREFORE, for and in consideration of the mutual promises, covenants and conditions stated herein, the parties agree as follows:

§1. SCOPE OF SERVICES

The parties agree that the Contractor shall furnish services and any necessary supplies and equipment for the Storm Debris Removal Services in accordance with Solicitation #19-P019R. All attachments and exhibits, including Exhibits A, B, C, and D listed below, shall be incorporated herein:

Exhibit A: Solicitation #19-P019R (the "Request for Proposal")
Exhibit B: Addenda to Solicitation
Exhibit C: Insurance Requirements
Exhibit D: Contractor's Proposal & Cost Proposal

1. The Contractor shall safely, diligently and in a professional and timely manner perform, with its own equipment and assets, and provide goods and/or services as described in Exhibit A, Exhibit B and Exhibit D as approved by the City in fulfilling its obligations as set forth in this Agreement. Unless modified in writing by the parties hereto, the duties of the Contractor shall not be construed to exceed the provision of the goods and/or services pertaining to this Agreement.

2. The Contractor shall provide the goods and/or services as set forth and described in Exhibit A, Exhibit B and Exhibit D as approved by the City to this Agreement and specifically detailed in any Purchase/Work Orders, if any, as may be issued from time-to-time by the City.

3. The Contractor hereby warrants and represents to the City that it possesses all necessary licenses to perform the work as set forth in this Agreement, carries the requisite insurance policies as set forth in Exhibit C, and is competent and able to provide professional and high quality goods and/or services to the City in accordance with this Agreement.

4. The Contractor shall bill only for work according to Exhibit A, Exhibit B and Exhibit D as approved by the City and the proposed pricing for such work as shown in

Exhibit D. No additional work shall be performed unless requested by the City Official authorized for this project. If the City requests any additional work from the Contractor, the parties shall negotiate any possible additional costs related thereto prior to Contractor's performance of such requested additional work.

5. The Contractor agrees to send any and all reports of work done by the Contractor to the City on a regular basis and to the agreed upon City Representative.

6. The Contractor shall review the scope of each job and perform that job as required. Each job must be approved by an assigned City Representative before the job can be deemed as complete. If corrections are required, the Contractor shall make any corrections within an agreed upon time frame between the Contractor and the City. The Contractor is solely responsible for the costs of any corrections.

7. The City will use each vendor awarded this contract based on the needs of the City. Also, if a vendor is called and cannot get to the work in the time required by the City, the City has the ability to contact another awarded vendor.

§2. CONTRACT TERM

The initial term of this Agreement shall be for a period of one (1) year from the date of execution. The City reserves the right to extend the Agreement if the City determines the extension is in its best interest; said extension will be on an annual basis and shall not exceed four (4) additional one (1) year periods.

§3. COMPENSATION AND PAYMENT TERMS

This Agreement authorizes payments to be made in accordance with the Request for Proposal, Addenda and the Contractor(s)' Proposal Response and Cost Proposal, Exhibits A, B and D. Payment terms shall be Net 30 days after receipt of an approved invoice by the City. Payment to the Contractor shall be made after services have been rendered. The Contractor must submit an original invoice for each payment request to the City in care of Accounts Payable whose mailing address is PO Box 853, Charleston, SC 29402, and whose physical office is located at 116 Meeting Street, Charleston, SC 29401. Faxed and/or copied invoices from the Contractor to the City shall not be accepted. Rates shall not increase during the term of this Agreement or any agreement extensions. If the Contractor requests a price increase, it shall be in accordance with the US Department of Labor/Bureau of Labor Statistics/Consumer Price Indexes, and shall only be requested ninety (90) days prior to the anniversary date of the Agreement. The City shall have the sole discretion to honor or reject the Contractor's request for a price increase.

§4. WARRANTIES AND REPRESENTATIONS

A. The Contractor hereby represents and acknowledges that it is a licensed, bonded contractor capable of performing the work hereunder.

B. All equipment, materials, and supplies incorporated in the work covered by this Agreement and provided by the Contractor are to be of the highest quality for their intended purpose. When requested, the Contractor shall furnish to the City for approval the name of the manufacturer, the model number, and other

identifying data and information regarding the performance, capacity, nature and rating of the machinery, mechanical, and other equipment which the Contractor is required to incorporate into the project. Machinery, equipment, material and supplies used without the required prior approval of the City shall be at the risk of subsequent rejection by the City at no cost to the City.

C. The Contractor warrants and represents that its staff is knowledgeable about, and experienced in providing the materials specified in the work required in accordance with this Agreement and warrants that it will use its best skill and attention to provide the above described work and materials in a professional and timely manner.

§5. SUBCONTRACTORS

A. If any Subcontractor shall be used for this project, the Contractor shall provide to the City's Director of Procurement a list of names of any of the intended Subcontractors, the Subcontractor's applicable license number(s), and a description of the work to be done by each subcontractor, if requested by the City.

B. The Contractor shall not substitute any Subcontractor without the prior written consent of the City's Director of Procurement.

C. The Contractor shall be responsible for all services performed by a Subcontractor. Responsibilities include, but are not limited to, compliance with any applicable licensing and insurance regulations.

D. If at any time the City's Director of Procurement determines that any Subcontractor is incompetent or undesirable, he shall notify the Contractor accordingly, and the Contractor shall take immediate steps for the termination/cancellation of the Subcontractor from any further work on the project. In addition, the Contractor shall take the necessary steps to replace such terminated Subcontractor from work on the project with a Subcontractor who is acceptable to the City.

E. Nothing contained in any contract resulting from this Agreement shall create any contractual relationship between any Subcontractor and the City of Charleston.

§6. INDEMNIFICATION

Except for expenses or liabilities incurred by the Contractor arising from the negligence of the City, the Contractor hereby expressly agrees to indemnify and hold the City harmless against any and all expenses and liabilities arising out of the performance or default of this Agreement as follows:

The Contractor expressly agrees to the extent that there is a causal relationship between its negligent, reckless or intentionally wrongful action or inaction, or the negligent, reckless or intentionally wrongful action or inaction of any of its employees or Subcontractors or any person, firm, or corporation directly or indirectly employed by the Contractor, and any damage, liability, injury, loss or expense (whether in connection with bodily injury or death or property damage or loss) that is suffered by the City and its

employees or by any member of the public, to indemnify and save the City and its employees harmless against any and all liabilities, penalties, demands, claims, lawsuits, losses, damages, costs and expenses arising out of the performance or default of this Agreement. Such costs shall include defense, settlement, court costs and reasonable attorneys' fees incurred by the City and its employees. This promise by the Contractor to indemnify the City shall include bodily injuries or death occurring to the City's officers, officials, employees and any person directly or indirectly employed by the City, the City's employees, the employees of any other independent contractors including Subcontractors, or to any member of the public. When the City submits notice, Contractor shall promptly defend any aforementioned action. This obligation shall survive the suspension or termination of this Agreement. The limits of insurance coverage required herein shall not serve to limit this indemnity obligation. The recovery of costs and fees shall extend to those incurred in the enforcement of this indemnity.

§7. INSURANCE REQUIREMENTS

The Contractor shall comply with all insurance requirements which are set forth in Exhibit C.

§8. GRATUITIES AND KICKBACKS

Gratuities. It shall be unethical and a violation of this Agreement by the Contractor for any person to offer, give or agree to give any employee or former employee, or for any employee or former employee to solicit, demand, accept, or agree to accept from another person a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation or any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter pertaining to any program requirement of a contract or subcontract, or to any solicitation or bid therefore.

Kickbacks. It shall be unethical and a violation of this Agreement by the Contractor for any payment, gratuity, or offer of employment to be made by or on behalf of a Subcontractor under a contract to the Contractor, or to hire any Subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

§9. TERMINATION

For Convenience: The City reserves the right to terminate the contract with the Contractor when it is in the best interest of the City, including, but not limited to non-appropriation of funds. If the contract is so terminated, the City shall provide the Contractor with a minimum of sixty (60) days written notice and shall compensate Contractor for all necessary and reasonable direct costs of performing the services actually accomplished as of the date of termination. No other costs shall be allowed for a termination for convenience. No damages shall be allowed for a termination for convenience.

For Default: If the Contractor fails to comply with the terms of the contract the City shall notify the Contractor in writing of the specifics regarding such noncompliance. If

the Contractor fails to begin to cure the noncompliance within five (5) days after the notice, the City may terminate the contract by written notice to the Contractor with a minimum of thirty (30) days thereafter and Contractor shall only be compensated for services actually completed prior to termination, contractor shall not be entitled to any costs or damages resulting from a termination under this section.

§10. ASSIGNMENT

The Contractor shall not assign in whole or in part any part of this Agreement without the prior written consent of the City. The Contractor shall not assign any money due or to become due to it under this Agreement without the prior written consent of the City.

§11. NOTICES

All notices required under this Agreement to the parties shall be deemed properly given when deposited in the United States mail, either by registered or certified mail (postage prepaid) to:

To:
City of Charleston
John J. Tecklenburg
Mayor
PO Box 304
Charleston, SC 29402

To:
Phillips & Jordan, Inc.
Dudley Orr
Vice President
10201 Parkside Dr., Ste. 300
Knoxville, TN 37922

With copies to:

City of Charleston
Legal Department
50 Broad Street
Charleston, SC 29401

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

§12. CHANGE ORDERS

No oral statement of any person shall modify or otherwise change, or affect the terms, conditions or specifications stated in this Agreement. The City's Procurement Director shall make all change orders to this Agreement in writing. The City shall ***not*** be bound by any change in this Agreement unless approved in writing by the Procurement Director.

§13. ENTIRE AGREEMENT

This document and its Exhibits constitute the entire Agreement between the parties and all previous negotiations leading thereto. This Agreement shall be modified only by a written agreement signed by the City and the Contractor.

§14. GOVERNING LAWS

The laws of the State of South Carolina shall govern this Agreement. All litigation arising under this Agreement shall be litigated in the Circuit Court in the Ninth Judicial Circuit of Charleston County, South Carolina, in the Court of Common Pleas.

§15. LICENSE AND PERMITS

The Contractor shall, without additional expense to the City, be responsible for obtaining all necessary licenses and permits required by the State of South Carolina, or the City of Charleston or any other authority having jurisdiction as necessary to fully perform its obligations pursuant to this Agreement. The Contractor shall provide a copy of its valid City of Charleston Business License to the City upon the execution of this Agreement.

§16. PUBLICITY RELEASES

The Contractor agrees not to refer to the award of this Agreement in any commercial advertising in such a manner as to state or imply that the products or services provided are endorsed or preferred by the City. The Contractor shall not have the right to include the City's name in its published list of customers without prior approval of the City. With regard to news releases, the Contractor shall only be permitted to use the name of the City and the type and duration of this Agreement in any news releases provided the Contractor shall first have obtained the prior written approval of the City. The Contractor also agrees not to publish, or cite in any form, any comments or quotes from the City's employees unless it is a direct quote from the Public Information Officer of the City.

§17. INDEPENDENT CONTRACTOR

The Contractor is an independent contractor and shall not be deemed an employee of the City of Charleston for any purpose whatsoever. The Contractor acknowledges that it is the Contractor's duty to verify identity and eligibility of its employees and all sub-contractors in accordance with IRCA as amended. The Contractor further agrees to indemnify the City if the Contractor fails to comply with IRCA as amended.

§18. SEVERABILITY

If any provision of this Agreement shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this Agreement is invalid and unenforceable, but that by limiting such provision it would become valid and enforceable, then such provision shall be deemed to be written, construed and enforced as so limited.

§19. WAIVER OF CONTRACTUAL RIGHTS

The failure of either party to enforce any provision of this Agreement shall not be construed as a waiver or limitation of that party's right to subsequently enforce and compel strict compliance with every provision of this Agreement.

§20. COMPLIANCE WITH LEGAL REQUIREMENTS

All applicable Federal, State and local laws, ordinances, and rules and regulations of any authorities (including but not limited to any laws, ordinances or regulations relating to the SC Department of Revenue or the SC Board of Contractors) shall be binding upon the Contractor during the term of this Agreement. The Contractor shall be responsible for compliance with any such law, ordinance, rule or regulation, and shall hold the City harmless and indemnify same in the event of non-compliance as set forth in this Agreement.

§21. BACKGROUND CHECK

The City reserves the right to conduct criminal background checks on individuals assigned to this project, including the Contractor, its employees, agents or Subcontractors.

§22. SC STATE AND LOCAL TAX

Except as otherwise provided, contract prices shall include all applicable state and local taxes.

If applicable, two percent (2%) income tax withholding shall be withheld from each and every payment pursuant to Section 12-9-310 of the South Carolina Code of Laws (1976, as amended) for certain out-of-state contractors, and such sums will be paid over to the South Carolina Department of revenue and Taxation (the "SCDRT"). When and if the City receives an executed SCDRT form I-312, Nonresident Taxpayer Registration Affidavit – Income Tax Withholding, such withholding shall cease.

Contractor shall calculate that portion of this Agreement that is subject to the nine percent (9%) South Carolina sales and/or use tax, which amount shall be itemized and shown on all invoices, and shall be paid to the SCDRT by the Contractor. If the Contractor is a non-South Carolina company, the City shall withhold said amount from all invoices and remit payment to the SCDRT, unless the Contractor furnishes the City with a valid South Carolina Use Tax Registration Certificate Number. The total of all sales tax to become due and payable in connection with this Agreement is listed herein.

The Contractor shall indemnify and hold harmless the City for any loss, cost, or expense incurred by, levied upon or billed to the City as a result of the Contractor's failure to pay any tax of any type due in connection with this Agreement.

IN WITNESS WHEREOF, the parties hereto, by their authorized representatives, have signed, sealed and delivered this Agreement at Charleston, South Carolina.

WITNESSES FOR THE CITY:

_____

Date: _____

_____
John J. Tecklenburg
Mayor
Date: _____

_____
Name

Date: _____

WITNESSES FOR VENDOR:

_____
Name

Date: _____

_____
Dudley Orr
Vice President
Date: _____

_____
Name

Date: _____

EXHIBIT A

The City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, South Carolina 29401
P) 843-724-7312 F) 843-720-3872
www.charleston-sc.gov

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson
Vendor Name:	**FEIN/SS#:**
Vendor Address:	
City – State – Zip:	
Telephone Number:	**Fax Number:**
Minority or Women Owned Business: Are you a certified Minority or Women-Owned business in the State of South Carolina? ☐ Yes ☐ No If so, please provide a copy of your certificate with your response.	
Authorized Signature: _____ **Title:** _____ **Date:** _____	

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this bid and certify that I am authorized to sign this bid for the bidder. **This signed page must be included with bid submission.**

IMPORTANT

1. This solicitation seeks proposals responding to the Scope of Work for a **Storm Debris Removal Service**. This solicitation does not commit the City of Charleston to award a contract, to pay any costs incurred in the preparation of applications submitted, or to procure or contract for the services. The City reserves the right to accept or reject any, all or any part of any proposal received as a result of this Solicitation, or to cancel in part or in its entirety this Solicitation if it is in the best interest of the City to do so. The City shall be the sole judge as to whether proposals submitted meet all requirements contained in this solicitation.

2. Offeror may **mail**, or **hand-deliver** response to the Procurement Division. **Do Not Fax** in the proposal response. Please show the solicitation number on the outside of any mailing package. The City of Charleston assumes no responsibility for unmarked or improperly marked envelopes. If directing any other correspondence to the Procurement Division not related to the solicitation, please do not include the solicitation number on the envelope. If the Bidder chooses not to respond to this solicitation, it is recommended to return the "No Bid Response Form" to our office.

3. **DEADLINE FOR SUBMISSION OF OFFER:** Any proposal or offer received after the Procurement Director or his designee has declared that the time set for opening has arrived, shall be rejected unless the offer has been delivered to the designated purchasing office or the governmental bodies' mail room which services that purchasing office prior to the proposal opening.

4. Questions regarding this solicitation **must be submitted in writing to Robin B. Robinson no later than 1:00pm on July 25, 2019**. Questions may either be faxed to 843-720-3872 or emailed to Robin B. Robinson, robinsonr@charleston-sc.gov.

INSTRUCTIONS TO OFFERORS

1. Number of Submittals required is stated in the General Information section of this Solicitation. Proposals must be mailed or hand-delivered. **Responses received by fax or other electronic means (email, CD, etc.) will be rejected. Proposals must be submitted in a sealed envelope and must be addressed to the City of Charleston Procurement Division, 75 Calhoun Street, Suite 3500 Charleston, SC 29401.** Failure to do so may result in a premature opening of, or failure to open such Proposal. Each sealed envelope containing a Proposal shall be marked on the outside with the Offeror's complete Name, Address, Solicitation Number, Description of Services Requested by Solicitation (i.e., Elevator Maintenance, Road Construction), along with the Due Date and Time. If you do not choose to submit a proposal, please complete and return the enclosed "No Proposal" response form.

   A "No Proposal" qualifies as a response; however, it is the responsibility of the Vendor to notify the Procurement Office if you receive solicitations that do not apply. Failure to respond to three (3) solicitations during the calendar year may result in removal from Vendor's List.

   All pages that require a Signature shall be included with the bid. Failure to include these required pages may result in the bid being deemed Non-Responsive.

2. Offerors must clearly mark as **"Confidential"** each part of their proposal which they consider to be proprietary information that could be exempt from disclosure under the South Carolina Freedom of Information Act, S.C. Code Ann. §§ 30-4-10 to – 165 (2007 & Supp. 2015). See paragraph 45 for more details. The City reserves the right to determine whether this information should be exempt from disclosure and no legal action may be brought against the state or its agents for its determination in this regard.

3. Proposals must be made in the official name of the individual, firm, company, partnership, corporation, joint venture or other legal entity under which the business is conducted (showing official business address) and must be signed in ink by a person duly authorized to legally bind the legal entity submitting the proposal.

4. Bids should be typewritten or computer-generated; however, if this is not possible, the hand writing **must be legible**. A Bid shall include, but is not limited to, addresses of all legal entities which will participate in the proposed services. The type of organization of the Bidder, whether individual, firm, partnership, corporation, joint venture or other legal entity, shall be stated. Any affiliations, parent-subsidiary relationships, and corporate identities including the names of the principals of such legal entity must be fully disclosed and clearly explained.

5. If an error is made before submitting the proposal, the error should be crossed out, corrections entered and initialed by the person signing the proposal. Erasures or use of typewriter correction fluid may be cause for rejection. No proposal shall be altered or amended after specified time for opening.

6. Proposals may be withdrawn by written request received from the Offeror prior to the time set for opening of Proposals, but not thereafter.

7. Proposals should be prepared simply and economically. All data, materials, and documentation shall be available in a clear, concise form and reproducible upon request "at cost" for the City's internal use. The City reserves the right to reproduce proposals for internal use in the evaluation process.

8. All Proposals shall provide a straight forward, concise description of Offeror's ability to satisfy the requirements of the Solicitation.

9. All Addendum and Award Notices will be posted on our website: www.charleston-sc.gov, then click on the Bidline link.

10. The terms and conditions in this Solicitation shall prevail unless otherwise modified by the City of Charleston in an Addendum to this Solicitation. The City of Charleston reserves the right to reject, in whole or in part, any proposal which does not comply with such terms and conditions. The City of Charleston reserves the right to retain all proposals submitted and to use any ideas in a proposal regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the Offeror of the conditions contained in this Solicitation, unless clearly and specifically noted in the proposal submitted and confirmed in any resulting contract between the City of Charleston and the Offeror selected.

11. No substitutions shall be considered after the contract award except by Amendment.

12. The City seeks qualified vendors to be responsible for completion of the work described herein and the City reserves the option to award portions of the project to multiple Offeror if such is to the advantage of the City. Therefore, any one proposal submitted by more than one company shall be deemed to be a proposal for a joint venture between or among the companies so submitting proposals unless the proposal clearly and unequivocally describes that only one firm proposes to act as principal and the other firm(s) contractual position is clearly defined. The companies submitting as a joint venture shall be held jointly and severally responsible for the entire project and shall not be permitted to limit their liability to the City.

13. All proposals should be complete and carefully worded and shall convey all of the information requested by the City. If errors or exceptions are found in a proposal, or if the proposal fails to conform to the requirements of the Solicitation, the City shall be the sole judge as to whether that variance is significant enough to reject the proposal.

14. The City reserves the right to request satisfactory evidence of their ability to furnish services in accordance with the terms and conditions listed herein. The City further reserves the right to make the final determination as to the Offeror's ability to provide said services.

15. The Offeror is solely responsible for all costs and expenses associated with the preparation of the proposal and of any supplementary presentation (including any oral presentation) requested by the City.

16. GRATUITIES AND KICKBACKS

A) Gratuities. It shall be unethical for any person to offer, give or agree to give any employee or former employee, or for any employee or former employee to solicit, demand, accept, or agree to accept from another person a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation or any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter pertaining to any program requirement or a contract or subcontract, or to any solicitation or proposal therefore.

B) Kickbacks. It shall be unethical for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor, or to hire any subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

17. OFFEROR REPRESENTATIONS

Each Offeror by submitting a Proposal represents that:

A) The Offeror has read and understands this Solicitation (including all Specifications and Attachments) and that its Proposal is made in accordance therewith.

B) The Offeror has reviewed the Solicitation and has become familiar with the local conditions under which the Scope of Work is to be performed. The failure or omission of an Offeror to acquaint himself with existing conditions shall in no way relieve him of any obligation with respect to this proposal or any resulting contract.

C) The Proposal is based on the terms, materials, services and obligations required by this Solicitation, without exception.

D) The Offeror is qualified to provide the services and equipment required under this Solicitation and, if awarded the contract, shall do so in a professional, timely manner using successful Offeror's best skills and attention.

E) The Offeror is guaranteeing that all goods and services will meet the requirements of the Solicitation during the contract period.

18. COMPETITIVE PROCUREMENT

It is the intent and purpose of the City of Charleston that this Solicitation permits competition. It shall be each Offeror's responsibility to advise the City if any language, provision, or other requirement, or any combination thereof, inadvertently restricts or limits the satisfaction of the specifications stated in this Solicitation to a single source. Such notification must be submitted in writing, and must be received by the City of Charleston Procurement Division no later than the last date for written questions. Any such notification shall be reviewed by the City's Procurement Director.

19. ADDENDA/CHANGES

Any additions, deletions, modifications, or changes made to this Solicitation shall be processed through the City's Procurement Director. Any deviation from this procedure may result in the disqualification of the proposal or the cancellation of any contract resulting from this Solicitation. Requests for interpretation of this Solicitation and any other questions concerning the Solicitation shall be made in writing, and addressed to the City's Procurement Director, 75 Calhoun Street, Suite 3500, Charleston, South Carolina 29401. Questions may be transmitted by fax, but it shall be the responsibility of the sender to confirm receipt by the City. These requests must be submitted by the deadline for written questions. Responses to said requests shall be made at the discretion of the City's Procurement Director. When issued, such interpretations and answers to such questions shall be in the form of an addendum to the Solicitation which shall be posted on the City's website, www.charleston-sc.gov. All such addenda shall become part of the Solicitation and each Offeror shall be bound by such addenda whether or not received by the Offeror. The City of Charleston shall not be legally bound by any amendment or interpretation that is not in writing.

20. EVALUATION PROCESS

During the evaluation process the City of Charleston reserves the right, where it may serve the City of Charleston's best interest, to request additional information or clarification from Offerors, or to allow corrections of errors or omissions.

21. AWARD OF CONTRACT

A) Award of contract shall be made to the most responsive and responsible Offeror(s) whose Proposal, conforming to the Solicitation, is most advantageous to the City of Charleston, price and other factors considered.

B) The City of Charleston may, when in the best interest of the City, reject any or all Proposals or waive technicalities or informalities in any Proposals received.

C) The City of Charleston shall be the sole judge of the suitability of the items or services to be provided pursuant to this Solicitation.

D) The City may choose to award to more than one vendor if it is in the best interest of the City.

E) Final approval may rest with members of the City Council for the City of Charleston.

F) All things considered equal, a tie proposal will be resolved by the flip of a coin.

22. CONTRACT ADMINISTRATION

Questions or problems arising after award of this contract shall be directed to the Contracts Coordinator by calling (843) 965-4184. Copies of all correspondence concerning this contract shall be sent to the Contracts' Coordinator, 75 Calhoun Street, Suite 3500 Charleston, SC 29401.

23. NOTICE OF AWARD OF CONTRACT
The successful Offeror shall be notified of acceptance of its Proposal by a written Notice of Award of Contract. Successful Offeror(s) shall not undertake any work, and City shall not be responsible for payment for any work whatsoever undertaken by the successful Offeror(s) prior to issuance of the Notice to Proceed.

24. NOTICE TO PROCEED
A Notice to Proceed shall be issued after the Contractor(s) has executed the contract and has submitted acceptable Insurance Certificate(s) and Endorsement(s) and Performance and Payment Bonds to the City as well as other submittals specified herein as required to be delivered before the Notice to Proceed is issued. The Contractor(s) shall not commence work until it has received a written Notice to Proceed from the City's Director of Procurement.

25. OTHER CONTRACTS
The City of Charleston may undertake or award other contracts for portions of the work or additional work, and the Contractor(s) shall fully cooperate with such other contractors and City of Charleston employees and carefully fit its own work to such work as may be directed by the City. The Contractor(s) shall not commit or permit any act which shall interfere with the performance of work by any other contractor or by City of Charleston employees.

26. MODIFICATION
The City's Director of Procurement shall have the unilateral right to modify any contract resulting from this Solicitation, within the general scope of work, when said modification is in the best interest of the City. The right to issue change orders is not dependent upon the consent of the successful Offeror(s). At the direction of the Director of Procurement the successful Offeror is obligated to perform the revised contract. Contract fees or prices shall be equitably adjusted where an issued change order so demands. No claim by the successful Offeror(s) for an adjustment hereunder shall be allowed if asserted after final payment under aforesaid contract.

27. INDEPENDENT CONTRACTOR
Successful Offeror is an independent contractor and shall not be deemed the agent or employee of the City of Charleston for any purpose whatsoever.

28. INSURANCE REQUIREMENTS
Upon the consummation of the contract for the services being solicited in this Solicitation and receipt of the Notice of Award by the successful Offeror (the "Contractor"), the Contractor shall, at all times during the term of the contract, carry insurance as required by the insurance requirements outlined in the insurance attachment which is attached hereto and incorporated by reference. The City shall not issue a Notice to Proceed until the Contractor has submitted acceptable insurance certificates(s) or endorsement(s), which must be submitted within five (5) calendar days after receipt of the Notice of Award, and which reflect that the required coverages are in place and that all premiums have been paid. Refusal or failure to submit such certificate(s) or endorsement(s) shall constitute grounds for the City to revoke its notice of award, forfeit proposal security, and award the contract to another contractor. The City may contact the Contractor's insurer(s) or insurer(s)' agent(s) directly at any time regarding its coverages, coverage

amounts, or other such relevant and reasonable issues related to this contract. The Contractor(s) shall also require any sub-contractors to carry the same coverages in the same amounts. Faxed Insurance Certificate(s) and Endorsement(s) shall be accepted if received no later than the time of contract execution and the original documents are received within one (1) business day after receipt of the fax transmittals.

29. INDEMNIFICATION

Except for expenses or liabilities arising from the negligence of the City, the Contractor who enters into a contract with the City of Charleston as a result of this Solicitation (the "Contractor") hereby expressly agrees to indemnify and hold the City harmless against any and all expenses and liabilities arising out of the performance or default of this contract as follows:

The Contractor expressly agrees to the extent that there is a causal relationship between its negligent, reckless or intentionally wrongful action or inaction, or the negligent, reckless or intentionally wrongful action or inaction of any of its employees or any person, firm, or corporation directly or indirectly employed by the Contractor, and any damage, liability, injury, loss or expense (whether in connection with bodily injury or death or property damage or loss) that is suffered by the City and its employees or by any member of the public, to indemnify and save the City and its employees harmless against any and all liabilities, penalties, demands, claims, lawsuits, losses, damages, costs, and expenses arising out of the performance or default of this Contract. Such costs are to include defense, settlement and reasonable attorneys' fees incurred by the City and its employees. This promise to indemnify shall include bodily injuries or death occurring to Contractor's employees and any person directly or indirectly employed by Contractor (including without limitation any employee of any subcontractor), the City's employees, the employees of any other independent contractors, or occurring to any member of the public. When the City submits notice, Contractor shall promptly defend any aforementioned action. This obligation shall survive the suspension or termination of the contract. The limits of insurance coverage required herein shall not serve to limit this indemnity obligation. The recovery of costs and fees shall extend to those incurred in the enforcement of this indemnity.

30. OFFEROR'S QUALIFICATIONS

The City reserves the right to request satisfactory evidence of any Offeror's ability to furnish services in accordance with the terms and conditions listed herein. The City further reserves the right to make the final determination as to the Offeror's ability to provide said services. We reserve the right to investigate the qualifications of any respondent under consideration, require confirmations of information furnished, and require additional evidence of qualifications to perform the work described in this Solicitation, contact references, and request an audited financial statement in order to determine a potential contractor's capabilities.

31. ASSIGNMENT

The Contractor(s) shall not assign in whole or in part its duties under the contract without the prior written consent of the City of Charleston. The Contractor shall not assign any money due or to become due to it under this contract without the prior written consent of the City of Charleston.

32. SUBCONTACTORS

A) If any subcontractors shall be used for this project, the Contractor shall provide to the City's Director of Procurement a list of names of any of the intended subcontractors, the subcontractor's applicable license number(s), and a description of the work to be done by each subcontractor, if requested.

B) The Contractor(s) shall not substitute other subcontractors without the written consent of the City's Director of Procurement.

C) Contractor(s) shall be responsible for all services performed by a subcontractor. Responsibilities include, but are not limited to, compliance with any applicable licensing regulations.

D) If at any time the City's Director of Procurement determines that any subcontractor is incompetent or undesirable, he shall notify the Contractor(s) accordingly, and the Contractor(s) shall take immediate steps for cancellation of the subcontract and replacement thereof with a subcontract that is approved by the City of Charleston.

E) Nothing contained in any contract resulting from this Solicitation shall create any contractual relationship between any subcontractor and the City of Charleston.

33. SUSPENSION OF WORK

The City may order the Contractor in writing to suspend, delay, or interrupt all or any part of the Work for such period of time as the City may determine to be appropriate for the convenience of the City of Charleston, or for noncompliance with the contract requirements.

34. TERMINATION

A) For Convenience: The City reserves the right to terminate the contract with the Contractor when it is in the best interest of the City, including, but not limited to non-appropriation of funds. If the contract is so terminated, the City shall provide the Contractor with a minimum of sixty (60) days written notice and shall compensate Contractor for all necessary and reasonable direct costs of performing the services actually accomplished as of the date of termination. No other costs shall be allowed for a termination for convenience. No damages shall be allowed for a termination for convenience.

B) For Default: If the Contractor fails to comply with the terms of the contract the City shall notify the Contractor in writing of the specifics regarding such noncompliance. If the Contractor fails to begin to cure the noncompliance within five (5) days after the notice, the City may terminate the contract by written notice to the Contractor with a minimum of thirty (30) days thereafter and Contractor shall only be compensated for services actually completed prior to termination, contractor shall not be entitled to any costs or damages resulting from a termination under this section.

35. MATERIAL AND WORKMANSHIP; WARRANTIES AND REPRESENTATIONS

A) If equipment, materials and supplies are to be a part of the service provided, all equipment, materials, and supplies incorporated in the work covered by the Proposal and provided by the Contractor(s) are to be new and of the most suitable grade for the purpose intended. Unless otherwise specifically provided in this Solicitation, reference to any equipment, material, supply or patented process, by trade name, make or catalog number, shall not be construed as limiting competition. When requested, the Contractor(s) shall furnish to the City for approval the name of the manufacturer, the model number, and other identifying data and information respecting the performance, capacity, nature and rating of the machinery and mechanical and other equipment which the Contractor(s) contemplates incorporating in the work. When required by this Contract or when called for by the City the Contractor(s) shall provide full information concerning the material or supplies which he contemplates incorporating in the work. Machinery, equipment, material and supplies installed or used without the required prior approval shall be at the risk of subsequent rejection.

B) By signing its proposal, the successful Offeror(s) shall be deemed to have represented that its staff is knowledgeable about and experienced in performing the work required in this Solicitation and warrants that it shall use best skill and attention to provide the above described work in a professional, timely manner.

C) The City may, in writing, require the Contractor(s) to remove from the work any employee the City deems incompetent, careless or otherwise objectionable.

36. COMPLIANCE WITH LEGAL REQUIREMENTS

All applicable Federal, State and local laws, ordinances, and rules and regulations of any authorities shall be binding upon the Contractor(s) throughout the pendency of this Project. The Contractor(s) shall be responsible for compliance with any such law, ordinance, rule or regulation, and shall hold the City harmless and indemnify same in the event of non-compliance as set forth in the Contract.

37. PERMITS AND LICENSES

A) The Contractor(s) shall, without additional expense to the City of Charleston, be responsible for obtaining all necessary licenses and permits required by the State of South Carolina, or the City of Charleston or any other authority having jurisdiction.

B) Contractors and subcontractors are responsible at all times for obtaining applicable work permits and licenses of any kind.

38. DISPUTES

Any bona fide dispute concerning the bid, proposal, request for qualifications or Agreement shall be resolved by the courts of the State of South Carolina. In the event any litigation is commenced with respect to any matter set forth in the aforementioned documents, the prevailing party shall be entitled to recover reasonable attorneys' fees and all other reasonable direct costs associated with such litigation from the non-prevailing party.

39. STATE AND LOCAL TAXES

A) Except as otherwise provided, contract prices shall *include* all applicable state and local taxes.

B) If applicable, two percent (2%) income tax withholding shall be withheld from each and every payment pursuant to Sections 12-8-540 and 12-8-550 of the *South Carolina Code of Laws* (1976, as amended) for certain out-of-state contractors, and such sums shall be paid over to the South Carolina Department of Revenue (the "SCDOR"). When and if the City receives an executed SCDOR Form I-312, Nonresident Taxpayer Registration Affidavit - Income Tax Withholding, such withholding shall cease.

C) Contractor shall calculate that portion of the contract which is subject to the nine percent (9%) South Carolina sales and/or use tax, which amount shall be itemized and shown on all invoices, and shall be paid to the SCDOR by Contractor. If Contractor is a non-South Carolina company, the City shall withhold said amount from all invoices and remit payment to the SCDOR, unless Contractor furnishes City with a valid South Carolina Use Tax Registration Certificate Number.

D) Contractor shall indemnify and hold harmless the City for any loss, cost, or expense incurred by, levied upon or billed to the City as a result of Contractor's failure to pay any tax of any type due in connection with the contract.

40. INCORPORATION BY REFERENCE

The contents of this Solicitation, including all drawings, attachments, specifications, exhibits, certificates, any addenda, Contractor's Proposal Response Form and Pricing List, and affidavits shall become part of the contract for this Project.

41. PRIME CONTRACTOR RESPONSIBILITIES

The contractor shall be required to assume sole responsibility for the complete effort as required by this Solicitation. The City shall consider the contractor to be the sole point of contact with regard to contractual matters.

42. OWNERSHIP OF MATERIAL

Ownership of all data, material and documentation originated and prepared for the City pursuant to this contract shall belong exclusively to the City.

43. DRUG-FREE WORKPLACE

(Note: This clause applies to any resultant contract of $50,000 or more). The City of Charleston requires compliance with the South Carolina Drug Free Workplace Act. By submission of a signed proposal, you are certifying that you shall comply with this Act. See S.C. Code Section 44-107-30.

44. FUNDING

Offerors shall agree that funds expended for the purposes of the contract must be appropriated by the City of Charleston for each fiscal year included within the contract period. Therefore, the contract shall automatically terminate without penalty or termination costs if such funds are not appropriated. In the event that funds are not appropriated for the contract, the Offeror shall not prohibit or otherwise limit the City's

right to pursue and contract for alternate solutions and remedies as deemed necessary by the City for the conduct of its affairs. The requirements stated in this paragraph shall apply to any amendment or the execution of any option to extend the contract.

45. SUBMITTING CONFIDENTIAL INFORMATION

For every document Offeror submits in response to or with regard to this Solicitation that is confidential or protected from disclosure, Offeror must separately mark with the word "CONFIDENTIAL" or "PROTECTED" on every page, or portion thereof. By so designating Offeror contends the information is exempt from public disclosure pursuant to the South Carolina Freedom of Information Act, S.C. Code Ann. §§ 30-4-10 through 4-165 (2007 & Supp. 2015) or other relevant law. For every document Offeror submits in response to or with regard to this Solicitation, Offeror must separately mark with the words "TRADE SECRET" on every page, or portion thereof, that Offeror contends contains a trade secret as that term is defined by the South Carolina Trade Secrets Act, S.C. Code Ann. §39-8-10, et seq. All markings must be conspicuous; use color, bold, underlining, or some other method in order to conspicuously distinguish the mark from the other text. Offeror shall not mark its entire Proposal (bid, proposal, quote, etc.) as confidential, trade secret, or otherwise protected! If a Proposal or any part thereof, is improperly marked as confidential or trade secret or protected, the City may, in its sole discretion, determine it non-responsive. If only portions of a page are subject to some protection, Offeror shall not be allowed to mark the entire page. By submitting a Proposal to this Solicitation, Offeror (1) agrees to the public disclosure of every page of every document regarding this Solicitation that was submitted at any time prior to entering into a contract (including, but not limited to, documents contained in a response, documents submitted to clarify a response, and documents submitted during negotiations), unless the page is conspicuously marked "TRADE SECRET" or "CONFIDENTIAL" or "PROTECTED," (2) agrees that any information not marked, as required by these bidding instructions, as a "TRADE SECRET" is not a trade secret as defined by the Trade Secrets Act, and (3) agrees that, notwithstanding any claims or markings otherwise, any prices, commissions, discounts, or other financial figures used to determine the award, as well as the final contract amount, may be subject to public disclosure. In determining whether to release documents, the City shall detrimentally rely on Offeror's marking of documents, as required by these bidding instructions, as being either "CONFIDENTIAL" or "TRADE SECRET" or "PROTECTED." By submitting a Proposal, Offeror agrees to defend, indemnify and hold harmless the City of Charleston, its officers and employees, from every claim, demand, loss, expense, cost, damage or injury, including attorney's fees, arising out of or resulting from the City withholding information that Offeror marked as "CONFIDENTIAL" or "TRADE SECRET" or "PROTECTED."

46. RECORDS RETENTION & RIGHT TO AUDIT

The City shall have the right to audit the books and records of the Contractor as they pertain to this contract. Such books and records shall be maintained for a period of three (3) years from the date of final payment under the contract. The City may conduct, or have conducted, performance audits of the Contractor. The City may conduct, or have conducted, audits of specific requirements of this proposal as determined necessary by the City. Pertaining to all audits, the Contractor shall make available to the City access to its computer files containing the history of contract performance and all other documents related to the audit. Additionally, any software used by the Contractor shall be made available for auditing purposes at no cost to the City.

47. COST
Costs submitted with a Proposal shall be firm for a period of at least ninety (90) days from the closing date. All prices shall be firm-fixed type, unless stated otherwise.

48. UNSUCCESSFUL OFFERORS
Offerors not awarded a contract under this solicitation, may request return of their proposals within thirty (30) days after notification of award is mailed. All cost of returns shall be paid by the Offeror. If Federal Express, UPS, or other shipping number is not received with request, all materials shall be destroyed.

49. PAYMENT FOR GOODS & SERVICES
Payment for goods & services arising out of the contract resulting from this Solicitation and received by the City shall be processed within 30 days of receipt of a valid invoice.

50. DISCUSSION/NEGOTIATION:
By submission of a proposal, an Offeror agrees that during the period following issuance of a proposal and prior to final award of contract, the Offeror shall not discuss this **Procurement with any party except members of the City's Procurement Division** or other parties specifically designated in this solicitation.

51. NON-DISCRIMINATION
The Contractor(s) shall not discriminate against any individuals based upon age, sex, race, disability, religion, sexual orientation or gender identity and shall abide by the requirements contained in Federal Executive Order Number 11246, as amended, including specifically the provisions of the equal opportunity clause. The City's Equal Employment Opportunity Plan Utilization Report is available on the city website on the Human Resources and Organization Development page at http://charleston-sc.gov/index.aspx?nid=246. To receive a paper copy of the report by mail, please contact Human Resources at (843) 724-7388.

52. DEFAULT
In case of default by the Contractor, the City reserves the right to purchase any or all items in default in the open market, charging the Contractor with any excessive costs. Should such charge be assessed, no subsequent response will be accepted from the defaulting Contractor until the assessed charge has been satisfied.

53. FORCE MAJURE
The Contractor shall not be liable for any excess costs if the failure to perform the contract arises out of causes beyond the control and without the fault or negligence of the contractor. Such causes may include, but are not restricted to acts of God or of the public enemy, acts of the Governments in either its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, and unusually severe weather; but in every case the failure to perform must be beyond the control and without the fault or negligence of the contractor. If the failure to perform is caused by the default of a subcontractor, and if such default arises out of causes beyond the control of both the contractor and subcontractor, and without the fault or negligence of either of them, the contractor shall not be liable for any excess costs for failure to perform, unless the supplies or services to be furnished by the subcontractor were

obtainable from other sources in sufficient time to permit the contractor to meet the required delivery schedule.

54. EXCEPTIONS AND DEVIATIONS
Any deviation from specifications indicated herein must be clearly pointed out; otherwise, it will be considered that items offered are in strict compliance with these specifications, and successful Offeror will be held accountable. Deviations must be explained by accompanied documentation identifying and justifying all exceptions and deviations. Unidentified deviations found during the evaluation of the response may be cause for rejection.

55. PROMPT PAYMENT DISCOUNT TERMS
Prompt payment discount terms will be calculated from the point of complete order acceptance for services and/or commodities ordered.

56. REJECTION
The City reserves the right to reject any proposal that contains prices for individual items or services that are unreasonable when compared with the same or other proposals if such action is in the best interest of the City.

57. ARBITRATION
Under no circumstances and with no exception will the City of Charleston act as Arbitrator between the Contractor and any Sub-Contractor.

58. GUARANTEE AND WARRANTIES
The Offeror shall state his normal warranty and any extended warranties where available. Excluding any manufacturer's warranties and in addition to other warranties as provided by law or herein, all labor and materials are warranted to be free from defects for a minimum period of twenty-four (24) months after the date of final payment by the City.

59. PUBLICITY RELEASES
Contractor agrees not to refer to any award of a contract in commercial advertising in such a manner as to state or imply that the products or services provided are endorsed or preferred by the user.

60. AMENDMENTS
All questions and written responses, interpretations, corrections or changes to the RFP will be made by Addendum. Addenda will be mailed or otherwise delivered to all Offerors who have notified the City Procurement Division of receipt of the proposal.

61. WITHDRAWALS
Proposals may be withdrawn by written request received from the Offeror prior to the time set for opening of Proposals, but not thereafter.

62. AFFIRMATIVE ACTION
The successful Offeror will take affirmative action in complying with all Federal and State requirements concerning fair employment and treatment of all employees, without regard or discrimination by reason of race, color, religion, sex, national origin or physical handicap.

63. WAIVER
The City reserves the right to waive any Instruction to Offerors, General or Special Provisions, General of Special Conditions, or specifications deviation if deemed to be in the best interest of the City.

64. RESPONSE PERIOD
All responses shall be good for a minimum period of ninety (90) calendar days.

65. TERM
The initial term of the Agreement shall be for one years. The City reserves the right to extend the Agreement if the City determines the extension is in its best interest; said extension will be on an annual basis and shall not exceed four (4) additional one (1) year periods.

NO PROPOSAL RESPONSE FORM

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson
Vendor Name:	**FEIN/SS#:**
Vendor Address:	
City – State – Zip:	
Telephone Number:	**Fax Number:**
Minority or Women Owned Business: Are you a certified Minority or Women-Owned business in the State of South Carolina? ☐ Yes ☐ No If so, please provide a copy of your certificate with your response.	
Authorized Signature: _____ **Title:** _____ **Date:** _____ I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this bid and certify that I am authorized to sign this bid for the bidder. **This signed page must be included with bid submission.**	

To submit a **"No Proposal"** response for this project, this form must be completed for your company to remain on our Offeror's list for commodities/services referenced. If you do not respond, your name may be removed from the Offeror's list.

Please check statement(s) applicable to your **"No Proposal"** response

- ☐ Specifications are restrictive; i.e. geared toward one brand or manufacturer only (explain below).
- ☐ Specifications are ambiguous (explain below).
- ☐ We are unable to meet specifications.
- ☐ Insufficient time to respond to the solicitation.
- ☐ Our schedule would not permit us to perform.
- ☐ We are unable to meet bond requirements.
- ☐ We are unable to meet insurance requirements.
- ☐ We do not offer this product or service.
- ☐ Remove us from your vendor list for this commodity/service.
- ☐ Other (specify below).

Comments: _____

_____

_____

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson

CERTIFICATE OF FAMILIARITY

The undersigned, having fully familiarized himself with the information contained within this entire solicitation and applicable amendments, submits the attached proposal, and other applicable information to the City, which I verify to be true and correct to the best of my knowledge. I further certify that this proposal response is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a proposal for the same materials, supplies, equipment or services in all respects, fair and without collusion or fraud. I agree to proposal by all conditions of this solicitation and certify that I am authorized to sign this proposal. I further certify all prices submitted shall remain effective for a minimum period of ninety (90) days, unless otherwise stated.

Company Name As registered with the IRS	Authorized Signature
Correspondence Address	Printed Name
City, State, Zip	Title
Email	Telephone Number/Toll Free Also (If Available)
Remittance Address	Fax Number
City, State, Zip	Date
Federal Tax ID (FEIN)/SS Number	SC Sales Tax Number

Minority or Women-Owned Business:

Are you a certified Minority or Women-Owned business in the State of SC?

☐ Yes ☐ No

If so, please provide a copy of your certificate with your response.

INSURANCE REQUIREMENTS

Contractors working for the City of Charleston are required to procure and maintain for the duration of their contract with the City insurance against claims for injuries to persons or damages to property which may arise from or in connection with work performed by the Contractor, his agents, representatives, employees or Subcontractors. The cost of such insurance shall be the responsibility of the Contractor.

A. The Contractor shall carry liability insurance with a reliable company licensed to do business in South Carolina. Coverage shall be at least broad as:

   1. Insurance Services Office Commercial General Liability Coverage Form ("occurrence") CG 00 01 10 93.

   2. Insurance Services Office Business Auto Coverage Form CA 00 01 6 92 covering automobile liability, code 1 "any auto".

B. Contractor shall carry workers' compensation as required by the State of South Carolina and Employers Liability insurance (including applicable occupation disease provisions and all state endorsements.)

C. Contractor shall maintain limits no less than the following:

   1. **GENERAL LIABILITY**: $1,000,000 combined single limit per occurrence for bodily injury, property damage, and personal injury with a $2,000,000 general aggregate limit.

   2. **AUTOMOBILE LIABILITY**: $1,000,000 combined single limit per accident for bodily injury and property damage.

   3. **WORKERS' COMPENSATION**: Statutory limits are required by South Carolina state law, and employer's liability limits of $100,000 per accident.

   4. **PROFESSIONAL LIABILITY**: $1,000,000 per claim/$1,000,000 aggregate limit, with a deductible of $20,000.

      Contractor shall obtain and maintain a professional liability insurance policy covering the performance of the professional services specified in this agreement. Evidence of such insurance shall be satisfactory in form and content to the owner, the City. This coverage shall be maintained through the duration of this project and for a minimum of 1 year after substantial completion of the project as determined by the City.

      The Contractor and any of its subcontractors will cause the professional liability insurance required in this paragraph C.4:

      (a) to be excess insurance over any project professional liability policy, and

(b) to be primary insurance in the event the project insurance described in Paragraph E is canceled or not maintained, in the event the policy's limits of liability are exhausted, or if the policy expires.

D. Required policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverages

The City of Charleston, its officials, employees and volunteers are to be covered as additional insureds as respects: Liability arising out of activities performed by or on behalf of the Contractors; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the City of Charleston, its officials, employees or volunteers. To accomplish this objective, the City of Charleston shall be named as an additional insured under the Contractor's general liability policy by attaching Insurance Services Office Commercial General Liability Endorsement CG2010 10 93 (Additional Insured - Owners, Lessees or Contractors - Form B) or its equivalent. Contractors' insurance coverage shall be primary insurance as respects the City of Charleston, its officials, employees and volunteers. Any insurance or self-insurance maintained by the City of Charleston, its officials, employees, or volunteers shall be in excess of the Contractor's insurance and shall not be required to contribute. To accomplish this objective, the following wording should be incorporated in the previously referenced additional insured endorsement.

Other Insurance: This insurance is primary, and our obligations are not affected by any other insurance carried by the additional insured whether primary, excess, contingent or on any other basis.

Any failure to comply with reporting provisions of the Contractor's policies shall not affect coverage provided to the City of Charleston, its officials, employees or volunteers.

2. Workers' Compensation

The Contractor shall agree to waive all rights of subrogation against the City of Charleston, its officials, employees and volunteers for losses arising from work performed by the Contractor for the City of Charleston.

E. Any deductibles or self-insured retentions shall be the responsibility of the Contractor.

F. Each insured policy required by the City of Charleston shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the City of Charleston.

G. All coverages for Subcontractors shall be subject to all the requirements stated herein.

H. Insurance must be placed with an approved insurance company with current Best's rating of A+, A, or A-. Exceptions to this requirement must be approved in writing by the Department of Risk Management.

I. Contractor shall furnish the City of Charleston with Certificates of Insurance noting the endorsements. The Certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements are to be received and approved by the City of Charleston, Procurement Division, before work commences. The City of Charleston reserves the right to require complete, certified copies of all required insurance policies, at any time.

Required certificates should be mailed to:

City of Charleston
Procurement Division
75 Calhoun Street, Ste. 3500
Charleston, SC 29401

MWBE Compliance Provisions and Instructions
Minority/Women Business Enterprise Program Forms

This Project is covered under the City of Charleston's Minority/Women Business Enterprise (MWBE) Program, administered by Ruth Jordan, MBE Manager, 2 George Street, Suite 3600, Charleston SC, 29401, (843) 724-7434.

The City has established goals for both Minority Business Enterprises (MBE) and Women Business Enterprises (WBE). An MBE is a small business owned and controlled by a minority. A WBE is a small business owned and controlled by a woman. The minority or woman must own fifty-one percent (51%) of the business and they must control the management and daily operations of the business in order to qualify.

Charleston City Council has adopted a policy setting 20% as the guidelines for combined minority-owned and women-owned business enterprise participation for this project. This MWBE requirement for participation in this Contract for services shall be made a part of any contract resulting from this solicitation. These requirements shall also apply to all subcontracts issued by the successful bidder(s).

All bidders must document the extent of their MWBE participation by completing the MWBE Compliance Provision Forms.

All MBE/WBE subcontractors must have a Certificate of Eligibility on file with the City's Minority Business Enterprise Office. A list of certified minority and women-owned firms can be found on the City of Charleston's web site www.charleston-sc.gov under "BIDLINE" link or by contacting Ruth Jordan, MBE Manager, 2 George Street, Suite 3600, Charleston SC, 29401, (843) 724-7434, jordanr@charleston-sc.gov.

COMPLIANCE REQUIREMENTS:

1. The Bidder shall provide, **with their bid form submittal,** the following Affidavits properly executed which signify that the Bidder understands and agrees to abide by the City's MWBE Compliance Provisions.

□ **Affidavit A - Listing of the Good Faith Effort to Identify & Secure Minority and Women-owned Business Participation.**

AND

□ **Affidavit B – Work to be Performed by Minority and/or Women-owned Firms**

OR

□ **Affidavit C –** ***Intent to Perform Contract with Own Workforce***, in making this certification the Bidder states that the Bidder does not customarily subcontract elements of this type of Project and will perform all elements of the work with his/her own current work forces.

Failure to comply with any of the statements, certifications, or intentions stated in the affidavits, or the MBE/WBE compliance provisions shall constitute a breach of the Contract. Any such breach may result in termination of the Contract in accordance with the termination provisions contained in the Contract. It shall be solely at the option of the City of Charleston whether to terminate the contract for breach. In addition to terminating the Contract, the bidder may be prohibited from participation in future solicitations as determined by the City of Charleston.

Name of Company: _____

_____	_____
Signature	Date
_____	_____
Print Name	Title
_____	
Witness	

AFFIDAVIT A

City of Charleston, South Carolina Listing of the Good Faith Effort

Affidavit of _____
(Name of Bidder)

I have made a good faith effort to comply with the City of Charleston's MWBE compliance provisions under the following checked areas:
(A minimum of 6 areas must be checked in order to have achieved a "good faith effort")

- o 1. Contacted MWBE businesses that reasonably could have been expected to submit a quote and that were known to the Bidder, or available on Federal, State or local government maintained lists, at least 10 business days before the submittal date and notified them of the nature and scope of the work to be performed. ***Complete Affidavit A, Page 2.***
- o 2. Followed up with contacted MWBE subsequent to the initial contact and at least 72 hours prior to submittal deadline/bid opening either by phone, facsimile or in person.
- o 3. Made the construction plans, specifications, and requirements available for review by prospective MWBE businesses, or providing these documents to them at least 10 business days before the submittal deadline/bid opening.
- o 4. Itemized elements of the work or combined elements of the work into economically feasible units to facilitate MWBE participation.
- o 5. Attended any pre-solicitation meetings scheduled by the City.
- o 6. Provided MWBE assistance with getting required bonding or insurance requirements or provided alternatives to bonding or insurance.
- o 7. Negotiated in good faith with interested MWBEs and did not reject them as unqualified without sound reasons based on their capabilities. ***(Any rejection of a minority or woman-owned business based on lack of qualifications shall include reasons for rejection documented in writing.)***
- o 8. Provided MWBEs assistance with securing needed equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisted MWBEs in obtaining the same unit pricing with the Bidder's suppliers in order to help such businesses in establishing credit.
- o 9. Provided training or mentoring to at least two (2) MWBEs within 120 days prior to submittal deadline/bid opening. The training or mentoring program should be in conjunction with local trade groups, technical schools or community organizations that provide recruitment, education or skill levels.
- o 10. Negotiated joint venture, partnership or other similar arrangements with MWBEs in order to increase opportunities for MWBE participation.
- o 11. Provided quick pay agreements and policies to enable MWBE contractors and suppliers to meet cash-flow demands.

I hereby agree to enter into a formal agreement with the firms listed in Affidavit B Work to be performed by Minority Firms conditional upon execution of a contract with the Owner. Failure to abide by this provision will constitute a breach of the contract.

I hereby certify that I have read and agree to the terms of the Minority / Women-Owned Business Enterprise Program, and I am the Bidder or I am authorized to bind the Bidder to the commitment herein set forth.

Date:_____ Name of Authorized Officer (Print/Type): _____

Signature:_____

Title: _____

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, _____, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact	Minority Firm Address
Minority Firm Telephone Number _____ Minority Firm Fax Number _____ DBE Certification Number _____	Minority Group Type ❑ (African American) ❑ (Women) ❑ (Asian American) ❑ (Hispanic) ❑ (American Indian) ❑ (Other) ❑ Follow up Verification
2. Minority Firm Name and Contact	**Minority Firm Address**
Minority Firm Telephone Number _____ Minority Firm Fax Number _____ DBE Certification Number _____	Minority Group Type ❑ (African American) ❑ (Women) ❑ (Asian American) ❑ (Hispanic) ❑ (American Indian) ❑ (Other) ❑ Follow up Verification
3. Minority Firm Name and Contact	**Minority Firm Address**
Minority Firm Telephone Number _____ Minority Firm Fax Number _____ DBE Certification Number _____	Minority Group Type ❑ (African American) ❑ (Women) ❑ (Asian American) ❑ (Hispanic) ❑ (American Indian) ❑ (Other) ❑ Follow up Verification
4. Minority Firm Name and Contact	**Minority Firm Address**
Minority Firm Telephone Number _____ Minority Firm Fax Number _____ DBE Certification Number _____	Minority Group Type ❑ (African American) ❑ (Women) ❑ (Asian American) ❑ (Hispanic) ❑ (American Indian) ❑ (Other) ❑ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date:_____ Name of Authorized Officer (Print/Type):_____

Sworn to before me this ____ day of _____, 20__.

Signature:_____

Notary Public for the State of _____

My Commission Expires: _____

Title:_____

Print Name: _____

Notary Seal:

Phone Number: _____

Address: _____

AFFIDAVIT B

City of Charleston, South Carolina
Work to be Performed by Minority/Women-Owned Businesses

Affidavit of _____. I hereby certify that on the
(Name of Bidder)
_____, Total Project Amount $_____
(Project Name)
I will make a good faith effort to expend a minimum of _____% of the total dollar amount of the Contract with minority/women-owned business enterprises. Minority/women-owned businesses will be employed as subcontractors, vendors, suppliers, or providers of professional services. Such work will be subcontracted to the following businesses listed below:

(Attach additional sheets if needed)

Name and Phone Number	*Minority Code	Work Description	Dollar Value
			$
			$
			$
			$
			$
			$
			$

Total MBE Participation: _____ % $ _____

* Minority categories: African American (**B**); Hispanic (**H**); Asian American (**A**), American Indian (**I**); Woman Owned (**W**); Other (**D**)

I will enter into a formal Contract with the above minority/women-owned business enterprises for the work listed in the above schedule conditional upon execution of a Contract with the Owner.

I certify that I have read the terms of this commitment and I am the Bidder or authorized to bind the Bidder to the commitment set forth herein. I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date:_____ Name of Authorized Officer (Print/Type):_____

Signature:_____

Title:_____

Sworn to before me this ____ day of _____, 20__.

Notary Public for the State of _____

My Commission Expires: _____

Notary Seal:

Print Name: _____

Phone Number: _____

Address: _____

AFFIDAVIT C

City of Charleston, South Carolina
Intent to Perform Contract with Own Workforce.

Affidavit of _____
(Name of Bidder)

I hereby certify that it is our intent to perform 100% of the work required for the _____

_____ contract.
(Name of Project)

In making this certification, the Bidder states that the Bidder does not customarily subcontract elements of this type Project, and normally performs and has the capability to perform and will perform *all the elements of the work* on this Project with his/her own current work forces, and

The Bidder agrees to provide any additional information or documentation requested by the Owner in support of the above statement.

I hereby certify that I have read this certification and I am the Bidder or I am authorized to bind the Bidder to the commitments contained herein. I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date:_____ Name of Authorized Officer (Print/Type):_____

Signature:_____

Title:_____

Sworn to before me this ____ day of _____, 20__.
Notary Public for the State of _____
My Commission Expires: _____
Print Name: _____
Phone Number: _____
Address: _____
_____

Notary Seal:

GENERAL INFORMATION

The City of Charleston, South Carolina is soliciting proposals from qualified firms for Storm Debris Removal Services. Overview of Scope of Work: The purpose of this Request for Proposal (the "RFP") is to establish guidelines and firm fees for Storm Debris Removal Services for the City of Charleston (the "City") in the event of a storm or other disaster.

It will be the responsibility of the contractor to research estimated quantities for categories listed on Price Proposal pages. This data should be based on history and experience with cities of comparable geographic composition. The City will average the quantities to achieve a set number for a total cost. Cost should be based on a Category 3 Wet Storm.

Under this contract, work shall consist of clearing and removing any and all "eligible" debris as defined by Federal Emergency Management Agency (FEMA) Publication 325, all applicable State and Federal Disaster-Specific Guidances (DSGs) and policies, and as directed by the City.

PROCUREMENT PROCESS

The RFP ***(Request for Proposal)*** is **not a bid**. In the event the City elects to negotiate a contract with the successful Vendor, any contract shall contain, at a minimum, the term and conditions (or substantially the same term and conditions) as hereinafter stated. The City reserves the right, in its sole discretion, to reject all submissions, reissue a subsequent RFP, terminate, restructure or amend this procurement process at any time. The final selection and contract negotiation rests solely with the City.

QUESTIONS

Every effort has been made to insure that all information needed by the Offeror is included herein; however, questions are allowed and encouraged to clear up any information as described herein, etc. The City will not accept telephone calls or visits regarding this RFP. **All questions shall be in writing and addressed to: Robin B. Robinson, City of Charleston, Procurement Division, 75 Calhoun Street, Suite 3500, Charleston, South Carolina 29401, or email to: robinsonr@charleston-sc.gov.** ***Written Questions may also be faxed to: 843-720-3872. All questions must be received before 1:00pm on July 25, 2019.*** No interpretation shall be binding upon the City unless in writing from the City's Corporate Counsel.

ORAL STATEMENTS

No oral statement of any person shall modify or otherwise change, or affect the terms, conditions or specifications stated in the resulting contract. The City of Charleston shall not be legally bound by any amendment or interpretation that is not in writing.

NON-ENDORSEMENT

If a Proposal is accepted, the successful Offeror shall not issue any news releases or other statements pertaining to the award or servicing of the agreement that state or imply the City's endorsement of the successful Offeror's product or services.

PROPRIETARY INFORMATION

If an Offeror does not desire proprietary information in the Proposal to be disclosed, the Offeror shall identify all proprietary information in the Proposal. This identification will be done by individually marking each page with the words "Proprietary Information" or "Confidential" on which such proprietary information is found. If the Offeror fails to identify proprietary

information, it agrees that by submission of its Proposal that those sections shall be deemed non-proprietary and made available upon request through the Freedom of Information Act.

UNAUTHORIZED COMMUNICATIONS

Respondents' contact regarding this RFP with employees or officials of the City of Charleston will result in disqualification from this procurement process. Any oral communications are considered unofficial and non-binding with regard to this RFP. The only authorized contacts for this procurement are any designated Procurement staff.

CONTRACTOR SOLELY RESPONSIBLE FOR PERFORMANCE

Vendor shall be responsible for the performance of the services required by the contract. Vendor is an independent contractor and does not act as the City's agent or employee.

DISQUALIFICATION OF OFFERORS

Offerors may be disqualified for any of the following reasons:

- Reason to believe collusion exists among the Offerors
- The Offeror is involved in any litigation against the City
- The Offeror is in arrears on any existing contract or has defaulted on a previous contract with the City
- Lack of financial stability
- Failure to perform under previous or present contracts with the City
- Is currently debarred by the State of South Carolina Procurement Services

SUSPENSION AND DEBARMENT

The Offeror certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal, state or local agency. Where the Offeror is unable to certify to any of the statements in this certification, such Offeror shall attach an explanation to this proposal.

CONTRACT NEGOTIATIONS

The City will rank, based upon the evaluation criteria, all responsible and responsive Vendors. The City will begin negotiations with the top ranked Vendors and will continue with negotiation down the ranking until a satisfactory contract with the City is finalized, if any. The terms and conditions of the contract will be no less advantageous than the provisions of this RFP or the Vendor's proposal. The City reserves the right to make a partial award or to split the award at its sole discretion.

VENDOR'S DUTY TO INSPECT & ADVISE AND DECLARE ALL COSTS

Each Vendor shall become fully acquainted with the City's requirements and the scope of commodities and/or services to be provided. Vendor shall have a duty to request any information from the City as it deems necessary to prepare the RFP. No change order will be granted or additional compensation permitted if based upon information the Vendor knew or should have known as part of the Vendor's duty to become acquainted with the City's circumstances and requirements.

PROPOSAL PREPARATION

All proposals should be complete and carefully worded and must convey all the information requested by the City of Charleston. If significant errors are found in the Offeror's proposal, or

if the proposal fails to conform to the essential requirements of the RFP, the City, and the City alone, will be the judge as to whether that variance is significant enough to require rejection of the proposal.

RECEIPT OF PROPOSALS

Proposals must be submitted to and received by the City no later than the date and time specified within this RFP. Offerors mailing proposals should allow a sufficient mail delivery period to insure timely receipt ***(August 15, 2019 @ 2:00pm)*** of their proposal by the City. Proposals received after the scheduled due date and time will not be considered.

NUMBER OF PROPOSALS SUBMITTED

Each Vendor must **submit one (1) unbound Original and seven (7) bound copies of the Proposal are required for submission, plus one (1) electronic copy (CD or flash drive).** Only original documents will be accepted; faxed or electronically mailed versions will not be accepted. The Vendor must mark on the envelope or wrapping containing the proposal, the RFP identification number specified in the RFP and note **"Original"** on the original proposal.

RESPONSE FORMAT AND ORGANIZATION

To assure similarity in proposal presentation and allow the evaluation team to easily compare competing proposals, Offerors shall include, in the order described, the material indicated below. It is not the intent of the City to constrain Offerors with regard to content, but to assure that the specific requirements set forth in this RFP are addressed in a uniform manner amenable to Evaluation and Selection Committee review. Offerors may include additional sections or appendices if desired, to present additional pertinent information. Offerors should submit information in a concise and responsive manner for every requirement and every question. Non-responsive or incomplete answers to information requests and/or City requirements may lead to disqualification of the Offeror's submittal.

COMPLETION OF REPONSES

Only information presented in the Proposal will be used to evaluate the software that best fits the needs of the City.

Responses shall be completed in accordance with the requirements of this RFP. Statements made by an Offeror shall be without ambiguity, and with adequate elaboration, where necessary, for clear understanding.

PROPOSAL FORMAT

Proposals are to be prepared in a manner designed to provide the City with a straightforward presentation of the Offeror's capability to satisfy the requirements of this RFP. All copies shall be bound in a single volume (***single sided only***) and all documentation submitted with the proposal should be bound in that single volume, where practical.

a) All bids should be clearly marked **"19-P019R "Storm Debris Removal Services"** and **submitted in a sealed envelope.**

b) Bids **must be submitted by mail or hand delivered** to Robin B. Robinson, City of Charleston, Procurement Division, 75 Calhoun Street, Suite 3500, Charleston, SC 29401.

c) Proposals **must be received** in the City's Procurement Office **no later than 2:00pm on August 15, 2019. Late proposals will not be accepted for any reason.**

d) **No more than one bid may be submitted by any Vendor**.

e) The bid must be signed by an official authorized to contractually bind the Vendor.
f) All forms from this solicitation requiring signature must be included in the bid.

Proposal Format: Proposal should be submitted in the following format and include all the requested information in a concise submission package.

a. Detailed description of methodology of providing debris management services.
b. Fee Proposals per instructions in Section III signed by responsible party.
c. Proposed Schedule of Minority and Women-owned Business Participation and Non-Discrimination statement.
d. Summary of qualification and experience.

PROPOSAL EVALUATION PROCESS

The City will conduct a comprehensive, fair and impartial evaluation of all Proposals received in response to this request for competitive sealed proposal as defined in this section.

An Evaluation and Selection Committee will be established to evaluate the Proposals and select a proposal which represents the best value to the City. The Evaluation and Selection Committee will be comprised of City personnel and any other persons as designated by the City. This Committee will determine the responsiveness and acceptability of each proposal. The Evaluation and Selection Committee may request additional information from Offerors.

The City will conduct a comprehensive, fair and impartial evaluation of all Proposals received in response to this RFP. Each Proposal received will first be analyzed to determine overall responsiveness and completeness to this RFP. Each Proposal will then be evaluated based on each of the criteria as outlined in Proposal Evaluation Criteria Factors, and after which identified as either reasonably qualified or unqualified. A Proposal will be declared unqualified if it clearly fails to demonstrate, in any of the listed areas, a standard that the City believes necessary to meet the requirements set forth in this RFP.

Following their review of all submitted Proposals, the Selection Committee may select a shortlist of the highest ranked reasonably-qualified Offerors. Shortlisted Offerors will be invited to present their Proposal to the Evaluation and Selection Committee.

The City may issue a request for clarification to the shortlisted firms requesting additional information or clarifications. This request will also invite each of the Offerors to give a formal presentation to the Evaluation and Selection Committee and outline the format of the presentation.

The purpose of the presentations will be to allow Offerors to further present their proposal and allow members of the Evaluation and Selection Committee to ask questions of the proposed project team.

PROPOSAL EVALUATION CRITERIA FACTORS

The following weighted criteria will be used to evaluate the Proposals for purposes of selecting the Offeror(s) to negotiate with or to shortlist.

Criteria Factors

- **Proposer's Qualifications and Experience, including Compliance** – Offeror shall clearly demonstrate its qualification and experience by including relevant experience of the business with government agencies. Compliance to functional requirements, technical competency, ease of use, compliance with published standards and specifications, additional functionality provided over and above minimum requirements, warranty, and innovative solutions, clear and complete responses to RFP. The extent in which the proposed meets the current and future needs of the City.
- **Methodology of Providing Debris Management Services** – Key development resources, key support resources, locations of support staff and experience of key resources. The availability and experience of the proposed development and support resources. Proximity and availability of support resources to assist City Staff or address issues.
- **Responsiveness of Proposal** –Development experience, availability of resources, documented development procedures, and references. The Offeror's experience in successfully developing and supporting like applications, commitment of key resources, and responses from references.
- **References** – The Contractor will provide the name, title, address and phone number of at least five (5) customers where the proposed services have been utilized of similar size and nature of operation.
- **Cost/Fees** – The total cost of the system, including warranty and support services over the life of the project (provide itemized and lump sum).

It is the Offeror's responsibility to effectively communicate their qualifications, services, and products to the City by thoroughly responding to each requirement contained in this RFP.

References

The Contractor will provide the name, title, address and phone number of at least five (5) customers where the proposed services have been utilized of similar size and nature of operation.

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

STORM DEBRIS REMOVAL SERVICES

SCOPE OF WORK

2.0 Overview of Scope of Work: The purpose of this Request for Proposal (the "RFP") is to establish guidelines and firm fees for Storm Debris Removal Services for the City of Charleston (the "City") in the event of a storm or other disaster.

It will be the responsibility of the contractor to research estimated quantities for categories listed on Price Proposal pages. This data should be based on history and experience with cities of comparable geographic composition. The City will average the quantities to achieve a set number for a total cost. Cost should be based on a Category 3 Wet Storm.

Under this contract, work shall consist of clearing and removing any and all "eligible" debris as defined by Federal Emergency Management Agency (FEMA) Publication 325, all applicable State and Federal Disaster-Specific Guidances (DSGs) and policies, and as directed by the City.

2.1 Scope of Services: The successful proposer shall provide the following services at a minimum:
Work shall include examining debris to determine whether or not debris is eligible, burnable or non-burnable; loading the debris; hauling debris to approved Debris Management Sites or landfill(s); reducing the debris; hauling the debris to an approved disposal facility; and dumping the debris at the dumpsite or landfill. Debris not defined as eligible by FEMA Publication 325 or State or Federal DSGs or policies, will not be loaded, hauled, or dumped under this contract unless written instructions are given to the Contractor by the City. It shall be the Contractor's responsibility to load, transport, reduce, and properly dispose of any and all disaster generated debris which is the result of the event under which the Contractor was issued a notice to proceed, unless otherwise directed by the City in writing. This includes, but is not limited to:

(1) Vegetative Debris:
- a. Damaged and disturbed trees, tree limbs, bushes, shrubs, and brush.
- b. Remains of standing trees which are clearly damaged beyond salvage.

(2) Construction and Demolition Debris:
- a. Building materials, including wood structural members, concrete blocks, window glass, structural siding, and roofing materials including shingles or metal roofing panels.
- b. Household debris, consisting of damaged furniture and appliances, flooring materials, and the like.
- c. Treated timber, plastic, rubber products, sheet rock, cloth items, and carpeting materials.
- d. Metal Debris - Various thicknesses of corrugated metal and other thin sheet metal products.

2.2 Description of Designated Area: The designated area for debris removal is bounded by the City limits and includes all public rights-of-way, easements, parks, squares, waterways, building sites, debris staging areas, and other public properties areas as designated by the City. Debris removal performed on these sites/areas shall be performed as identified by the City. The City may also authorize the Contractor to perform debris removal on non-City areas as designated in writing by the City.

2.3 All debris identified by the City shall be removed. The Contractor shall make two complete passes through the City, removing all debris along each street Right-of-Way (ROW). It is at the City's discretion whether to require a third pass to be performed by the Contractor. Partial removal of debris piles is strictly prohibited. The Contractor shall not move from one designated work area to another designated work area without prior approval from the City or its representative. Any eligible debris, such as fallen trees, which extends onto the ROW from private property, shall be cut at the point where it enters the ROW, and that part of the debris which lies within the ROW shall be removed. The Contractor shall not enter onto private property during the performance of this contract unless specifically authorized by the City, in writing.

2.4 The Contractor shall deliver debris to disposal sites that have been permitted to receive storm generated debris and adhere to all State, Local, and Federal regulations.

2.5 Debris shall be reasonably compacted into the hauling vehicle. No limbs shall be allowed to protrude more than 6" beyond the sides of the truck bed. Any debris extending above the top of the bed shall be secured in place so as to prevent it from falling off. Measures must be taken to avoid the blowing of debris out of the hauling vehicle during transport to the disposal site.

2.6 All debris will be mechanically loaded. Hauling vehicles that are hand loaded or that require mechanical assistance for dumping will not be permitted to dump at Debris Management Site, unless approved in advance by the City.

2.7 Loose leaves and small debris in excess of one-bushel basket shall be removed within the designated area. No debris shall be left on the road surface. No single piece of debris larger than six (6) inches in any dimension shall be left on site. Hand crews and rakes will be required.

2.8 The Contractor shall provide an on-site Project Manager to the City. The Project Manager shall provide a telephone number to the City with which he or she can be reached for the duration of the project. The Project Manager will be expected to have daily meetings with City representatives. Daily meeting topics will include, but not limited to, volume of debris collected, completion progress, local coordination, and damage repairs. Frequency of meetings may be adjusted by the City. The Proposer Project Manager must be available 24 hours/day, or as required by the City.

2.9 The City will provide the Contractor with Debris Management Sites. The Contractor shall be responsible for returning the Debris Management Site to its original condition, abiding by all State and Federal environmental regulatory requirements.

2.10 Debris Management Sites locations shall be determined: Once Debris Management Site locations are determined, the Contractor will be provided with address, GPS coordinates, and estimated acreage. Based on the severity of the disaster, the City may task the Contractor with locating additional sites available as Debris Management Sites.

2.11 The City does not warrant or guarantee the availability or use of any dump sites. The Contractor must coordinate directly with owners of all final disposal sites. All final disposal sites must be approved, in writing, by the City. The Contractor will remain legally responsible for the handling, reduction, and final haul-out and disposal of all reduced and unreduced debris.

Debris Management Site operations and remediation must comply with all Local, State, and Federal safety and environmental standards. Contractor reduction, handling, disposal, and remediation operations must be approved, in writing, by the City.

2.12 Payment for disposal costs such as tipping fees incurred by the Contractor at permitted disposal facilities, or other City-approved sites that meet Local, State, and Federal Regulations for disposal will be made at the cost incurred by the Contractor. The Contractor must furnish a copy of the invoice received by the disposal facility, all scale or load tickets issued by the disposal facility, and proof of Contractor payment to the disposal facility. In addition, the Contractor must that demonstrate competitive bidding for disposal services has been completed.

2.13 The Contractor shall conduct the work so as not to interfere with the disaster response and recovery activities of Federal, State, and local governments or agencies, or of any public utilities.

2.14 The City reserves the right to inspect the Debris Management Site, verify quantities, and review operations at any time.

2.15 Scope of Work:

(1) Emergency Road Clearance: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to clear and remove debris from the City roadways, and waterways, to make them passable immediately following a declared disaster event. All roadways designated by the City shall be clear and passable within (70) seventy working hours of the issuance of a notice to proceed from the City to conduct emergency roadway clearance work. Clearance of these roadways will be performed as identified by the City.

(2) ROW Vegetative Debris Removal: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs to pick up and transport vegetative debris existing in the City ROW to a City-approved Debris Management Site or other designated disposal facility. Vegetative debris existing in the City ROW is defined as debris resulting from a hurricane or other natural or man-made disaster which has been or will be placed along public ROWs, easements, City parks, alleys, City debris staging areas, and other areas as designated by the City.

For the purposes of this contract, vegetative debris which is piled in immediate close proximity to the actual legal street ROW, and which is accessible from the ROW line with loading equipment (i.e. not behind a fence or other physical obstacle) will be deemed to be on the ROW, and is to be removed. Removal of vegetative debris existing in the City will be performed as identified by the City.

Entry onto private property for the removal of vegetative hazards will only be permitted when directed by the City or its authorized representative. The City will provide specific Right-of-Entry legal and operational procedures.

(3) ROW Construction and Demolition Debris Removal: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs to pick up and transport Construction and Demolition debris existing in the City ROW to a City-approved Debris Management Site (DMS) or other designated disposal facility.

Construction and Demolition debris existing in the City ROW is defined as debris resulting from a hurricane or other natural disaster which has been or will be placed along public ROW, easements, City parks, alleys, and City debris staging areas. For the purposes of this contract, Construction and Demolition debris which is piled in immediate close proximity to the actual legal street ROW, and which is accessible from the ROW line with loading equipment (i.e. not behind a fence or other physical obstacle) will be deemed to be on the ROW, and is to be removed.

Removal of Construction and Demolition debris existing in the City ROW will be performed as identified by the City.

(4) Demolition, Removal, and Transport of Structures: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to demolish structures on private property within the jurisdictional limits of the City. Further, debris generated from the demolition of structures, as well as scattered Construction and Demolition debris on private property, will be transported to a City-approved Debris Management Site or other designated disposal facility.

Removal and transportation of demolished structures and scattered Construction and Demolition debris on private property will be performed as identified by the City.

Entry onto private property will only be permitted when directed by the City. The City will provide specific "Right-of-Entrance" legal and operational procedures. The Contractor is required to strictly adhere to any and all Local, State, and Federal regulatory requirements for the demolition of structures.

(5) Debris Management Site Management and Operations: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to manage and operate Debris Management Site(s) for the acceptance, management, segregation, and staging of disaster-related debris. A Debris Management Site layout and ingress and egress plan must be approved by the City. The management of Debris Management Site(s) includes assistance in obtaining necessary Local, State, and Federal Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

Debris at the Debris Management Site will be clearly segregated and managed according to the separately priced collection operations outlined in section 4, "Overview of Work of Scope Rate Schedule Items."

Included in Debris Management Site Management and Operation, the Contractor is responsible for:

a) Providing DMS traffic control.
b) Providing DMS dust control.
c) Providing 24-hour site security.
d) Providing a site safety plan

Contractor shall provide a tower from which the City or its authorized representative can make volumetric load calls. The tower provided by the Contractor will at a minimum meet the specifications provided in the Debris Site Tower Specifications of this procurement.

Contractor is responsible for operating the Debris Management Site in accordance with Occupational Health and Safety Administration ("OSHA") guidelines.

Upon completion of haul-out activities, Contractor shall remediate the site to pre-disaster condition at their own expense, abiding by all City, County, State and Federal environmental regulatory requirements, and obtain a written release from the City or its authorized representative.

(6) Grinding (Reduction of Storm-Generated Debris): Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm-generated debris by grinding. Reduction methods are at the discretion of the City. Grinding must be approved by the City prior to commencement of reduction activities.

All un-reduced storm debris must be staged separately at the DMS. Proposer must obtain approval to reduce Construction and Demolition debris from the City. If approved for reduction by City, Construction and Demolition debris must be reduced via grinding in order for the City to compensate the Contractor for reduction. Incineration or mauling of Construction and Demolition are not acceptable methods of Construction and Demolition reduction.

(7) Incineration (Reduction of Storm-Generated Debris): Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm-generated debris by incineration. Reduction methods (controlled open-air incineration and air curtain burning) are at the discretion of the City. Incineration must be approved by the City prior to commencement of reduction activities. All un-reduced storm debris must be staged separately at the Debris Management Site.

(8) Haul-Out of Reduced Debris to Final Disposal Site: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to pick up and transport reduced material existing at a City-approved Debris Management Site to a final disposal facility.

All un-reduced storm debris must be transported to a final disposal facility separately from reduced debris.

(9) Removal of Hazardous Leaning Trees and Hanging Limbs: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to remove all hazardous trees (12) twelve inches or greater in diameter, measured (3) three feet from the base of the tree or chest height and hanging limbs (2) two inches or greater in diameter existing in the City ROW. Further, debris generated from the removal of hazardous trees and hanging limbs (2) two inches or greater existing in the City ROW will be placed in the safest possible location on the ROW and subsequently removed in accordance with 2.15 (2) under the terms, conditions, and procedure described in "ROW Vegetative Debris Removal." Hazardous leaning trees less than (12) inches in diameter, measured (3) three feet from the base of the tree or at chest height, will be flush cut, loaded, and removed in accordance with 2.15, (2). The City will not compensate the Contractor for leaning trees less than (12) twelve inches in diameter on a unit rate basis.

Removal and transportation of hazardous trees (12) twelve inches or greater in diameter and hanging limbs (2) two inches or greater in diameter existing in the City ROW and private property will be performed as identified by the City. All disaster specific eligibility guidelines regarding size and diameter of leaning trees will be communicated to the Contractor, in writing, by the City. In order for leaning or hazardous trees to be removed and eligible for reimbursement, the tree must satisfy a minimum of (1) one of the following requirements:

a) The tree is leaning in excess of 30 degrees in a direction that poses an immediate threat to public health, welfare, and safety.
b) The tree is dead, twisted, or mangled as a direct result of the storm and a certified Arborist can attest to the fact that the tree will die, and potentially create a falling hazard to the public.

(10) Removal of Hazardous Stumps: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to remove all hazardous uprooted stumps (24) twenty-four inches or greater in diameter, measured (24) twenty-four inches from the base of the tree existing in the City ROW. Further, debris generated from the removal of uprooted stumps existing in the City ROW will be placed in the safest possible location on the ROW and subsequently removed in accordance with 2.15, (2) under the terms, conditions, and procedure described in "ROW Vegetative Debris Removal." Stumps measured (24) twenty-four inches from the base of the tree and less than (24) twenty-four inches in diameter will be considered normal vegetative debris and removed in accordance with 2.15, (2). The City will not compensate hazardous stumps less than (24) twenty-four inches in diameter on a unit rate basis and instead will be considered normal vegetative debris. The diameter of stumps less than (24) inches will be converted into a cubic yardage volume based on the published FEMA stump conversion table (See 2.15).

Removal and transportation of hazardous uprooted stumps existing in the City ROW and private property will be performed as identified by the City. All disaster specific eligibility guidelines regarding size and diameter of hazardous stumps will be communicated to the Contractor, in writing, by the City. In order for hazardous stumps to be removed and eligible for reimbursement, the stump must satisfy the following requirement:

(a) Over 50% of the tree crown is damaged or broken and heartwood is exposed.
(b) Tree stumps that are not attached to the ground will be considered normal vegetative debris and subject to removal under the terms and conditions of 2.1. The cubic yard volume of the unattached stump will be based off of the diameter conversion using the published FEMA stump conversion table (See Attachment 1 – FEMA Stump Conversion Table). The City or Its representative will measure and certify all stumps before removal.

(11) Household Hazardous Waste Removal, Transport, and Disposal: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary for the removal, transportation, and disposal of Household Hazardous Waste (HHW). The removal, transportation, and disposal of HHW includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(12) Abandoned Vehicle Removal: Under this contract, work shall consist of the removal and haul out of abandoned vehicles in areas identified and approved by the City. The removed vehicles will be hauled to a City-approved staging area and subsequently disposed of by the appropriate regulatory agency.

The removal, transportation, and disposal of Abandoned Vehicle Removal includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(13) Animal Carcass Removal and Disposal: Under this contract, work shall consist of the removal of animal carcasses in areas identified and approved by the City. The carcasses will be hauled to a City-approved staging area and subsequently disposed of by the appropriate regulatory agency.

The removal, transportation, and disposal of Animal Carcasses includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(14) ROW White Goods Debris Removal: Under this contract, work shall consist of all labor, equipment, fuel and miscellaneous costs associated with the removal of, transportation, and disposal of White Goods. White Goods containing refrigerants will be hauled to a City-approved staging area where certified technicians will remove the refrigerants.

The removal, transportation, and disposal of White Goods includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(15) Freon Removal: Under this contract, work shall consist of the removal and disposal of refrigerants from items containing Freon in areas identified and approved by the City. The Freon containing items will be hauled to a City-approved staging area under the terms and conditions of 2.1 and subsequently the Freon will be removed and disposed of by a certified technician before the unit is recycled or disposed.

The removal and disposal of Freon includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(16) Asbestos Removal: Under this contract, work shall consist of all labor, equipment, fuel and miscellaneous costs associated with the removal of, transportation, and disposal of Asbestos.

The removal, transportation, and disposal of Asbestos includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

2.16 Use of Local Resources: As per the Robert T. Stafford Act and FEMA regulations, the Contractor will encourage the utilization of resources located within the disaster area, including

but not limited to, procuring supplies and equipment, awarding subcontracts, and employing workers.

2.17 Working Hours: Monday through Sunday, the Contract hours shall only be during daylight hours or as otherwise directed by the City. No work outside these hours shall be allowed unless approved in advance by the City.

2.18 Debris Site Tower Specifications: The Contractor shall provide a minimum of one tower at each dumpsite for the use of the City representatives during their inspection of dumping operations. If ingress and egress of a Debris Management Site is of significant distance that the City or Its representative are unable to verify the entering and exiting trucks, then the Contractor may be required to provide a second tower. The inspection platform of the tower shall be constructed at a minimum height of 10 feet from surrounding grade to finish floor level, have a minimum (8) eight feet by (8) eight feet of usable floor area, be covered by a roof with (2) two feet overhangs on all sides, and be provided with appropriate railings and a stairway. Platform shall be enclosed, starting from platform floor level and extending up (4) four feet on all (4) four sides. The expense incurred by the Contractor for the construction of towers is an overhead expense contemplated as part of the Proposer's compensation under the terms and conditions of section 2.15 (5).

2.19 The Contractor shall provide a minimum of one portable toilet at each dumpsite for the use of the City representatives during their inspection of dumping operations. The toilet shall be provided prior to the start of any dumping operations and kept in a sanitary condition by the Contractor throughout the duration of dumping operations. The expense incurred by the Contractor for the operation of portable toilets is an overhead expense contemplated as part of the Contractor's compensation under the terms and conditions of section 2.15 (5).

2.20 Care shall be taken to place the tower at a sufficient distance away from any reduction operations. If necessary, dumping operations may be temporarily suspended by the City due to unsuitable conditions at the tower.

2.21 Equipment: All trucks and other equipment must be in compliance with all applicable Federal, State, tribal, and local rules and regulations. Any truck used to haul debris must be capable of rapidly dumping its load without the assistance of other equipment, be equipped with a tailgate that will effectively contain the debris during transport and permit the truck to be filled to capacity.

> 2.21(a) Equipment: Special note is brought to the Contractor's attention that debris removal within waterways may require specialized equipment to reach and remove floating debris and/or debris jams within the portion of a waterway containing standing or flowing water.

2.22 Sideboards or other extensions to the bed are allowable provided they meet all applicable rules and regulations, cover the front and both sides, and are constructed in a manner to withstand severe operating conditions. The sideboards are to be constructed of (2) two inch by (6) six inch boards or greater and not to extend more than (2) two feet above the metal bedsides. In order to ensure compliance, equipment will be inspected by authorized City representatives prior to its use by the Contractor.

2.23 Trucks or equipment designated for use under this contract shall not be used for any other work during the working hours of this contract. The Contractor shall not solicit work from private citizens or others to be performed in the designated work area during the period of this contract. Under no circumstances will the Proposer mix debris hauled for others with debris hauled under this contract.

2.24 Equipment used under this contract shall be rubber tired and sized properly to fit loading conditions. Excessive size equipment (100 CY and up) and non-rubber tired equipment must be approved for use on the road by the City.

2.25 Hand loaded vehicles are prohibited unless pre-authorized, in writing, by the City, following the event. All hand-loaded vehicles will receive an automatic 50% deduction for lack of compaction.

2.26 Traffic Control: The Contractor shall provide, erect and maintain all necessary barricades, suitable and sufficient lights, danger signals, signs and other traffic control devices at all Contractor work areas.

2.27 The Contractor shall provide qualified flag personnel where necessary to direct traffic and shall take all necessary precautions for the protection of the work and the safety of the public.

2.28 Highways, streets or parts of the work closed to through traffic shall be protected by effective barricades and obstructions shall be illuminated during the hours from sunset to sunrise. Suitable warning signs shall be provided to properly control and direct traffic.

2.29 All barricades, warning signs, lights, temporary signals, other protective devices, flag persons and signaling devices shall conform to the minimum requirements as set out in the Manual on Uniform Traffic Control Devices for Streets and Highways, Part VI, prepared by the National Joint Committee on Uniform Traffic Control Devices and current at the time bids are received.

2.30 The expenses incurred by the Contractor for items listed in this Request for Proposal shall be compensated under the terms and conditions of section 2.15 (5).

2.31 Damage to Public or Private Property: The Contractor is responsible for all damage, injury, or loss to any property and shall restore all disturbed areas to their original condition, including re-grading, use of rye grass and permanent grass, and any other means determined to be necessary.

2.32 The Contractor's failure to restore damage to public or private property to the satisfaction of the City will result in the City withholding retainer money in an amount sufficient to make necessary repairs.

2.33 Existing Utilities: Some trees and debris which are to be removed under this contract may be blocked or entangled with overhead power, telephone, and television cables. In this case, it shall be the Contractor's responsibility to coordinate directly with the utility owners to arrange for the removal of the debris without damage to the overhead and underground utility lines. The Contractor shall pay all such costs to the utility company for any adjustments.

2.34 The Contractor shall make the necessary repairs or pay all costs incurred to repair damaged utilities, as determined by the affected utility company. Repairs to all municipal and privately owned water and sewer facilities shall be made by the Contractor.

2.35 Environmental Protection: All chemicals of whatever nature used during project construction or furnished for project operation must show EPA or USDA approval certification. Their use and disposal of all residues shall be in strict compliance with instructions.

2.36 The Contractor shall, at its own expense, ensure that noise and dust pollution is minimized to comply with all Local and State ordinances and be approved by the City. The Contractor shall comply in a timely manner with all directions of the City regarding the use of a water truck or other approved dust abatement measures.

2.37 The Contractor shall comply with all Laws, Rules, Regulations and Ordinances regarding environmental protection.

2.38 Documentation and Measurement: Prior to beginning any work, the City, or Its representative, shall clearly number each truck hauling debris or piece of equipment loading debris. All vehicles must be certified by the City, or its representative, prior to debris collection. If a vehicle is working under multiple contracts or for multiple communities, it must be re-certified by an authorized City representative each time it returns to work from other contracts or communities.

2.39 The Contractor is responsible for ensuring that all subcontractors maintain valid driver's licenses, valid insurance, business licenses and that all of their equipment is legally fit for travel on the road.

2.40 The Contractor shall designate one project manager. The representative shall provide a telephone number to the City with which he or she can be reached throughout the duration of the project.

2.41 "Load tickets" will be provided by the City or Its representative for recording volumes of debris removal. Each ticket shall consist of one original and four duplicates. Load tickets will be issued by an authorized representative of the City at the loading site. The City representative will keep one copy and give four copies to the vehicle operator. Upon arrival at the dumpsite, the vehicle operator will give the four copies to the City representative at the dumpsite. Trucks with less than full capacities will be adjusted down by visual inspection. This determination will be made by the City representative present at the dumpsite. The City representative will validate, enter the estimated debris quantity, and sign the tickets. The City will keep the original copy and the three remaining duplicate copies will be returned to the vehicle operator for the Proposer's records. The Contractor shall give written notice of the location for work scheduled 24 hours in advance. This information will be shared with other response and recovery personnel operating in the area through situation reports and new releases when necessary.

2.42 City Responsibilities: City responsibilities will vary depending on the type and magnitude of the disaster. The City, at a minimum, will be responsible for the following:

a) Coordination of collection activities with Contractor.
b) Suitable debris management site activities.
c) Promotion of debris management activities.

d) Educational materials.
e) Submittal of post-collection data reports.
f) Recruitment and coordination of volunteers.
g) Coordination with local police, fire, EMS and other appropriate agencies.
h) Provision of emergency contact information.

2.43 Proposal Format: Proposals shall be submitted in the following format and include the all requested information in a concise submission package.

a) Detailed description of methodology of providing debris management services.
b) Fee Proposals per instructions in Section III signed by responsible party.
c) Proposed Schedule of Minority and Women-owned Business Participation and Non-Discrimination statement.
d) Summary of qualifications and experience.

2.44 Contacts: Proposers must submit proposals in accordance with the instructions contained in this RFP. All requested information must be submitted with the proposal. Instructions for preparation and submission of proposals are contained in this package. All questions regarding this request for proposal should be submitted in writing and emailed to the person listed on the summary event page as the primary contact.

2.45 The City reserves the right to award primary, secondary and/or tertiary contract if deemed advantageous.

2.46 Methodology of Providing Debris Management Services: Each proposer shall submit examples from recent disasters in which the proposer has established a methodology for providing debris management on behalf of a client in a Federally Declared Disaster in which Public Assistance was granted for debris removal

2.47 Qualifications: Each proposer shall submit a summary of their qualifications and experience of similar services as described. Qualifications will be evaluated based on documented performance in a Federally Declared Disaster(s) with a letter of support from impacted jurisdiction which contracted with the proposer for debris removal services.

2.48 References: The Contractor will provide the name, title, address and phone number of at least five (5) customers where the proposed services have been utilized of similar size and nature of operation.

2.49 Contract Period: The award resulting from this RFP will be a one-year contract with prices to be held firm for that period with an option to renew for four additional one-year periods if all terms and conditions remain unchanged and both parties so agree.

2.50 Insurance Requirements:

2.50.1 Comprehensive General Liability: The Contractor shall carry comprehensive general liability on an occurrence form with no "x, c or u" exclusions with the following minimum limits:

- Each occurrence - $1,000,000
- Damage to Rented Premises - $50,000
- Medical Expense - $5,000
- Personal & Advertising Injury - $1,000,000

- General Aggregate - $2,000,000
- Products – Completed Operations Aggregate - $2,000,000

General aggregate shall apply on a per project basis

The Contractor will provide a Certificate of Insurance reflecting required coverage.

A waiver of subrogation endorsement to the policy in favor of the City shall also be provided and attached to the certificate.

A (30) day notice of cancellation in favor of the City must be endorsed to policy and attached to the certificate

2.50.2 Commercial Automobile Liability: The automobile policy must include coverage for owned, non-owned and hired automobiles:
- Minimum limits are $1,000,000
- The Contractor will provide a Certificate of Insurance reflecting required coverage.
- A waiver of subrogation endorsement to the policy in favor of the City shall also be provided and attached to the certificate.
- A (30) day notice of cancellation in favor of the City must be endorsed to policy and attached to the certificate.

2.50.3 Workers Compensation: Contractor shall carry a workers' compensation policy including all statutory coverage required by South Carolina state law.

Minimum employer's liability limits:
- $500,000 each accident
- $500, 000 each employee (disease)
- $500, 000 policy limit (disease)

The Contractor will provide a Certificate of Insurance reflecting required coverage.

A waiver of subrogation endorsement to the policy in favor of the City shall also be provided and attached to the certificate

A (30) day notice of cancellation in favor of the City must be endorsed to policy and attached to the certificate

2.50.4 Umbrella/Excess Liability: The Contractor shall carry an umbrella/excess liability policy which must follow form over underlying policies: general liability, auto liability and employer's liability.

Minimum limits:
- $1,000,000 per occurrence
- $1,000,000 aggregate

The Contractor will provide a Certificate of Insurance reflecting required coverage.
Waiver of subrogation endorsement to the policy in favor of the City shall also be provided and attached to the certificate.

A (30) day notice of cancellation in favor of the City must be endorsed to policy and attached to the certificate

2.50.4 General
All insurance shall be placed with South Carolina admitted carriers with a current Best's rating of A (minus), X, or better

Any modifications to specifications must be approved by the City

SECTION III
FEE PROPOSAL
I have read and understand the requirements of this request for proposal Event# 1508 and agree to provide the required services in accordance with this proposal and all attachments, exhibits, etc. The proposed fees shall include all labor, material and equipment to deliver and provide the equipment and services as outlined in the RFP and should include any travel or per diem expenses and any other miscellaneous expense involved. The fee for providing the required equipment and services are:

SCHEDULE 1 – HOURLY EQUIPMENT AND LABOR PRICE SCHEDULE
Equipment Type – (As per Specification 2.21-2.25) Hourly Equipment Rate
Bobcat Loader
Bucket Truck w/Operator
Crash Truck w/Impact Attenuator
Dozer, Tracked, D5 or similar
Dozer, Tracked, D6 or similar
Dozer, Tracked, D7 or similar
Dozer, Tracked, D8 or similar
Dump Truck, 18 CY-20 CY
Dump Truck, 21 CY-30 CY
Generator and Lighting
Grader w/12' Blade
Hydraulic Excavator, 1.5 CY
Hydraulic Excavator, 2.5 CY
Knuckleboom Loader
Lowboy Trailer w/Tractor
Mobile Crane (Adequate for hanging limbs/leaning trees)
Pickup Truck, .5 Ton
Truck, Flatbed
Water Truck
Wheel Loader, 2.5 CY, 950 or similar
Wheel Loader, 3.5 – 4.0 CY, 966 or similar
Wheel Loader, 4.5 CY, 980 or similar
Wheel Loader-Backhoe, 1.0 – 1.5 CY
Other – Please List
Labor Category Hourly Labor Rate
Operations Manager w/Cell Phone and Pickup
Crew Foreman w/Cell Phone and Pickup
Tree Climber/Chainsaw
Laborer w/Chain Saw

Laborer w/small tools, traffic control, or flag-person

SCHEDULE 2 - UNIT RATE PRICE SCHEDULE

Refer to Section No. 2.15 of the RFP

1. ROW Vegetative Debris Removal (Collect & Haul) $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of pick and transport of vegetative debris on the ROW to a City-approved DMS or other designated disposal facility.

2. ROW Construction & Demolition Debris Removal (Collect & Haul) $ Per Cubic Yard Estimated Cubic-Yards Total
Work consists of pick and transport of C&D debris on the ROW to a City-approved DMS or other designated disposal facility.

3. Demolition, Removal, and Transport of Structures $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to demolish structures on private property.

4. DMS Management and Operations $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of the management and operation of DMS' for acceptance, management, segregation, and staging of disaster related debris.

5. Reduction of Storm Generated Debris by Grinding $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by grinding.

6. Reduction of Storm Generated Debris by Incineration $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by incineration.

7. Haul-out of Reduced Debris to Final Disposal Site
$ Per Cubic Yard
Estimated Cubic-Yards
Total
Work consists of pick up and transport of reduced debris at a City-approved DMS to a final disposal facility

8. Removal of Hazardous Leaning Trees and Hanging Limbs $ Per Tree Estimated Trees Total Work consists of removing hazardous leaning or hanging limbs and placing them on the ROW for haul-off.

a. 12 inch to 23.99-inch diameter
b. 24 inch to 35.99-inch diameter
c. 36 inch to 47.99-inch diameter
d. 48 inch and larger diameter

Hanger Removal (per Tree)

9. Removal of Hazardous Stumps
$ Per Stump
Estimated Stumps Total Work consists of removing hazardous stumps and placing them on the ROW for haul off.

a. 24 inch to 35.99-inch diameter
b. 36 inch to 47.99-inch diameter
c. 48 inch and larger diameter

10. Household Hazardous Waste Removal, Transport, and Disposal
$ Per Pound Estimated Pounds Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Household Hazardous Waste.

11. Abandoned Vehicle Removal $ Per Unit Estimated Units Total Work consists of the removal of abandoned vehicles in areas identified and approved by the City and subsequently transported to a City-approved staging area.

12. Animal Carcass Removal and Disposal $ Per Unit Estimated Units Total Work consists of the removal of animal carcasses in areas identified and approved by the City and subsequently transported to a City-approved staging area.

13. ROW White Goods Debris Removal (Collect & Haul) $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of White Goods.

14. Freon Removal $ Per Unit Estimated Units Total Work consists of the recovery and disposal of refrigerants from items containing Freon.

15. Asbestos Removal $ Per Cubic Yard Estimated Pounds Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Asbestos.

Total Estimated Contract Price

Storm Debris Removal 2019

Please do not forget to include the Unit Rate Price Schedule.

Total-$_____

SUBMITTED BY: _____

PROPOSER: _____

SIGNED: _____

NAME (PRINT): _____

ADDRESS: _____

CITY/STATE: _____ZIP_____

TELEPHONE: (_____) _____ Area Code FAX: (_____) _____
Area Code Area Code

INDICATE MINORITY OWNERSHIP STATUS OF BIDDER (FOR STATISTICAL PURPOSES ONLY):

CHECK ONE:

_____ NON-MINORITY OWNED

_____ ASIAN AMERICAN _____ AFRICAN AMERICAN _____ AMERICAN INDIAN

_____ HISPANIC _____ OTHER MINORITY Describe_____

_____ WOMAN (non-minority)

NON-DISCRIMINATION STATEMENT

The proposer certifies that:

(1) No person shall be excluded from participation in, denied the benefit of, or otherwise discriminated against on the basis of age, sex, race, disability, national origin, religion, sexual orientation or gender identity in connection with any bid submitted to the City of Charleston or the performance of any contract resulting therefrom; (See #51 on page 12).

(2) That it is and shall be the policy of this Company to provide equal opportunity to all business persons seeking to contract or otherwise interested in contracting with this Company, including those companies owned and controlled by racial minorities, cultural minorities, and women;

(3) In connection herewith, we acknowledge and warrant that this Company has been made aware of, understands and agrees to take affirmative action to provide such companies with the maximum practicable opportunities to do business with this Company;

(4) That this promise of non-discrimination as made and set forth herein shall be continuing in nature and shall remain in full force and effect without interruption;

(5) That the promises of non-discrimination as made and set forth herein shall be and are hereby deemed to be made as part of and incorporated by reference into any contract or portion thereof which this Company may hereafter obtain and;

(6) That the failure of this Company to satisfactorily discharge any of the promises of non-discrimination as made and set forth herein shall constitute a material breach of contract entitling the City of Charleston to declare the contract in default and to exercise any and all applicable rights and remedies including but not limited to cancellation of the contract, termination of the contract, suspension and debarment from future contracting opportunities, and withholding and or forfeiture of compensation due and owing on a contract.

_____ _____

Signature Title

Note: The Minority/Woman-Owned Business Office is available to identify qualified M/WBE's. Please contact the Office at (843) 724-7434. This form may be copied as needed. The City of Charleston has also posted a list of registered M/WBE's on its website at http://www.charleston-sc.gov/bidline.

Vendor's Checklist

1. Did you provide required information and sign the front page of the solicitation?
   ____ Yes ____ No

2. Did you sign the Certificate of Familiarity form?
   ____ Yes ____ No

3. Did you sign the City of Charleston M/WBE Compliance Provisions forms?
   ____ Yes ____ No

4. Did you sign the applicable Affidavit?
   ____ Yes ____ No

5. Did you mark your "Original" Bid and provide the required # of copies?
   ____ Yes ____ No

6. Did you complete and include all pricing sheets?
   ____ Yes ____ No

7. Did you include the required references?
   ____ Yes ____ No

8. Did you provide a copy of insurance and all other documentation requested?
   ____ Yes ____ No

9. Did you include and sign any addenda?
   ____ Yes ____ No

10. Did you double check to make sure you have included everything that is requested?
    ____ Yes ____ No

If you have any concerns, please do not wait until after opening to raise them. **At that point, it is too late. If this solicitation includes a pre-bid conference or a question & answer period, raise your questions during this time.** Please read the bid carefully.

This checklist is included only as a reminder to help Bidders avoid common mistakes. Responsiveness will be evaluated against the solicitation, ***not*** against this checklist. You do not need to return this checklist with your response.

EXHIBIT B

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #1 – Q&A

T: (843) 724-7314
F: (843) 720-3872

DATE: August 1, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #1 to the solicitation is being made for the following reasons:

Q-1 **Regarding RFP #19-P019R, are we to add disposal fees to our price proposal or are tipping fees a passthrough?**

A-1 Yes, Please include disposal fees in the quote.

Q-2 **Please explain specifically how the pricing of one proposal will be evaluated against the pricing from another proposal, including the answer to these questions:**

a. **Will Schedule 1 – Hourly Equipment and Labor Price Schedule be evaluated?**

b. **Will each pricing proposal be analyzed and refined to become one total number which can then be compared to the other proposals?**

c. **Will extended totals (unit price multiplied by estimated quantity) be used to evaluate pricing, and if so, what estimated quantities and what line items will be used to derive the extended totals that will be evaluated?**

d. **Will all pricing line items be evaluated equally or will some line items receive more importance in the evaluation?**

A-2
A. Yes
B. Yes
C. No
D. Yes

Q-3 Who will provide the locations of the Debris Management sites (DMS)?

A-3 The City of Charleston has a list of approved sites for storage and Grinding and will provide

Q-4 Is there an existing contract similar to this in place or previously in place? Are the bid tabulations available?

A-4 This will be the first contract like this for the City.

Q-5 Does the City have a Debris Management Plan? If so, how can we obtain a copy?

A-5 No. Currently there is no plan.

Q-6 Has the City identified any DMS? If so, where are they located?

A-6 McMahon Playgound, Charleston Peninsula – Storage and Grinding
Bees Landing Recreational Complex, West Ashley – Storage and Grinding
Ackerman Park, West Ashley – Storage and Grinding
West Ashley Park, West Ashley – Storage and Grinding
Harmon and Herbert St, Charleston Peninsula – Storage and Grinding
Johns Island Park, Johns Island – Storage and Grinding
Governors Park, Daniel Island – Storage and Grinding

Q-7 Which landfill will be the final destination for C&D Debris?

A-7 TBD

Q-8 P.2 states that all pages that require a signature must be included with the bid. Do we include the No Bid for with N/A at the top with no signature to be compliant with the above?

A-8 Any forms that are not applicable to you, do not have to be turned in. Example: No Bid Form, Affidavits that don't apply to you for this RFP.

Q-9 Will Schedule 1 Hourly Equipment and Labor Price Schedule be included in the evaluation in terms of cost? Does it carry the same weight as Schedule 2 Unit Rate Price Schedule? Will all line items be used to form a grand total of unit rates and that number be used to evaluate the proposals in terms of cost?

A-9 Everything will be considered. Please see question 2.

Q-10 Are we to add all line items in Schedule 1 and 2 to form a sum of all unit rates to be used on page 45 for the Total Estimated Contract Price?

A-10 You should include this in the cost of your per unit price that you provide us on page 45.

Q-11 Will the City consider providing the Fee Schedule in a Table Format or an Excel spreadsheet so the line item pricing does not get confused between the various line items?

A-11 No they city will not provide this.

Q-12 Schedule 2 – Line items 1 – 15 asks for an estimated quantity of each unit – are we to enter a value here? Are we to use a value of 1?

A-12 Yes, please base it off of 1.

Q-13 In regard to the "Schedule 2 – Unit Price Schedule" located on page 43 & 44: In order to provide the most accurate quote, would you please provide the location(s) that the City of Charleston will be using as a City approved DMS or other approved designated disposal facility to address the items described in #1, #2, #7, #10, #11, #12, #13, #14, #15 of "Schedule 2 – Unit Price Schedule"?

A-13 Please see answer to question 6 for locations.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

_____ _____

Signature of Acknowledgement Date

_____

Company Name

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #2 – Q&A Clarification

T: (843) 724-7314
F: (843) 720-3872

DATE: August 1, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #2 to the solicitation is being made for the following reasons:

Q-1 **The Scope of Work Number 2.12 found on page 32 of the RFP clearly states that disposal fees/tipping will be a pass through expense. This typically means that disposal fees are not included in the proposed rates. Tip fees typically negotiated at a discounted rate from the posted daily gate rate post-event. The City will not be able to benefit from possible lower disposal fees if disposal fees are to be included in the proposed rates. We will also not be able to guarantee disposal rates for the term of the contract.**

How will the City treat increased disposal fees should the contract be activated and landfill rates are increased?
Please confirm that the City is now requesting disposal fees to be included in the proposed rates and not to be treated as a pass through expense.

A-1 There will be no pass through fees as we are not eligible for this during an event. Please include all disposal fees.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

_____ _____
Signature of Acknowledgement Date

_____
Company Name

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #3 – Q&A Clarification

T: (843) 724-7314
F: (843) 720-3872

DATE: August 5, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #3 to the solicitation is being made for the following reasons:

Q-1 **Can you please elaborate upon your answer on addendum 2 relative to disposal fees where you state "we are not eligible for this during an event." pass thru costs pertaining to disposal fees are not only FEMA eligible, a pass thru mechanism is common and preferred. Contractors performing load and haul activity have no control over movement of disposal fees by landfills; therefore, a "pass through" is the only equitable way to treat disposal fees. Depending on clarification of your initial answer, we respectfully request that you consider your response to addendum 2.**

A-1 We meant that we are not eligible to use the county landfill on Bee's Ferry Rd during an event and you would need to include disposal fees.

Q-2 **Often there are different disposal fees associated with Vegetative Debris & C&D Debris. Will the City consider modifying line item 7 to add for haul out of reduce vegetative debris as a line item and haul out of reduced C&D Debris as a separate line item. If not can we list two separate rates one for veg and one for C&D Debris on line item 7. If listing both rates for line item 7 are we to include both rates in the grand total of all unit rates?**

A-2 Please list the two as separate rates and include in the grand total of all unit rates.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

_____ _____
Signature of Acknowledgement Date

_____
Company Name

EXHIBIT C

INSURANCE REQUIREMENTS

Contractors working for the City of Charleston are required to procure and maintain for the duration of their contract with the City insurance against claims for injuries to persons or damages to property which may arise from or in connection with work performed by the Contractor, his agents, representatives, employees or Subcontractors. The cost of such insurance shall be the responsibility of the Contractor.

A. The Contractor shall carry liability insurance with a reliable company licensed to do business in South Carolina. Coverage shall be at least broad as:

   1. Insurance Services Office Commercial General Liability Coverage Form ("occurrence") CG 00 01 10 93.

   2. Insurance Services Office Business Auto Coverage Form CA 00 01 6 92 covering automobile liability, code 1 "any auto".

B. Contractor shall carry workers' compensation as required by the State of South Carolina and Employers Liability insurance (including applicable occupation disease provisions and all state endorsements.)

C. Contractor shall maintain limits no less than the following:

   1. **GENERAL LIABILITY**: $1,000,000 combined single limit per occurrence for bodily injury, property damage, and personal injury with a $2,000,000 general aggregate limit.

   2. **AUTOMOBILE LIABILITY**: $1,000,000 combined single limit per accident for bodily injury and property damage.

   3. **WORKERS' COMPENSATION**: Statutory limits are required by South Carolina state law, and employer's liability limits of $100,000 per accident.

   4. **PROFESSIONAL LIABILITY**: $1,000,000 per claim/$1,000,000 aggregate limit, with a deductible of $20,000.

      Contractor shall obtain and maintain a professional liability insurance policy covering the performance of the professional services specified in this agreement. Evidence of such insurance shall be satisfactory in form and content to the owner, the City. This coverage shall be maintained through the duration of this project and for a minimum of 1 year after substantial completion of the project as determined by the City.

      The Contractor and any of its subcontractors will cause the professional liability insurance required in this paragraph C.4:

(a) to be excess insurance over any project professional liability policy, and

(b) to be primary insurance in the event the project insurance described in Paragraph E is canceled or not maintained, in the event the policy's limits of liability are exhausted, or if the policy expires.

D. Required policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverages

The City of Charleston, its officials, employees and volunteers are to be covered as additional insureds as respects: Liability arising out of activities performed by or on behalf of the Contractors; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the City of Charleston, its officials, employees or volunteers. To accomplish this objective, the City of Charleston shall be named as an additional insured under the Contractor's general liability policy by attaching Insurance Services Office Commercial General Liability Endorsement CG2010 10 93 (Additional Insured - Owners, Lessees or Contractors - Form B) or its equivalent. Contractors' insurance coverage shall be primary insurance as respects the City of Charleston, its officials, employees and volunteers. Any insurance or self-insurance maintained by the City of Charleston, its officials, employees, or volunteers shall be in excess of the Contractor's insurance and shall not be required to contribute. To accomplish this objective, the following wording should be incorporated in the previously referenced additional insured endorsement.

Other Insurance: This insurance is primary, and our obligations are not affected by any other insurance carried by the additional insured whether primary, excess, contingent or on any other basis.

Any failure to comply with reporting provisions of the Contractor's policies shall not affect coverage provided to the City of Charleston, its officials, employees or volunteers.

2. Workers' Compensation

The Contractor shall agree to waive all rights of subrogation against the City of Charleston, its officials, employees and volunteers for losses arising from work performed by the Contractor for the City of Charleston.

E. Any deductibles or self-insured retentions shall be the responsibility of the Contractor.

F. Each insured policy required by the City of Charleston shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the City of Charleston.

G. All coverages for Subcontractors shall be subject to all the requirements stated herein.

H. Insurance must be placed with an approved insurance company with current Best's rating of A+, A, or A-. Exceptions to this requirement must be approved in writing by the Department of Risk Management.

I. Contractor shall furnish the City of Charleston with Certificates of Insurance noting the endorsements. The Certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements are to be received and approved by the City of Charleston, Procurement Division, before work commences. The City of Charleston reserves the right to require complete, certified copies of all required insurance policies, at any time.

Required certificates should be mailed to:

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

EXHIBIT D

PROPOSAL FOR
STORM DEBRIS REMOVAL SERVICES
RFP NUMBER 19-P019R

City of Charleston, South Carolina
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

Due: August 15, 2019 by 2:00 P.M.

ELECTRONIC

Phillips & Jordan, Inc.
10201 Parkside Drive, Suite 300 • Knoxville, TN 37922 • 865.688.8342 • pandj.com
Contact: Julie Glenn • disasterservices@pandj.com

HEAVY CIVIL INFRASTRUCTURE CONSTRUCTION | ROW CONSTRUCTION | DISASTER RESPONSE

EMERGENCY DEBRIS REMOVAL
CITY OF CHARLESTON, SOUTH CAROLINA

PROPOSAL FOR:

Storm Debris Removal Services

RFP Number 19-P019R

SUBMITTED TO:

City of Charleston, South Carolina

Procurement Division

75 Calhoun Street, Suite 3500

Charleston, SC 29401

SUBMITTAL DEADLINE:

August 15, 2019 by 2:00 P.M.

SUBMITTED BY:

Phillips and Jordan, Inc.

10201 Parkside Drive, Suite 300 • Knoxville, TN 37922 • pandj.com

Phone: 865.688.8342 • Email: disasterservices@pandj.com

DESIGNATED POINTS OF CONTACT:

The authorized representatives for Phillips & Jordan are as follows:

Primary	Alternate	Alternate
Julie Glenn Disaster Services Coordinator Phone (865) 776-8919 Fax (865) 392-3090 jglenn@pandj.com	Tommy Webster Disaster Services Program Manager Phone (828) 644-3222 Fax (865) 392-3090 twebster@pandj.com	Dudley Orr Vice President Phone (865) 688-8342 Fax (865) 392-3090 dorr@pandj.com

Letter of Transmittal
Corporate Resolution Identifying Authorized Signatories

Tab A: Understanding and Methodology
1. Project Understanding
2. Pre-Positioned Contract Management & Client Services
3. Disaster Debris Management General Operations Plan
4. Typical Debris Management Project Timeline
5. Availability of Essential Resources
6. Supporting Operational Policies & Procedures

Tab B: Price Proposal
1. Overall Pricing Philosophy
2. Reasonable Subcontractor Compensation
3. A Proven Methodology
- Schedule 1 - Hourly Equipment and Labor Price Schedule
- Schedule 2 - Unit Rate Price Schedule
- Total Estimated Contract Price

Tab C: Subcontracting Plan
1. Subcontracting Plan
2. Local & Disadvantaged Business Subcontracting
- Minority/Women Business Enterprise Program Forms

Tab D: Summary of Qualification and Experience
1. Summary of Qualifications
2. Past Performance
3. References
4. Multiple Simultaneous Contract Execution
5. Staffing Plan
6. Project Management

Tab E: Required Forms

Tab F: Additional Information
1. Licenses
2. Proof of Insurability
3. Financial Strength

Appendix I: Sample Accident Prevention Plan and Health and Safety Plan
Appendix II: Letters of Commendation and Performance Evaluations
Appendix III: Key Field Management & Resource Personnel Resumes

August 13, 2019

City of Charleston, South Carolina
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

RE: Proposal for Storm Debris Removal Services
RFP Number 19-P019R

To Whom it May Concern:

Phillips & Jordan (P&J) thanks you for the opportunity to present our proposal for Storm Debris Removal Services in response to Request for Proposals (RFP) # 19-P019R issued by City of Charleston (City). P&J offers 42 years of experience as a disaster debris management and we can provide the management team, equipment, personnel, and other necessary resources to respond rapidly and efficiently to a future disaster in the City.

Critical expectations of the disaster debris management contractor selected by the City should include demonstrated capabilities to immediately mobilize manpower and equipment, to coordinate and control all resources deployed to the impacted area, to implement robust quality control and safety programs, and the financial strength to support the necessary project operations. As demonstrated in this proposal, P&J offers these capabilities as validated through our successful past performance record responding to a wide variety of natural and man-made disaster events.

Our disaster recovery work will include the generation and collection of Federal Emergency Management Agency (FEMA) project documentation to validate the eligibility of work performed and ensure maximum reimbursement. The financial reimbursement that the City will ultimately receive from FEMA through its Public Assistance (PA) Grant Program for disaster debris cost will be dependent on three major factors: (1) compliance with the U.S. Office of Budget and Management's Super Circular or the Code of Federal Regulations, Title 2, Chapter 200 (2CFR 200 [2016]); (2) eligibility of work performed; and (3) the documentation to support incurred cost. P&J's proven methodology and approach to execution of a disaster debris management project is based on these same three factors and incorporates mechanisms that ensure the highest priority is given to compliance with all applicable local, state, and federal regulations.

To ensure compliance with 2CFR 200, P&J provides the required bonds along with rates that can support FEMA's reasonable cost criteria. As a project's scope and cost expand, we provide the increased bonding capacity necessary to reduce the financial risk to the City. Our aggregate line of $1 billion bonding capacity is testament to our ability to implement our Core Values and Priorities (Integrity, Safety, Quality, and Production) and demonstrates that we have the resources and experience to execute our contractual commitments regardless of the magnitude and/or profitability of the project.

Unlike other debris removal contractors, P&J has the capability to document and track our work with a proprietary Automated Debris Management System (ADMS). P&J assisted our partner firm, TAC Insight, with the development of FASTweigh ADMS™, which has been used to support several major debris management missions including the U.S. Army Corps of Engineers' (USACE) responses to the 2011

10201 Parkside Drive – Suite 300 • Knoxville, TN 37922 • office 865.688.8342 • fax 865.688.8369
pandj.com

tornado super-outbreak in Alabama and the E-5 tornado that devastated Joplin, Missouri and is currently being used on P&J's Hazardous Tree Removal project for Pacific Gas and Electric in Northern California. FASTweigh ADMS™ is one of only two systems currently approved by the USACE. This debris management documentation tool can provide a second critical source of accurate grant-supporting documents.

P&J's capacity and capability to perform disaster debris management services includes a disaster core response group that offers more than 160 years of combined debris removal experience; extensive experience performing disaster debris management and FEMA PA Grant Program administration; a solid equipment plan featuring a fleet of over 750 individual pieces of company-owned equipment; and standing master service agreements with experienced disaster subcontractors who are ready to mobilize immediately. P&J is committed to providing Storm Debris Removal Services to the City in a professional and timely manner.

Please find a list of authorized signatories who are authorized to bind the firm in the corporate resolution provided on the following pages.

The authorized representatives for P&J regarding communications related to this proposal are as follows:

Primary	Alternate	Alternate
Julie Glenn Disaster Services Coordinator Phone (865) 776-8919 Fax (865) 392-3090 jglenn@pandj.com	Tommy Webster Disaster Services Program Manager Phone (828) 644-3222 Fax (865) 392-3090 twebster@pandj.com	Dudley Orr Vice President Phone (865) 688-8342 Fax (865) 392-3090 dorr@pandj.com

P&J would welcome the opportunity to discuss our proposal in further detail and demonstrate why we are the best choice for the City. We look forward to becoming a part of your disaster response and recovery team.

Sincerely,

Dudley Orr
Vice President
Phillips & Jordan, Inc.

CERTIFICATE OF CORPORATE SECRETARY
PHILLIPS AND JORDAN, INCORPORATED

August 14, 2018

I hereby certify that I am the Secretary of Phillips and Jordan, Incorporated, a corporation duly organized and existing under the laws of the State of North Carolina and that the following is a true copy of the Resolutions unanimously adopted by the Board of Directors of said corporation by Unanimous Written Consent without a meeting effective August 14, 2018:

Appointment of Officers

The Board of Directors hereby appoint the following individuals to serve as Officers of the Corporation in the positions set forth beside their respective names below to hold office until his or her successor shall have been duly elected and shall have qualified, or until the death or resignation of any such officer, or until any such officer shall have been removed in the manner provided in the Bylaws of the Corporation:

Avis A. Phillips	Chairman
William T. Phillips, Jr.	CEO & Vice Chairman
J. Patrick McMullen	President
John D. Lawrence	CFO, Secretary, Treasurer, & Vice President
Steve D. Thompson	Vice President of Safety & Risk Management
Jerry Hill	Vice President
Max G. Morton	Senior Vice President
Morgan Pierce	Senior Vice President
Gerry Arvidson	Senior Vice President
Art Phelps	Vice President
Dudley Orr	Vice President
Eric Hedrick	Vice President
Russell Page Riley	Vice President
Kyle Buchanan	Vice President
Randall E. Strader	Vice President
Pat Williams	Assistant Vice President
Angela Kay Sparrow	Assistant Secretary
Christina M. Eddings	Assistant Secretary
Janet D. Crisp	Assistant Secretary

Officers Authorized to Execute Contracts on Behalf of the Corporation

The Board of Directors hereby directs that the Officers listed below are the Officers authorized by the Corporation to sign, execute and deliver construction proposals, construction contracts and other contracts related to the business of the Corporation, and any and all documents related thereto, on behalf of the Corporation:

Avis A. Phillips	Chairman
William T. Phillips, Jr.	CEO & Vice Chairman
J. Patrick McMullen	President
John D. Lawrence	CFO, Secretary, Treasurer & VP
Max G. Morton	Senior Vice President
Morgan Pierce	Senior Vice President
Gerry Arvidson	Senior Vice President
Art Phelps	Vice President
Dudley Orr	Vice President
Eric Hedrick	Vice President
Russell Page Riley	Vice President
Kyle Buchanan	Vice President
Randall E. Strader	Vice President

The Board hereby directs that an executed copy of this Unanimous Written Consent shall be filed with the minutes of the proceedings of the Board.

And, I further certify that the foregoing Resolutions are still in force and effect; that the same has not been rescinded, nor has it been amended or modified in any way.

IN WITNESS WHEREOF, I have hereunto set my hand and the seal of Phillips and Jordan, Incorporated on the 14th day of August 2018.

John D. Lawrence, Secretary

PHILLIPS AND JORDAN INCORPORATED
CORPORATE SEAL
NORTH CAROLINA

Tab A:
Understanding and Methodology

1. PROJECT UNDERSTANDING

1.1. UNDERSTANDING OF DISASTER DEBRIS MANAGEMENT FOR THE CITY OF CHARLESTON

P&J understands that disaster response can be a costly yet necessary expense that can often be unforeseen, appear quickly, and overwhelm the resources of local communities. For this reason, the City wishes to establish a pre-positioned contract with experienced firms to manage the removal, reduction, and disposal of disaster-generated debris in the event that the City is effected by a disaster.

P&J stands ready to assist the City in addressing the daunting task of disaster response. Our extensive past experience providing similar services throughout South Carolina, along the U.S. Atlantic Coastline, and across the nation over the past 42 years is testament to our ability to support the City's unique debris management needs. Our proven project approach is scalable to meet the individual needs of our clients who are faced with varying circumstances associated with each disaster type. Furthermore, P&J understands the importance of ensuring compliance with federal, state, and local laws and regulations to maximize the City's reimbursement from available federal grant sources and minimize the City's cost for response and recovery services.

P&J is an established and experienced debris management firm that offers the City the following key qualifications and capabilities:

- We are committed to assisting the City if the need for debris management services should arise.
- We are knowledgeable of applicable laws and regulations.
- We understand how to manage debris removal in the most efficient and effective manner.
- We have the financial, equipment, and personnel resources to manage a disaster response mission regardless of magnitude.

1.2. UNDERSTANDING OF THE FEMA PUBLIC ASSISTANCE PROGRAM

Following the declaration of a major disaster event, certain emergency services that remove and mitigate immediate threats to life, public health, safety, and improved public property, including disaster debris management services, are eligible for cost reimbursement to applicants and sub-applicants through the Federal Emergency Management Agency (FEMA) Public Assistance Grant Program. In the aftermath of a significant debris-generating disaster event, debris management often requires a volume of resources beyond those which can be quickly provided by local governing entities. Therefore, this work is frequently contracted out to experienced and reputable contractors.

The FEMA Public Assistance Program will provide reimbursement to local communities following a Presidential Declaration, if the debris generated is the result of a disaster event, is located within a designated disaster area, is the legal responsibility of an eligible applicant, and is eligible for reimbursement. P&J will only remove debris identified by the City or its representative as eligible for FEMA reimbursement.

As of November 2012, debris removal operations on Federal Highway Administration (FHWA) Federal Aid road right of ways, following a Presidential Declaration, is covered by FEMA under the Public Assistance Program. However, even though FEMA will be funding all eligible debris, the debris from FHWA routes will be tracked separately.

1.2.1. ELIGIBILITY OF DEBRIS MANAGEMENT SERVICES UNDER THE PUBLIC ASSISTANCE GRANT PROGRAM

One of the most critical aspects involved with the provision of disaster debris management services provided by a debris removal contractor is ensuring that all work performed is deemed eligible and completed in compliance with FEMA Public Assistance Grant Program regulations and policies. Failure of contractors to comply with Public Assistance Grant Program requirements could lead to deobligation of funds expended by the applicant/sub-applicant, ultimately resulting in a higher non-federal cost-share for disaster recovery efforts. Consequently, debris removal contractors bare significant financial risk for costs associated with handling ineligible debris. P&J accepts and manages this risk willingly and competently. Our approach to disaster debris management is based on the understanding that the monies used to fund debris removal missions ultimately comes from tax payers, and we are committed to utilizing those funds in the most efficient and effective manner possible.

1.2.1.1. General Eligibility of Work

The Stafford Act authorizes reimbursement through the Public Assistance Grant Program for specific services only, not for all costs resulting from a disaster event. Reimbursable expenses are classified into Categories A-G, with A-B including emergency work and C-G including permanent work. Category A comprises Debris Removal services. Based on the most recent version of FEMA's *Public Assistance Program and Policy Guide, FP 104-009-2* (April 2017), debris removal efforts must meet all the following fundamental criteria to be considered eligible:

- The debris was generated by the declared incident.
- The debris is located within the designated disaster area.
- Removal of the debris is the legal responsibility of the applicant/sub-applicant.

Eligible work must be in the public interest, and is defined as work necessary to:

- Eliminate immediate threats to life, public health, and safety.
- Eliminate immediate threats of significant damage to improved public or private property.
- Ensure economic recovery of the affected community.
- Mitigate the risk to life and property by removing substantially damaged structures and appurtenances.

FEMA's building blocks of eligibility pyramid provides specific criteria for eligibility under the Public Assistance Grant Program including the following:

- The applicant must be organized as an eligible applicant.
- The applicant's facility must be eligible.

- Categories A-B, emergency work, must also eliminate or lessen an immediate threat to public health, safety, or property, or private property.
- The work must be designated as eligible.
- The cost of performing the work must be eligible for reimbursement.

1.2.1.2. Eligibility of Category A: Debris Removal Work

For work classified under Categories A-B to be eligible, it must eliminate an immediate threat to public health or safety, eliminate or lessen an immediate threat of additional damage to improved public or private property, contribute to the economic recovery of an affected community-at-large, or mitigate risk to life and property by removing substantially damaged structures and/or appurtenances. All work must be completed within 180 days from the declaration date unless an extension is authorized by FEMA and work cannot be eligible for reimbursement under any other federal aid programs.

Eligible debris management work generally includes the removal and disposal of vegetative debris, construction and demolition (C&D) debris, household hazardous waste (HHW), appliances (white goods), electronics, small motorized equipment, animal carcasses, sand, mud, silt, gravel, rocks, boulders, damaged vehicles and vessels, and hazardous trees, limbs, and stumps from improved public property and public ROWs. The following restrictions apply:

- Debris placed on the public ROW from commercial properties is not eligible unless pre-approved by FEMA.
- Debris associated with federally maintained navigable channels and waterways, flood control works under the authority of the Natural Resources Conservation Service (NRCS), agricultural land, and natural unimproved land is not eligible.
- For a private non-profit organization, debris must be associated with an eligible facility.

Hazardous Limbs, Trees, and Stumps: Hazardous limbs, trees, and stumps are not eligible if the hazard existed prior to the incident or if they do not pose an immediate threat to public safety or improved public property or public-use areas. A hazard located on private property must be removed from the threatened public property (without entering private property). Routine maintenance and trimming is not eligible. Proper documentation must be provided as described in FEMA's *Public Assistance Program and Policy Guide, FP 104-009-2* (April 2017), *Public Assistance Debris Management Guide, FEMA-325* (July 2007), *Public Assistance Debris Monitoring Guide FEMA 327* (October 2010), and FEMA Fact Sheet "Public Assistance: Debris Removal Tips" (August 31, 2017).

Hazardous Limbs: Must be two inches or larger in diameter. Only the minimum cut required to eliminate the threat is eligible.

Hazardous Trees: Must have a diameter of six inches or greater measured 4.5 feet above ground level and must have a split trunk, broken canopy, or be leaning at an angle greater than 30 degrees.

2003 CA Bark Beetle Infestation

Hazardous Stumps: Eligible on a per-stump basis if they are at least two feet in diameter measured two feet above the ground and extraction is required as part of the removal. Root-ball removal and back filling of the remaining hole is eligible if more than 50% exposed. If it is less expensive to grind the stump in-place than to extract it, grinding is eligible. If the root-ball is less than 50% exposed, a flush cut at ground level is eligible, but grinding of the remaining stump is not eligible. The per-stump cost must be all-inclusive. For other stumps that don't meet the size requirement or require extraction, funding is limited to a per-unit price by volume or weight calculated based on the Stump Conversation Table published in FEMA's Public Assistance Program and Policy Guide, FP 104-009-2 (April 2017) and Public Assistance Debris Management Guide, FEMA-325 (July 2007).

2016 Butte Wildfire Hazardous Trees on ROW

Hazardous Materials: Eligible activities associated with the removal and disposal of pollutants and hazardous substances include: separation of hazardous materials from other debris, control and/or stabilization of the hazardous material, pumping and treating contaminated water, clean-up and disposal of the hazardous material, and any specialized procedures for handling and disposing of hazardous materials. Handling of hazardous substances should be conducted by certified hazardous waste specialists.
Compliance with the Resource Conservation and Recovery Act (RCRA), the Comprehensive Environmental Response Compensation and Liability Act (CERCLA), and the Clean Water Act (CWA) is required. Additionally, compliance with federal, state, territorial, tribal, and local government environmental and permitting requirements is required. Work for which the U.S. Environmental Protection Agency (EPA) or the U.S. Coast Guard (USCG) have the authority to respond to hazardous materials spills or discharges, as categorized by inland or coastal regions, is not eligible.

Waterways: Debris deposited into waterways by a declared disaster event is eligible only if its removal is necessary to eliminate an immediate threat to life, public health, safety, or improved property. Surveys and searches to look for waterway debris are not eligible unless an affected area has been previously identified as posing an immediate threat. Additional documentation requirements are applicable.

- **Navigable Waterways:** The applicant must have legal responsibility for maintenance of the waterway and the debris must obstruct passage of vessels to a maximum of two feet below the low-tide draft of the largest vehicle that utilized the waterway prior to the incident. Debris below this zone is not eligible unless it reaches up into the eligible zone. Waterway debris removal from federally maintained waterways is not eligible as the USCG and U.S. Army Corps of Engineers (USACE) have authority in these areas.

2011 AL Tornado Super-Outbreak Marine Debris Removal

- **Non-Navigable Waterways, Including Flood Control Works and Natural Waterways:** Removal is eligible if it obstructs or could obstruct intake structures, could cause damage to structures such as bridges and culverts, or is causing or could cause flooding to improved public or private property during the occurrence of a five-year flood. Some exceptions exist for debris removal eligibility from qualifying waterways that fall under the authority of the NRCS Emergency Watershed Protection Program (EWP) and the USACE Rehabilitation and Inspection Program (RIP).

2005 Hurricane Katrina Abandoned Vehicles

Privately-Owned Vehicles and Vessels: Removal of privately-owned vehicles and vessels is eligible if all the following conditions are met:

- The vehicle or vessel blocks access to a public-use area
- The vehicle or vessel is abandoned, and the applicant/sub-applicant is unable to identify the owner
- The applicant/sub-applicant follows applicable state, territorial, tribal, and local government ordinances or laws for private vehicle or vessel removal
- The applicant/sub-applicant verifies the chain of custody of the vehicle or vessel

A limited timeframe for storage is eligible if the vehicle or vessel must be removed prior to finding the owner, however the federal share of any funds recovered must be returned to FEMA if the owner is identified.

Debris Removal from Private Property: FEMA may grant approval of reimbursement eligibility for debris removal from private property if the applicant has legal authority to perform the work and the debris affects the general public in the community by posing a threat to public health, safety, or the economic recovery of the community as a whole. A special request must be made to FEMA by the applicant including proper documentation of public interest, legal responsibility, indemnification of the Federal Government from claims, and the location(s) of affected private areas.

2005 Hurricane Katrina Private Property Debris Removal

Disposal: Various disposal costs are eligible if performed in an efficient and cost-effective manner. To minimize the utilization of landfill space, reduction activities are eligible including establishing and operating a temporary debris storage and reduction site. Landfill tipping fees are eligible, except for any special fees that are not directly related to landfill operations, such as taxes related to other governmental services or public infrastructure.

Utilization of trucks or trailers that are hand-loaded or don't have a solid tailgate are reimbursed at lower percentages due to FEMA's determination that the debris cannot be compacted to the same level as in mechanically loaded, solid-tailgate trucks and trailers. Only 50% of the vegetative debris loaded into hand-loaded hauling units and up to 85% of vegetative debris in hauling units without a solid tailgate are eligible.

1.2.2. APPROACH TO ENSURING WORK ELIGIBILITY

P&J offers comprehensive knowledge of local, state, and federal government disaster mitigation, preparedness, response and recovery programs, as well as local and state government disaster operations issues. Our accounting and financial management team has in-depth knowledge of FEMA's Public Assistance Program and its related policies, procedures, rules, and regulations.

Minimization of ineligible work starts during the pre-event phase, continues during process implementation in the field during project operations, and remains a key consideration through project invoicing and close-out. P&J understands what is required on disaster debris management missions to ensure that work performed qualifies and is deemed eligible. Our proven methodology and approach to providing disaster debris

ENSURING WORK ELIGIBILITY

P&J's approach to disaster debris management incorporates our solid understanding of federal grant reimbursement requirements and regulations. We help our clients maximize reimbursement by implementing the following:

- **Preparedness & Planning**
- **Knowledge & Training**
- **Close Communication with our Clients**
- **Appropriate & Accurate Documentation of Work Performed**

management services incorporates many controls that ensure the utmost focus is given to compliance with all applicable local, state, and federal regulations.

P&J's successful track record providing federally-reimbursable disaster debris management services over the past 42 years is testament to our understanding of eligibility requirements and to our ability to ensure that our work incorporates only eligible work, unless specifically required by our contract or expressly requested by our client. The following components of our methodology and approach ensure that our disaster debris management missions exclude ineligible work.

P&J'S PREPAREDNESS POSTURE

By constantly maintaining our Disaster Services Program, P&J remains prepared to assist our clients when they need us to immediately respond following a disaster. Our high level of organization supports an efficient and effective project environment that maximizes the project team's understanding of eligibility of work and their ability to execute a compliant project.

1.2.2.1. Preparedness & Planning

P&J takes a two-fold approach to disaster contract activation readiness, focusing on the preparedness posture of our clients and our firm so that when a disaster strikes response efforts can commence immediately and we are prepared to meet the required timelines for project mobilization and completion.

Client Preparedness: Working together with our clients in advance of a disaster helps us proceed with a contract activation in an organized and effective manner.

- **Pre-Event Planning:** P&J participates, to the extent required/desired by our clients, in pre-event planning sessions that identify important components of the debris management plan such as DMS locations, final disposal sites, zoning, and environmental and historic preservation special considerations, among others. By establishing an understanding of these parts of the operations plan in advance, our team can streamline project mobilization activities, leading into efficient project operations that will reduce issues with eligibility.

- **Pre-Identification of Eligible ROWs:** Utilization of existing local GIS data and GPS technology is imperative to ensure that debris is being removed within eligible public property, ROW, or right-of-entry boundaries. P&J will integrate this technology with ADMS hardware/software to facilitate certainty of the work's geographic eligibility.

P&J Preparedness: By constantly maintaining our Disaster Services Program, P&J remains prepared to assist our clients when they need us to immediately respond following a disaster. Our high level of organization supports an efficient and effective project environment that maximizes the project team's understanding of eligibility of work and their ability to execute a compliant project.

- **Maintaining a Prepared Workforce:** P&J maintains close relationships with key pre-qualified subcontractors who are capable and experienced at executing debris management missions. Most of these subcontractors work with us on other projects even when not activated for disaster response work, which has led to strong business relationships and familiarity in working together in all types of scenarios. Our experience working together on debris management projects

validates a high level of understanding of work eligibility and compliance. Even during "blue-sky days", P&J makes sure we have current pertinent business information on file for these firms so that we can mobilize immediately, if the need arises.

- **Immediate Access to Relevant Equipment:** FEMA guidance includes strict regulations on the type and condition of equipment that can be used during reimbursable debris management missions, so having access to the right equipment is key in meeting eligibility requirements. As a heavy civil contractor, P&J is accustomed to quickly meeting the unique equipment needs of many types of projects, and as a leading provider of disaster debris management services, we know what is required to execute this type of work and we know how to quickly obtain the necessary equipment. In addition to maintaining our own fleet of over 750 pieces of heavy equipment, P&J also maintains serviceable contracts with major national rental equipment providers that can be sourced to fill equipment needs, and our key pre-positioned subcontractors can also supplement resource needs as many maintain their own fleets that are inclusive of relevant debris management equipment.

NC I-40 Rock Slide Staged Hauling Units

- **Internal Staff and Operational Planning:** P&J understands the importance of being ready to support our clients' debris management needs at a moment's notice. To support this goal, our Disaster Services Division maintains a list of current personnel who have experience and training relevant to disaster deployments and who could be made available to support a disaster contract activation. Regular reviews and updates to our disaster project organization charts, core response group, and disaster activation standard operating procedures helps us maintain a strong position of readiness to include the ability to provide a knowledgeable management team who can facilitate work in compliance with current FEMA regulations.

1.2.2.2. Knowledge & Training

Training is not only the foundation of the P&J safety culture, but it also ensures that our staff is kept current on the most recent FEMA disaster response standards and guidance. The following factors help our staff maintain a current working knowledge of disaster debris management work eligibility.

- **Institutional Knowledge:** Over the past 41 years, P&J has managed over 250 debris management missions for local, state, regional, and federal governments and agencies in 22 states across the nation. P&J's extensive past work history providing debris management services for some of the largest and most complex disaster response missions in history and for repeated clients serves as demonstration of our understanding of FEMA requirements surrounding reimbursable work eligibility.

- **Client Training and Exercises:** P&J regularly administers current FEMA debris management training to our pre-positioned contract clients and participates in client-administered exercises, as needed. P&J-administered training sessions include a curriculum that covers work eligibility from all angles including FEMA requirements that pertain to various components of preparedness, project operations, and documentation.

- **Ongoing Employee Training Programs:** P&J maintains a robust employee training program which includes certifications and training that is specific to debris management and those required to perform on federal projects, such as the USACE Contractor Quality Management training and National Incident Management System (NIMS)/Incident Command System (ICS) training. This ensures that we can offer a knowledgeable project team that understands work eligibility on FEMA-reimbursable contracts. Each of our clients is assigned a project manager that understands current policy and documentation requirements to support eligibility claims.

ROBUST TRAINING PROGRAM

P&J's robust employee training program includes year-round certifications and training as well as project-specific training sessions and ensures that we can offer a knowledgeable project team that understands work eligibility on FEMA-reimbursable contracts.

- **Project-Specific Training:** When P&J responds to a disaster event, a project-specific training session is facilitated to ensure that everyone on the site has a clear understanding of eligibility. This training session is held prior to project kick-off to discuss safety, operations, and eligibility requirements. All P&J project personnel (including subcontractor staff) attend this session, and client, monitoring firm, and FEMA representatives are invited to participate. All P&J project personnel share the responsibility for ensuring work eligibility and this training session ensures that all personnel have a solid understanding of specific geographic and environmental concerns, as well as FEMA requirements.

- **Keeping Current with New Industry Training and Guidance:** Our staff regularly monitors FEMA, Occupational Safety and Health Administration (OSHA), and other relevant websites which helps our staff keep up with new developments in the industry. Additionally, our team is often alerted to new developments in the industry through requirements in solicitations that need to be complied with to be awarded new contracts or maintain existing contracts. In this case, P&J often pursues new certifications or licenses that support the collective strength of our workforce and broaden our team's understanding of local, state, and/or federal requirements, increasing our comprehensive work eligibility knowledge.

- **Participation in Industry Events and Training Courses:** P&J Disaster Services staff actively participate in relevant conferences and trade shows. Partaking in these events and being involved in industry organizations helps keep our staff informed on current news and developments in the disaster response and recovery industry. Some of these include maintaining memberships and/or attending events facilitated by the National Emergency Management Agency (NEMA), the National Hurricane Conference, the Solid Waste Association of North America (SWANA), the American Public Works Association (APWA), and various state and regional emergency

management conferences, among others, and includes attending FEMA and/or regional or topical training at these conferences or provided by these organizations.

1.2.2.3. Close Communication with our Clients

Throughout the disaster debris management mission, the P&J project team will maintain close communication with the client and their authorized representatives, ensuring up-to-date resolution of any eligibility issues that may arise. This is accomplished through the following project tasks:

- Kick-off and scoping meetings
- Daily meetings
- Daily and/or weekly reports
- On-site and disposal site monitoring

1.2.2.4. Appropriate & Accurate Documentation of Work Performed

Compliance with FEMA documentation requirements is a major component of work eligibility. As described in more detail in our general operations plan, P&J's proven approach to disaster response contract activations includes the following tasks to help ensure proper documentation of eligible work to avoid deobligation of funds and maximize reimbursement for our clients:

- Load tickets – electronic or otherwise
- Applicable project forms
- Daily and/or weekly reports
- ADMS and GIS information
- Data management and integrity
- Photos of work in the field
- Invoices and data reconciliation
- Internal corporate project controls

All debris-related documentation generated by P&J is designed to meet current FEMA Public Assistance Program guidelines. This includes the following:

- Certificates of Load Carrying Capacity
- Load Tickets
- Daily Reports
- Employee Check-in Forms
- Equipment Check-in Forms
- Employee Time Cards

COMPREHENSIVE & COMPLIANT DOCUMENTATION PROCESS

P&J has developed a system of project controls specific to disaster debris management missions that accumulates the required FEMA-compliant documentation. The documentation system is designed to be multi-purpose and provides the foundation for invoicing, subcontractor payment, and recovery of reimbursable costs from appropriate federal agencies.

P&J utilizes robust internal control procedures for invoicing that have been developed from execution of numerous disaster debris management contracts, and we incorporate audit privileges for a period of three years after project completion into all subcontracts executed by P&J. Our invoicing procedures are designed to incorporate proper documentation as applicable to contract-required criteria (i.e., hourly, cubic yards, or tons). P&J has developed a proprietary database designed to provide efficient and

accurate client invoicing which is provided in both summary and detailed transaction formats. All source documents are electronically scanned and linked to individual transactions. Accordingly, invoices can be delivered in electronic format via CD/USB, email, or a secure website.

1.2.3. REIMBURSEMENT SERVICES

P&J can provide the City with assistance in obtaining reimbursement of eligible debris costs by:

- Providing guidance in the development of a debris management plan and debris volume estimates utilizing the USACE Hurricane Debris Estimating Model
- Preparing an initial damage assessment report
- Performing a preliminary damage assessment (confirmation of damages is conducted by FEMA and the State of South Carolina)
- Attending the kickoff meeting with the FEMA Public Assistance Coordinator assigned to the affected jurisdiction
- Attending subsequent meetings between local government representatives and FEMA/City Public Assistance officials
- Providing copies of contracts, load tickets, time cards, field inspection reports, and daily operational summary reports
- Providing written and oral status reports as requested by City representatives
- Working closely with City representatives to ensure that debris collection and supporting data meet requirements for reimbursement eligibility
- Providing estimates of the projected project cost and time frame to accomplish the completed scope of all debris project worksheets, if the City's financial resources are such that a request for immediate needs funding will be submitted to the State and FEMA on behalf of the City

Occasionally, circumstances require P&J to perform ineligible work during the course of a disaster debris management mission. If we are requested by a client or its authorized representative to perform ineligible work, the request will be discussed with the City and required to be submitted to P&J in writing. P&J strives to maintain flexibility and to exceed our clients' expectations. Therefore, our project team will perform the job requirements as approved and requested by the City, while remaining in close communication regarding eligibility guidelines and maintaining transparency in project operations.

1.2.4. PROVEN HISTORY OF SUCCESSFULLY MANAGING FEMA-REIMBURSABLE DEBRIS MANAGEMENT PROJECTS

P&J offers in-depth knowledge related to the implementation of requirements codified in FEMA'S Public Assistance Debris Management Guide, FEMA-325 (July 2007) and Super Circular or Title 2, Chapter 200 of the Code of Federal Regulations (2CFR200 [2016]), previously 44 CFR, as well as the development of Memorandums of Understanding with and between local, county, state, and federal stakeholders. Just as we have done for our previous clients, P&J will meet all industry and program standards outlined in relevant debris management guidance documents for any City contract activation.

As illustrated in the table below, P&J has performed disaster debris management services in excess of $548,506,813 over the past 11 years under five federal contracts (involving over 70 separate task orders), and 106 pre-positioned contracts with state and municipal entities.

P&J Disaster Response Revenues (2007 to 2018)					
Year	Total Disaster Revenue	Federal Revenue		State/Municipal Revenue	
		# Contracts	Amount	# Contracts	Amount
2018	$5,893,646	-----	-----	6	$5,893,646
2017	$53,799,000	-----	-----	24	$53,799,000
2016	$65,409,868	-----	-----	22	$65,409,868
2015	$17,114,302	-----	-----	4	$17,114,302
2014	$12,580,000	-----	-----	8	$12,580,000
2013	$7,200,000	1	$56,000	1	$7,140,000
2012	$14,040,000	-----	-----	11	$14,040,000
2011	$218,020,000	2	$200,900,000	19	$17,120,000
2010	$9,240,000	-----	-----	1	$9,240,000
2009	$5,980,000	1	$380,000	8	$5,600,000
2008	$18,300,000	-----	-----	12	$18,300,000
2007	$120,930,000	1	$201,336,000	2	$10,320,000
Totals:	$548,506,813	5	$402,672,000	106	$236,556,816

P&J's proven approach to disaster debris management, established accounting and documentation processes, and extensive similar past experience has resulted in a collective reimbursement rate of approximately 98.7% of eligible costs over the past decade. The primary factor responsible for non-reimbursement to an applicant involved inadequate documentation provided by third-party monitoring firms.

Additionally, P&J has assisted several clients with resolution of potential obstacles and FEMA project worksheet challenges associated with reimbursement. For example, as part of our disaster response to the 2011 Alabama Tornado Super-Outbreak, P&J collaborated with the Alabama Emergency Management Agency to calculate and report cost share allocations for more than 100 individual townships requiring varying degrees of FEMA reimbursement. Also, as part of our disaster response to Hurricanes Gustav & Ike in 2008, P&J helped West Feliciana Parish in Louisiana to resolve reimbursement issues resulting from inadequate documentation provided by a third-party monitoring service. This type of FEMA reimbursement support has been provided by P&J for other municipal clients impacted by natural disasters, and P&J as a matter of practice offers its FEMA reimbursement experience and knowledge to assist impacted jurisdictions with resolution of reimbursement challenges that arise during disaster response projects.

2. PRE-POSITIONED CONTRACT MANAGEMENT & CLIENT SERVICES

2.1. POST-AWARD AND PRE-EVENT COORDINATION

Following contract award to P&J, members of our senior disaster debris management team will arrange to conduct a post-award teleconference with City representatives. During this teleconference key elements of the City's disaster response preparedness will be discussed including, but not limited to, proposed equipment staging areas and Debris Management Sites (DMSs), area landfills authorized to receive debris

for final disposal, identification of points of contacts for stakeholders that would participate during a disaster response (public works department, City administration offices, local power companies, etc.), and educational enhancements required by the City to increase its disaster response preparedness.

2.2. BLUE-SKY SERVICES

Outside of any disaster contract activations, throughout the year P&J provides certain services to our pre-positioned clients during "blue-sky days" that will benefit any future contract activation if/when a debris generating disaster strikes. These services are provided to our clients at no additional cost and are essential for the preparedness of our clients, as well as keeping us aware of the expectations that our clients have for us. Some of P&J's blue-sky services are as follows:

- Contract Review & Client Maintenance
- FEMA Regulations and Requirements Updates
- Readiness & Responsiveness
- Debris Management Planning Assistance
- Client Training and Continuing Education Improvement
- Participation in County/Regional Exercises
- Community Relations Program Assistance
- DMS Site Assessment & Identification Assistance
- USACE Debris Estimate Model-Based Projections and Planning Support
- Coordination with appointed Debris Coordinator and/or Debris Monitoring Firm

2.3. PRE-EVENT PLANNING & TRAINING

P&J takes an active role in planning for an efficient and cost-effective response and recovery effort for all of our clients. We invest resources each year to help maintain operational response plans and identify potential gaps. P&J can assist in preparing a State/FEMA-approved Debris Management Plan that will allow the City to obtain additional federal grant funds and ensure a successful recovery for the City following a disaster.

As the designated debris removal contractor for the City, P&J will coordinate with City officials to verify the specific needs of the City regarding training and planning schedules. Specifically, we will immediately coordinate the following:

- Planning for Preliminary DMS Selections
- Review and Update Debris Collection Zone Maps
- Review and Update of Primary Road Clearance Routes
- Local Subcontractor Coordination
- Hazardous Waste Handling
- Potential Beach and Shoreline Restoration Criteria and Current Permitting Requirements
- Force Account Documentation Evaluation and Recommendations

P&J will provide an annual training for the City's emergency response team regarding current federal, state and local guidelines and regulations. We will customize this annual training based on the City's specific needs for information regarding all phases of emergency management. P&J will coordinate with

City emergency management staff regarding criteria, agenda, and scheduling. P&J would also welcome the opportunity to participate in the City's emergency preparedness training events and exercises. This allows City staff and P&J staff the opportunity to interact in a non-event environment and encourages open and informative exchange of ideas, expectations, and common goals that will assist in planning for a successful recovery effort. It is P&J's belief that these are all necessary tools to prepare the City's entire emergency management team for response to a future disaster.

In addition, P&J has the capability to conduct pre-event out-reach and training programs in coordination with the City. These are aimed at local subcontractors/vendors/ suppliers and their personnel to strengthen local business participation and to develop a unified team in the event disaster does strike. Previous training of this nature has been beneficial in improving the coordination of the response and recovery effort, as well as improving the overall efficiency and effectiveness of these efforts.

2.4. COMMUNITY RELATIONS

Educating citizens about their role in post-disaster debris operations plays an important part in the execution of a timely, coordinated, and fiscally responsible disaster debris management mission. A community relations program should be developed and put in place before an event occurs to ensure effective communication with the public and efficient implementation of the disaster recovery effort. The community relations program should be tailored to the needs, demographics, and area in which it will be implemented. Keeping the public informed through post-disaster public communications also demonstrates effective management and control of the situation by government officials and thus fosters positive recognition.

P&J can support the City's Community Relations Program by assisting with the development of public service announcements (PSA) both prior to and during disaster response operations. PSAs can aid in accomplishing expedient and coordinated debris removal by informing the community about debris placement regulations, debris pick up schedules, locations of citizen drop-off sites, and other important information.

Channels of communication of PSAs can include television, radio, newspaper, direct mail, billboards, signs, handbills, and websites. The communication method is contingent upon the audience and the timing of the message (i.e., pre-event versus post-event). For example, depending on the magnitude of the disaster a post-event communication may be as basic as the distribution of handbills or direct mail, or it may involve a full-media campaign.

P&J can assist the City's public information officer or similar official with development of disaster response and recovery communications. Assistance provided by P&J can include the following:

- Developing graphics for television and newspaper advertisements related to the schedule and progress of debris removal operations, the location of citizen debris drop-off points, and how debris is to be segregated when brought to the edge of the right of way by citizens for collection.
- Developing handbills for posting throughout the community.
- Developing audio/visual presentations for public meetings.
- Developing and routinely updating a web site for real time schedules, progress, and collection locations.

- Developing print media inserts for early season educational efforts concerning disaster debris.
- Participating in the development and presentation of educational programs for civic associations, community social groups, and other community meetings.

The following are examples of the type of information that could be communicated to the public through a PSA both before and after an event.

Atlantic Pre-Hurricane Season Maintenance: December 1 – May 31

All major cutting of vegetation and tree removal should be completed before June 1st, the beginning of hurricane season. In order to reduce the amount of hazardous debris in your community:

- Cut back all trees and weak branches that could come in contact with buildings.
- Thin foliage so that wind can flow freely through branches, decreasing the chance that trees/plants will be uprooted.
- Place tree trimmings at the curb on your regularly scheduled collection day and follow the 6/50 rule: each piece cannot exceed 6 feet in length or 50 pounds in weight .
- Containerize small pieces of vegetation such as pine needles, leaves, twigs, etc. in bags or cans that weigh less than 50 pounds when full and place at the curb on your scheduled yard waste day.
- Clean your yard of any items that could become projectiles in a storm such as old lumber, broken lawn furniture, etc. and place curbside on your normal bulk waste collection day.

Atlantic Hurricane Season: June 1 – November 30

In order to reduce the amount of hazardous debris in your community, once a storm has been named:

- Do not cut down trees or do major yard work.
- Do not begin construction projects that produce debris.
- Do not take materials to the curb, transfer stations, or landfill during a watch or warning period.
- Once a watch or warning had been issued, do not trim vegetation of any kind.
  - Mass cutting places a tremendous burden on the normal collection process and there may not be enough equipment or manpower to collect the additional material before the storm makes landfall.

NOTE: Waste removal services may be suspended and facilities closed early to prepare for the storm.

After the Storm has Passed

Please be patient! We ask all residents to be our partners in restoring the community to its pre-storm state. Your cooperation and support enable us to complete the entire process in the quickest, safest, and most efficient manner possible. We will provide regular updates on the progress of debris collection.

- The City's number one priority is the regularly scheduled collection of household garbage.
- Keep household garbage, recycling, and vegetative and/or construction storm debris in separate piles.
- Securely containerize all household garbage in plastic bags or cans to be placed curbside on your scheduled day.
- Don't place any debris near or on a fence, mailbox, fire hydrant, power line equipment, poles, transformers, downed electrical wiring, water meters, or storm drain inlets.
- Be prepared to repair possible damage to swale areas from the specialized equipment used to collect storm debris.
- Contact City Information Services at [phone number] or visit [website] for updates on your collection services.
- Please do not call and ask that trucks be pulled from scheduled routes to pick up your own debris first. Deviation from carefully planned routes causes delay in the overall process.

IMPORTANT!
There is no reimbursement provided to any individual resident or homeowner association who hires a private contractor to remove and dispose of storm related debris.

3. DISASTER DEBRIS MANAGEMENT GENERAL OPERATIONS PLAN

The following Disaster Debris Management General Operations Plan incorporates P&J's standard protocols and procedures implemented for disaster debris management missions. This plan is scalable and can be adjusted to meet the needs of our clients based upon their unique needs following a disaster regardless of magnitude, including the event scenarios outlined in the City's Request for Proposals (RFP), and addressed in Tab D of this proposal.

P&J will work closely with the City to establish a detailed project-specific work plan to include establishing geographic work areas (zones), sequencing of the removal of the various categories of debris, and the frequency of passes for each type of debris. Developing this plan in advance of an event can help to facilitate an efficient and organized debris removal effort. Upon contract activation, the P&J project team will hold daily and weekly meetings with the City and the City's monitoring firm (and representatives of regulatory agencies, if necessary) to establish and regularly update the work plan including approved work areas and required number of passes. This plan will also serve as a tool that can be used by the City's public information officer to develop public information notices regarding the progression of debris removal.

The general mobilization and operations approach utilized by P&J reflects our collective past experience gained from responding to natural disasters that have occurred throughout the U.S. over the past 42 years. Some examples of major disasters for which P&J has implemented this general mobilization and operations approach to successfully accomplish disaster debris management include Hurricane Florence (2018), Hurricanes Harvey and Irma (2017), Hurricane Matthew (2016), multiple flooding events in Texas and Louisiana (2015-2016), a major North Carolina/South Carolina ice storm event (2014), Hurricane Sandy (2012), the historic tornado super-outbreak in Alabama (2011), and the EF-5 tornado that devastated Joplin, Missouri (2011).

3.1. CONTRACT ACTIVATION & PROJECT START-UP

3.1.1. PRE-EVENT COORDINATION

P&J will initiate pre-event communication with the City during teleconferences conducted at intervals of 96 hours, 48 hours, and 24 hours prior to the anticipated landfall of a hurricane (the most likely disaster event for which contract activation would be required).

During these teleconferences the team will review the availability and preparation of DMSs for post-event operations, discuss details of P&J's mobilization approach based on the anticipated severity of the storm, and discuss pre-positioning of resources needed for event response. During this time period P&J will also activate its pre-positioned subcontractors and vendors that will support the disaster recovery effort. In addition, P&J will assist with other pre-planning efforts including:

- Identification of the location to be used for check-in of personnel and equipment.
- Refinement of the debris volume estimate based on anticipated storm conditions.
- Development of recommended debris segregation guidelines for the general public.
- Development of a sectoring plan for management of debris crews and communication with the general public regarding progress and scheduled passes.
- Coordination with the Debris Monitoring Firm retained by the City.
- Coordination with stakeholders and FEMA.

3.1.2. PRELIMINARY DAMAGE ASSESSMENT

P&J has found it favorable for both our clients and our operations managers to be involved and participate in preparations prior to an event, and in the initial damage assessment (IDA) immediately following an event. P&J has experienced staff that can assist in training City staff on how to perform an IDA that will collect and document the information that will later be required to validate the threshold of damages. Proper documentation during the IDA is critical to providing validation during the preliminary damage assessment that will also involve FEMA and the South Carolina Emergency Management Division. Being aware of the relevant thresholds is helpful to understanding the likelihood of a federal disaster declaration and to knowing when to move forward with debris management task orders. P&J's clear understanding of the requirements of the declaration process will be valuable to the City during this process if an event does occur.

3.1.3. PRE-POSITION OF RESOURCES

Approximately 24 hours prior to hurricane landfall (again the most likely disaster event for which contract activation would be required), P&J will pre-position personnel near the predicted path of the event, but out of harm's way. At the request of the City, the P&J Operations Manager will be deployed within 12 hours following a notification of need to the designated emergency operations center to assist with pre-planning coordination. When activated by the City to begin debris operations, the Operations Manager will remain on the jobsite until project closeout and will be on call and available to City representatives on a 24/7 basis.

P&J will also pre-position our own equipment and key pre-positioned subcontractors' equipment as required. P&J's preference is to utilize as many local qualified subcontractors and vendors as possible to support the debris management mission. In order to maximize local participation, P&J will identify potential subcontractors and vendors based in and around the City as part of our post-award activities. Furthermore, P&J has existing agreements in place with key pre-positioned subcontractors that have over 180 combined years of experience working with P&J and understand the importance of having personnel and equipment ready to quickly and efficiently respond to debris management work assignments. Equipment from both local and key pre-positioned subcontractors and vendors will be pre-positioned so that it is ready for deployment following arrival of the event.

3.1.4. DEBRIS ESTIMATION & RESOURCE PLANNING

P&J uses the USACE Hurricane Debris Estimating Model to estimate the magnitude of debris generated from an event and assist with developing a project-specific response strategy to an actual or potential debris-generating disaster event. The development of this response strategy involves assimilating information that is specific to the City's demographics and geographic characteristics as related to hazard vulnerability, potential impact, and frequency of a variety of natural disasters. The primary factor used by the model to estimate storm generated debris is the total number of households in a developed urban/suburban area. Other factors utilized are cubic yards of debris generated per household per storm category, vegetative cover, commercial density, and precipitation.

The household debris component includes debris generated from damage to the house including contents and surrounding shrubs/trees. Vegetative cover includes all trees/shrubbery and other debris that is placed on the public right of way (ROW) for collection by the debris removal contractor. Commercial density includes construction and demolition (C&D) debris generated by damage to businesses and industrial facilities. Commercial facilities should have insurance to cover damages to the structure and is not typically eligible for removal by the debris removal contractor. The heavier the commercial density the less vegetative debris. The amount of precipitation generated by a

RESOURCE PLANNING: THE USACE DEBRIS ESTIMATING MODEL

The USACE Debris Estimating Model results provide a frame of reference that enables us to anticipate the resources needed to execute an effective and efficient response to the event. P&J validates the model results based on industry standards and guidance, and our own knowledge and understanding gained from 42 years of experience providing debris management services and after-action evaluations of data and results. The model results are then used to calculate project-specific resource needs that are incorporated into the response plan.

storm has a direct relationship on debris quantities. Very wet storms will cause ground saturation increasing tree fall from hurricane generated winds.

P&J understands, from past debris management missions, that the average effective cubic yards hauled per load (over the total project) is between 35 and 38 cubic yards. Experience has also shown that each truck needs to complete at least 10 loads per day to be effective. If during project execution it is observed that this number of loads per day is not being met, the response plan is adjusted. If the DMSs are located long distances from the debris collection areas, P&J will identify DMSs that are closer to reduce the haul distance. If trucks cannot locate enough debris to make 10 loads per day, the number of trucks will be reduced.

RELEVANT FEMA THRESHOLDS TO THE CITY OF CHARLESTON

Being aware of the relevant thresholds is helpful to understanding the likelihood of a federal disaster declaration and to knowing when to move forward with debris management task orders.

2019 state threshold for South Carolina is $6,938,046 and the 2019 county threshold for Charleston is $1,323,790.

In addition to the trucks meeting their daily number of loads, it is critical to recognize when the configuration of the loading crews require adjustment. The ideal production ratio of loading crews to trucks averages 1:5; however, constant field awareness and adjustment is required to determine the most effective configuration. Unless specific project requirements dictate otherwise, P&J typically conducts hauling operations during a 120-day period thus allowing 60 additional days to complete any reduction/ recycling activities and DMS restoration to comply with the FEMA Category A 180-day allowable project duration.

It is important to remember that the USACE Hurricane Debris Estimating Model is a planning tool, not a definitive quantifier, and experience has proven that each disaster event has its own unique fingerprint with its own set of unique challenges. The estimates produced by the model are predicated to have an accuracy of + 30% (accuracy is limited due to the many variables inherit to the debris removal process).

In order to provide an understanding of the data produced by the USACE Hurricane Debris Estimating Model, P&J populated the model based on the City's housing unit count from the last U.S. Census (2010), and P&J's classification of the City as a region with medium vegetative density and heavy commercial density. The model results are presented in the table below.

Storm Category	Estimated CY of Debris		DMS Acreage		Avg # Trucks Per Day	
---	DRY CY	WET CY	DRY	WET	DRY	WET
Hurricane Category 1	193,684	251,789	20	26	4	6
Hurricane Category 2	774,737	1,007,158	80	104	17	22
Hurricane Category 3	2,517,894	3,273,262	259	337	55	72
Hurricane Category 4	4,842,104	6,294,735	499	648	106	138
Hurricane Category 5	7,747,366	10,071,575	798	1,037	170	221

Based on these City-specific model results, P&J believes that the City would need to remove the cubic yard (CY) volumes listed in the columns titled "Estimated Cubic Yards of Debris" following either a

"dry" or "wet" storm. The next two columns to the right, "DMS Acreage", demonstrate the estimated acreage that would be needed to process the appropriate amounts of debris. Finally, the last two columns, "Avg # Trucks Per Day", estimates the number of trucks that would need to be operational per day to meet the ideal production ratio and maximize efficiency during a debris removal mission.

The USACE Hurricane Debris Estimating Model can also be a useful tool for calculating operational resource needs following other events such as floods and tornadoes, after the initial damage assessment has been performed. Once an estimate of cubic yards of debris is developed, the model can be used to calculate the DMS acreage, average number of trucks per day, and the average number of crews per day.

3.1.5. IMMEDIATE POST-EVENT RESPONSE

Once landfall has occurred and "Notice to Proceed" (NTP) has been given, P&J will immediately take the following actions:

- Prepare project-specific safety work plans for all required activities.
- Coordinate with City regarding the priority of routes and areas to be cleared.
- Modify road clearance plan if needed and begin work as tasked.
- Work with City representatives to provide damage assessments and actual debris estimates.
- Modify sectoring plan to fit actual field conditions and degree of storm damage.
- Work with City representatives to initiate communication with the general public concerning segregation of debris and other project information.

P&J can provide sufficient resources to fulfill a 24-hour mobilization requirement, to include emergency road clearance, without reliance on subcontractors. P&J will meet all mobilization requirements as dictated by contractual requirements.

3.2. DEBRIS COLLECTION & REMOVAL OPERATIONS

3.2.1. SECTOR PLANNING & DETERMINATION OF RESOURCES

In order to facilitate effective emergency roadway clearance operations, and associated debris removal operations, the disaster location may be geographically divided into one or more areas. An area is defined as a region comprised of an entire city or county, or several cities and counties, impacted in a similar manner and that can be effectively managed as a discrete project.

A debris sectoring plan is a critical part of organizing, controlling, and communicating information concerning all aspects of debris management operations. P&J will work closely with City representatives to develop a sectoring plan that best fits the community's needs and provides a tool to expedite debris removal operations. Boundaries defined for an area are easily recognizable and established based upon factors that include, but are not limited to, the following:

- Municipality/jurisdictional boundaries
- Roads, streams, landmarks, or other natural and manmade boundaries
- Population density
- Debris density

- Type of equipment required for each area
- Commercial property versus residential property
- Degree of impact within the disaster location
- Number of, and proximity to, disposal sites

Areas identified in the debris area plan may be subdivided into individual sectors and subdivided even further into zones if required. A sector is defined as a logical portion of an area that would be segregated based on same factors considered for definition of an area as well as the number of established DMSs and their proximity to work activities. A zone is defined as a concise portion of a sector used to organize work crews and administer pass activities (i.e., the number of times a work crew must pass through a neighborhood or commercial district to complete collection of debris).

P&J uses the sector/zone concept to assign one or more subcontractors to a specific geographic area for debris removal. Once assigned, P&J requires each subcontractor to remain within their assigned sector/zone until all assigned tasks are completed.

The two key factors in determining the amount of resources required for a disaster debris management mission are: (1) the total quantity of debris in cubic yards, and (2) the number of days allotted for project completion. Once these factors are determined, a removal rate in cubic yards per day can be determined and the number of crews, trucks, and support resources calculated. Once the total required amount of resources is known, the number of areas/sectors/zones required can be designated. In addition, resources will be allocated to operate and manage DMSs and if necessary, manage landfill operations specific to debris disposal operations. Other factors that can affect required resources are traffic conditions, haul distances, roadway widths, and load limitations. Debris types and density also can affect daily production rates and required types of equipment.

3.2.2. MOBILIZATION

Personnel and equipment provided by both P&J and its subcontractors begin arriving in the area near the conclusion of the emergency roadway clearance operation. All operational equipment is initially directed to equipment inspection areas where it undergoes safety inspection by P&J equipment certification specialists. The inside bed dimensions of debris hauling trucks are accurately measured, and all safety devices are checked and approved. Each piece of equipment is assigned a unique identification number, and information regarding the equipment (including capacity, description, driver's name, license number, and identification number) is recorded on a FEMA-compliant certification form. The original copy of each form is retained by the City, and copies provided to a P&J quality control representative and the truck driver. The driver's copy remains in the truck at all times, and a placard labeled with the truck's identification and measurement information is displayed on both sides of the truck. After completion of the inspection/certification process, equipment is moved to an assigned staging site.

Operational personnel report to a resource staging area for processing, assignment of living quarters if required, verification of valid commercial driver's license (if applicable) by the P&J logistics manager, and distribution of required personal protective equipment (PPE) supplies. A job bulletin board is constructed at the staging area and used to post legal notices (Equal Employment Opportunity, sexual harassment, safety and health information, prevailing wages, grievance procedures, etc.), contract information, and the project safety performance record. Operational personnel also participate in an

orientation that addresses the scope of work to be performed, site-specific health and safety requirements, P&J ethics and anti-kickback policy training, and emergency contact telephone numbers. After each work crew has completed its mobilization to the project site, the P&J operations manager assigns the work crew to a specific operational area. Once assigned, the work crew will only work in the assigned operational area until released by the operations manager.

At the inception of the project, P&J establishes a centralized staging area in a discrete geographical area. Work crew supervisors report to this staging area for a daily planning meeting. This meeting is conducted by the operations manager and serves as a forum to identify and correct any problems encountered during operational activities. The general format of these meetings is as follows:

- Problems encountered
- Resources needed
- Safety and health issues
- Production concerns
- Establishment and tracking of benchmarks (i.e., loads hauled)
- Subcontractor announcements
- City and other stakeholder issues
- Local issues and complaints
- Coordination issues with vendors including local waste haulers and tree trimming contractors
- Assignments for the day

PROVEN LARGE-SCALE MOBILIZATION CAPABILITY

One of P&J's experiences with mobilization of a large workforce was related to our response to the 2011 tornado outbreak in the State of Alabama. P&J deployed crews to 24 counties within Alabama to accomplish debris removal and related support activities. The mobilization timeline for this event was as follows:

- **Within 24 hours after receipt of NTP, P&J deployed eight search & rescue crews, mobilized essential field management personnel to the disaster zone, established a temporary office and equipment staging area, and began safety inspections of equipment and registration of project assets.**
- **Within 72 hours after receipt of NTP, P&J completed mobilization of all field management personnel, deployed 15 debris removal crews, identified DMSs, and established a permanent project office and staging area.**
- **Within 15 days after receipt of NTP, P&J completed mobilization of +300 employees and +50 subcontractors, constructed and began operation of 32 DMSs, and established 10 equipment staging areas and 10 temporary offices at various locations throughout the disaster zone.**

The primary objective of the daily planning meeting is to produce a coordinated effort among all operational personnel. Information is exchanged between supervisors, priorities established, and problems resolved. These meetings have been conducted by P&J during previous disaster debris management missions and have resulted in extraordinary results and camaraderie among project participants.

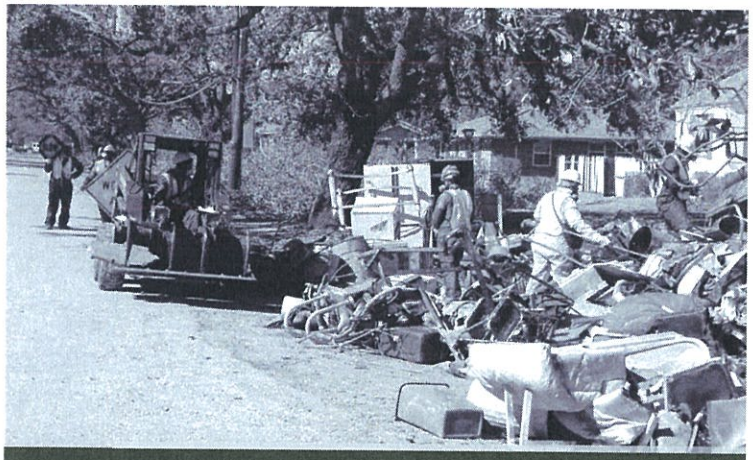
3.2.3. EMERGENCY ROADWAY CLEARANCE

Opening roadways in the first 70 hours following a disaster is a priority in order to allow emergency vehicles to gain access to critical facilities. P&J has substantial experience providing crews and equipment to assist local governments with emergency roadway clearance or "first-push" operations to

clear debris from roadways. Communications with the City's local engineer once a task order has been issued will be initiated by P&J's operations manager to identify the "critical routes" and coordinate resource requirements.

Within 12 hours or sooner after receiving NTP from the City, P&J will commence with push operations. Prior to receipt of NTP, P&J will activate a sufficient number of local pre-positioned subcontractors to accomplish emergency roadway clearance. A P&J field crew manager will proceed to the location(s) where the subcontractors are staged to complete check-in of personnel and equipment. Upon receipt of NTP, subcontractor debris push crews begin clearance operations working 24-hour shifts with rotating personnel until push operations are completed. First-push operations are conducted on primary transportation routes pre-specified by the City and entrances into police stations, hospitals, fire stations, and other critical facilities. First push operations generally consist of moving debris from roadways and facility entrances to adjacent the public right of way. If debris cannot be pushed into a right of way, it is loaded and hauled to a nearby off-street location for temporary staging and subsequently removed during debris clearing operations.

Each debris push crew typically consists of (1) foreman, (2) equipment operators, (2) laborers equipped with chain saws and rakes, (2) certified flaggers, (1) bucket truck, (1) rubber-tired loader, and is supported if necessary, by several transport trucks. Work activities are supervised by P&J's operations manager, field safety managers, and field crew managers. The number of push crews deployed is dictated by the City based upon the severity of the storm. Debris push crews work together with local government representatives and local/regional power companies to maximize public safety and minimize further damage to utility systems and public infrastructure (i.e., sidewalks, drainage structures, traffic signals and signage, etc.). All personnel will be outfitted with proper personal protective equipment (PPE) and approved traffic control devices.


2005 Hurricane Katrina Debris Segregation

3.2.4. PUBLIC RIGHT OF WAY DEBRIS COLLECTION

3.2.4.1 Debris Segregation

This task involves curbside segregation of specialty debris such as household hazardous waste (HHW), e-waste, and small motorized equipment (SME) from the main mass of vegetative and C&D debris. HHW examples include, but are not limited to, household cleaning products, paint, batteries, bleach, gasoline containers, and similar hazardous items. E-waste examples include, but are not limited to, televisions, computers, monitors, and other electronics with circuit boards or vacuum tubes that contain concentrated heavy metals (for example lead, cadmium, chromium, and mercury). SME examples include, but are not limited to, gasoline powered equipment (lawnmowers, weed trimmers, chainsaws, etc.) that contain fuel, oil, and other hazardous substances. P&J segregated and processed over 1,450,000 HHW items, 780,000 E-waste items, and 51,000 SME items during the Hurricane Katrina disaster debris management mission.

Debris Segregation Program: P&J routinely implements its debris segregation program to address the management of solid and hazardous wastes generated during disaster events. The debris segregation program is implemented under the requirements defined in a project-specific environmental work plan and best management practices that are developed for each disaster debris management mission. The environmental work plan and best management practices generally address topics including spill prevention, control, and countermeasures; non-hazardous solid waste disposal; recycling and solid waste minimization; air pollution control; contaminant management; and temporary sediment control.

2005 Hurricane Katrina HHW Processing Site

The objective of P&J's debris segregation program is to minimize the amount of debris requiring disposal in a lined landfill thus maximizing the amount of debris that can be disposed of at significantly lower tipping fees. This is accomplished by implementing a comprehensive curbside debris segregation program, like the one developed by P&J in concert with the Occupational Safety and Health Administration (OSHA), U.S. Environmental Protection Agency (EPA), USACE, and state agencies for the responses to Hurricane Katrina in New Orleans, the 2011 tornado super-outbreak in Alabama and the Joplin, Missouri tornado. Curbside debris generally falls into the following major categories: vegetative debris, household hazardous waste (HHW), white goods, small motorized equipment (SME), municipal solid waste (MSW), e-waste, asbestos containing material (ACM), and construction and demolition (C&D) debris.

The typical debris segregation, separation, and disposal process (as applicable) for each type of waste is as follows:

- Vegetative Debris – hauled from curbside to DMS, reduced by chipping/grinding or incineration, and transported to landfill or other designated location for disposal or beneficial reuse.
- HHW – hauled from curbside to HHW Processing Site, consolidated as allowable, and transported to licensed disposal site.
- White Goods – hauled from curbside to Debris Processing Site; Freon and putrescible wastes removed; Freon recycled; and units crushed, bailed, and recycled.
- SME – hauled from curbside to Debris Processing Site, oil and gasoline removed, and drained liquids transported to HHW Processing Site for final disposition.
- MSW – hauled from curbside and transported directly to sanitary landfill for disposal.
- E-waste – hauled from curbside to Debris Processing Site, bailed, and recycled.
- ACM – bagged at curbside and transported to landfill approved for ACM disposal.
- C&D Debris – hauled from curbside and transported directly to C&D landfill for disposal.

3.2.4.2. Debris Load & Haul

2013 Colorado Flood ROW Debris Removal

This task involves collection and transport of all eligible storm-related debris from the public right of way. Vegetative debris generally consists of trees, shrubs, limbs, and stumps that are 24 inches in diameter or smaller while C&D debris generally consists of lumber, steel, glass, brick, concrete, asphalt material, pipe, and gypsum wallboard. P&J collected and processed over 3,100,000 cubic yards of vegetative and C&D debris during the 2017 Hurricane Irma disaster debris management mission.

Tracked equipment is prohibited on roadways and all hauling units are mechanically loaded and capable of dumping their loads. In accordance with FEMA guidelines, hand loading is not permitted. All operations involving trucks comply with applicable federal, state, and local rules and regulations including tarping requirements. In addition, trucks are not overloaded, and overhanging debris is trimmed at the loading site. By implementing these practices, the opportunity for debris to be dislodged during transportation is minimized. NOTE: the equipment operational requirements described here apply as applicable to other debris removal operations described in this proposal volume.

2014 South Carolina Ice Storm Hazardous Limb Removal

Loading and hauling of debris is accomplished by public right of way debris removal crews. Vegetative debris is typically transported to a designed DMS for reduction while C&D debris is transported directly to an authorized landfill for disposal.

Traffic control devices used for operations comply with the latest Manual of Uniform Traffic Control Devices, and include sufficient signs, cones, and barricades to ensure the safety of vehicular and pedestrian traffic within work zones. NOTE: the traffic control requirements described here apply as applicable to other debris removal operations described in this proposal volume.

3.2.5. HAZARDOUS TREES, LIMBS, AND STUMPS

Hazardous Tree/Limb Removal: This task involves removal of hazardous trees/limbs identified by the City from the public right of way and other public properties (schools, parks, golf courses, etc.). P&J removed and reduced approximately 52,600 hazardous limbs following a 2014 ice storm that impacted

South Carolina, and over 1,200 hazardous trees and 52,300 hazardous limbs during the 2017 Hurricane Irma disaster debris management mission.

A hazardous tree is defined as a tree that is 6 inches or greater in diameter, and leaning at an angle greater than 30%, or has more than 50% of its crown damaged, that presents a threat or danger to the general public. A hazardous limb is a limb or branch that is greater than 2 inches in diameter, broken or partially broken, and is in danger of falling. Only hazardous trees and limbs located in the public right of way are eligible for removal. Hazardous trees are identified and marked in the field by City representatives in accordance with FEMA guidelines, and are categorized based upon the diameter at breast height (DBH) applicable to a given tree. Only those trees marked by the City are cut by P&J. Trees located on private property or leaning on houses are subject to the requirements of private property debris removal (PPDR).

1995 Hurricane Opal Stump Removal Operations

Hazardous tree/limb removal is accomplished by tree trimming crews. Felled trees/limbs are subsequently transported to a designated DMS.

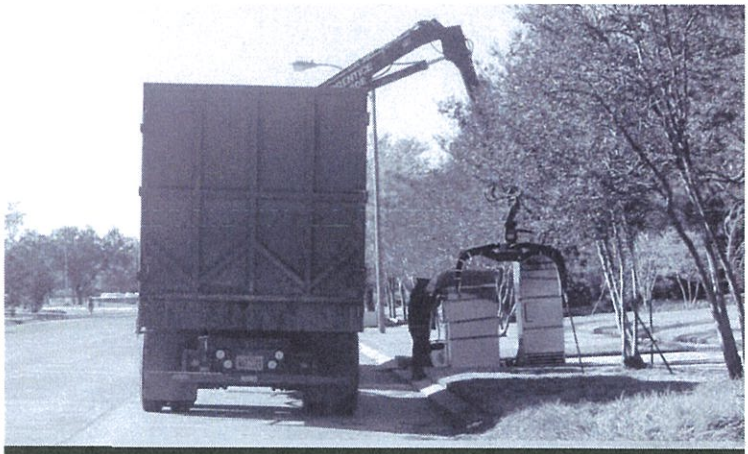
Hazardous Stump Removal: This task involves removal of hazardous stumps identified by the City from the public right of way and other public properties (schools, parks, golf courses, etc.). P&J removed and reduced over 320 hazardous stumps during the 2017 Hurricane Irma disaster debris management mission. Hazardous stumps are identified and marked in the field by City representatives in accordance with FEMA guidelines. Each stump is photographed and located via GPS by a City representative prior to removal by P&J.

Two separate crew types work simultaneously to accomplish hazardous stump removal: small stump removal crews and large stump removal crews. Small and large stumps are transported to a designed DMS for reduction.

3.2.6. SPECIALTY DEBRIS

3.2.6.1. White Goods Removal

This task involves curbside collection and transport of white goods. White good examples include, but are not limited to, refrigerators, freezers, stoves, air conditioning units, and other large appliances. P&J


2005 Hurricane Katrina White Good Removal

collected and processed over 760,000 white good items during the Hurricane Katrina disaster debris management mission.

Removal of white goods is accomplished by white goods removal crews. White goods are transported by the crews to a central debris processing site where they are processed and prepared for final disposal.

2005 Hurricane Rita Damaged Vehicles

3.2.6.2. Vehicle & Vessel Removal

This task involves collection and transport of damaged cars/trucks and vessels from the public right of way and public lands. In the event that a particular vehicle or vessel is found to show signs of a leak or release of fluid, removal of gas, oil, and/or other lubricants may be required prior to removal of the vehicle or vessel. Hazardous fluids are drained into approved containers which are subsequently transported to a central HHW processing site for final disposition.

2005 Hurricane Rita Stranded Vessels

Vehicle removal is accomplished by vehicle removal crews. All vehicles and vessels are transported to storage sites designated by the City. To support of vessel removal operations, a second 30-ton rubber tired mobile crane with slings is stationed at each storage site to off-load vessels upon delivery from the field. Following delivery to storage sites, each vehicle/vessel is decommissioned (removal of all fluids, batteries, etc.) and prepared for recycling or refurbishing if practical.

3.2.6.3. Marine Debris Removal

This task involves identification and retrieval of debris located in marine environments including navigable waterways. P&J maintains insurance as required by the U.S. Longshoreman & Harbor Workers' Compensation Act to perform waterway debris removal services. The location of marine debris is initially determined through visual

2011 Alabama Tornadoes Marine Debris Removal

observation from boats and/or aircraft and using sonar equipment. Retrieval of the debris is accomplished by marine debris removal crews. The debris is lifted onto the barge deck and then placed at various off-loading sites on land.

Loading and transport of the debris is accomplished by marine debris loading crews. These crews rotate to each of the off-loading sites during the duration of marine operations to load accumulated debris and either transport it to a designated DMS (vegetative debris) for reduction or to an authorized landfill (C&D debris) for disposal.

3.2.6.4. Sand Removal & Replacement

This task involves removal of sand from public lands or the right of way (streets, beaches, and parks); transport of the sand to a central sand processing site; screening of debris from the sand; and finally, replacement of the clean sand on beaches or along waterways. P&J imported and spread a total of 227,500 tons of sand as part of the Collier County Beach Renourishment Project (Florida) during 2013 in response to beach erosion caused by several tropical systems.

2013 Collier County, FL Beach Renourishment

After collected sand is screened at the sand processing site, the clean sand is transported by sand removal crews to designated locations for spreading by sand replacement crews. Four separate crew types work simultaneously to accomplish sand removal and replacement: sand removal crews, sand screening crews, debris support crews, and sand replacement crews. All debris removed from sand during screening operations is collected by debris support crews and either transported to a designated DMS (vegetative debris) for reduction or transported directly to an authorized landfill (C&D debris) for disposal.

3.2.6.5. Authorized Demolition

P&J anticipates that demolition of structures may be required as part of a disaster debris management mission if authorized by the City. P&J has extensive experience with both residential and commercial demolition and was tasked to perform 1,200 demolitions during the Hurricane Katrina disaster debris management mission. Demolition services for a typical debris response includes the following:

2011 Joplin, MO Tornado Demolition Operations

- ACM survey
- Decommissioning
- Utility disconnect and demolition permitting
- Structural demolition and debris disposal

2005 Hurricane Katrina Asbestos Containing Materials (ACM) Removal

3.2.6.6. Asbestos Containing Material

This waste type is visually identified in curbside piles (i.e., obvious ACM such as transite shingles and vinyl floor tiles). Obvious ACM is removed from these areas by trained crews with required personal protective equipment, wetted, and sealed in polyethylene bags. Sealed bags are placed in a box truck and delivered to a landfill permitted to receive this type of waste. Large quantities of curbside ACM are generally loaded using wet methods with heavy equipment (i.e., similar to Regulated Asbestos-Containing Material demolition) and sealed in plastic sheeting within haul trucks. Segregation of ACM from curbside debris is a Best Management Practice to protect workers during both load/haul and landfill placement operations and is normally exempt from regulations such as the National Emissions Standards for Hazardous Air Pollutants. During the Hurricane Katrina disaster debris management mission, P&J collected and processed over 42,000 cubic yards of ACM.

3.2.6.7. Animal Carcass Removal

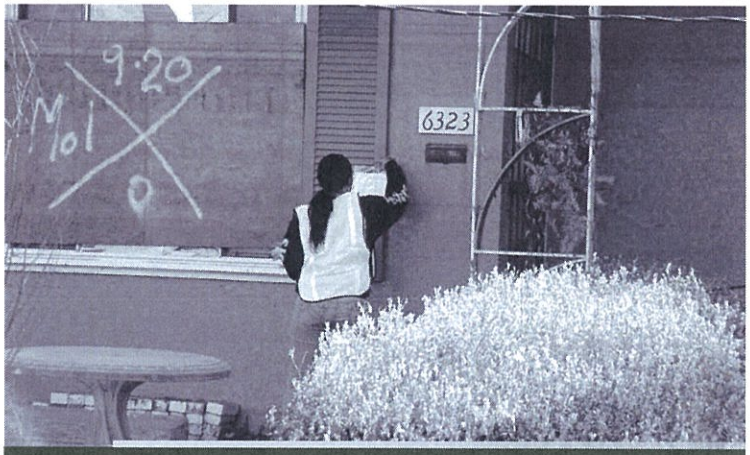
This task involves removal of livestock, wildlife, and other animals that perished during the disaster event. Animal carcass collection, transportation, and disposal is accomplished in accordance with applicable local, state, and federal laws, standards, and regulations. P&J generally utilizes air curtain refractory incinerators ("box burners") for animal carcass reduction with subsequent landfill disposal of the rendered burn product, or direct disposal of carcasses at a landfill approved to accept this specific type of waste. Removal of animal carcasses is accomplished by carcass removal crews. The per day removal rate for animal carcasses is highly variable and dependent upon the type, condition, and concentration of the dead animals.

Following an outbreak of low-pathogenicity H7N2 avian influenza virus that affected 197 farms in the Shenandoah Valley of Virginia in 2002, P&J worked with the U.S. Department of Agriculture's Animal and Plant Health Inspection Service to accomplish incineration of approximately 19,000 tons of the dead chickens and turkeys using burn boxes.

3.2.6.8. Authorized Private Property Debris Removal

In certain instances, if requested, FEMA public assistance can be extended to private road and private property debris removal. Right of Entry (ROE) access must be granted by the property owner(s) prior to entering the property. Typically, this documentation, in the form of a ROE packet, is provided by the City to P&J.

A central feature of the private property debris removal process is documentation of the property condition immediately preceding the work and following completion. P&J utilizes both digital camera and digital video recorders to accommodate these requirements. Imagery is electronically archived and can be retrieved based upon the physical address or date the work was performed. During the Hurricane Katrina disaster debris management mission, P&J removed debris from over 16,000 individual private properties located throughout the greater New Orleans area.



2005 Hurricane Katrina Private Property Debris Removal Program

3.3. DEBRIS REDUCTION & PROCESSING OPERATIONS

3.3.1. DEBRIS MANAGEMENT SITE IDENTIFICATION

The disposal side of the debris equation is more important than the removal side of equation for a successful disaster debris management mission. Establishing multiple DMSs that can accept debris early in the mission schedule significantly improve the efficiency of debris removal and reduce costs. At the beginning of each disaster debris management mission, P&J determines or verifies DMS locations as well as the feasibility, operational limitations, and environmental characteristics of each site. Selection of an appropriate DMS considers the following criteria:

- Acreage of site
- Special permitting requirements
- Presence of wetlands, endangered species, sensitive plants, etc.
- Presence of historical or archeological significant sites
- Presence of adjacent surface water bodies, storm water conveyance systems, drainage structures, retention ponds, etc.
- Relatively flat topography to minimize storm water erosion and runoff issues
- Presence of well field protection areas or use of the surficial groundwater in the vicinity for potable purposes
- Site geology as it relates to protection of potable aquifer systems
- Human population density in the downwind direction of the prevailing winds (i.e. dust and smoke nuisances)
- Ingress and egress to the property and ability to control traffic
- Sensitivity of area to noise and light nuisances that would be generated from site operations for 24 hours per day, 7 days per week
- Avoid sites near residential communities, hospitals, churches, daycares, etc.
- Proximity to the debris to be collected, nearby sanitary landfills for debris disposal, and recycling options (i.e. mulch and chip disposal, steel, concrete crushing, etc.)
- Public versus private property - use of publicly owned lands is preferable and will avoid costly and time-consuming leases.

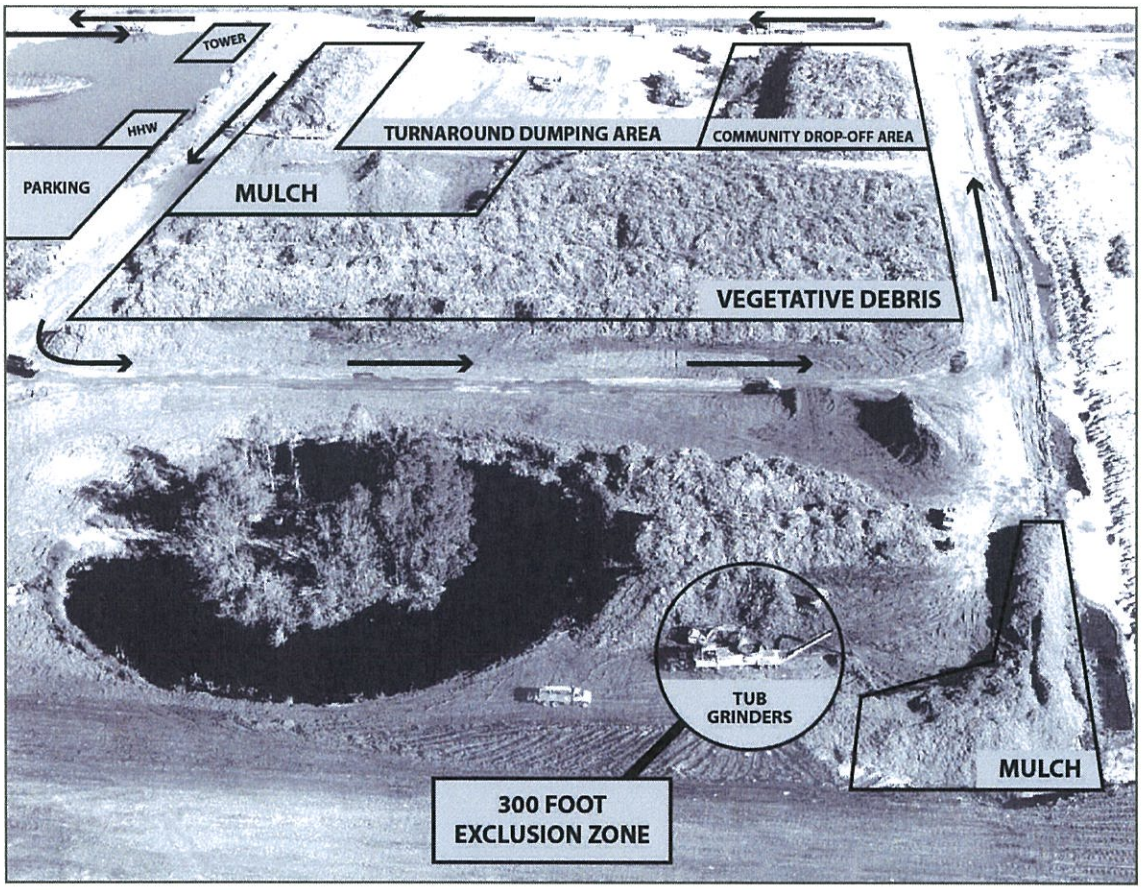
- Weight limiting factors, such as bridges with weight limits that would preclude debris collection and debris removal trucks from traveling efficiently to and from the site, will be evaluated when selecting an alternative disposal site or recycling center.

Having DMSs in place and ready to accept debris prior to an event will significantly improve the efficiency of the removal process and reduce the recovery process. P&J has more than 30 years of experience identifying, securing, permitting, constructing, and operating DMSs. In 2011, P&J simultaneously operated over 45 DMSs during debris operations in response to the tornado super-outbreak that impacted the State of Alabama and Joplin, Missouri. More recently in 2017, P&J simultaneously operated 21 DMSs in Florida following Hurricane Irma.

3.3.2. DEBRIS MANAGEMENT SITE CONSTRUCTION

This task involves all construction activities necessary to prepare DMSs for operations including but not limited to construction of inspection towers, placement of gravel covered roadways, and installation of erosion control devices. Material required for DMS construction are obtained from local vendors. In addition, a baseline environmental screening is conducted for each DMS prior to initiation of construction activities. DMS construction is accomplished by site construction crews.

The general layout for a DMS is illustrated in the graphic that follows.



Baseline Environmental Screening: Establishment of an environmental baseline either prior to or immediately after selection of a DMS must be completed prior to initiation of operations. Due to the compressed schedules associated with disaster debris management missions, the Phase I Environmental Site Assessment Process defined in the American Society for Testing and Materials (ASTM) E1527-13 Standard Practice for Environmental Site Assessments is not practical. Therefore, baseline environmental screening of a DMS is accomplished by P&J using the Transaction Screen Process (TSP) defined in ASTM E1528-14e1 Standard Practice for Limited Environmental Due Diligence.

In addition to the TSP, P&J simultaneously completes a National Environmental Policy Act (NEPA) Pollution Prevention/Environmental Impact Reduction Checklist for Siting to assess and when possible mitigate potential environmental impacts associated with usage of a DMS. The TSP and NEPA Checklist are completed over a 24- to 48-hour period for prospective DMSs.

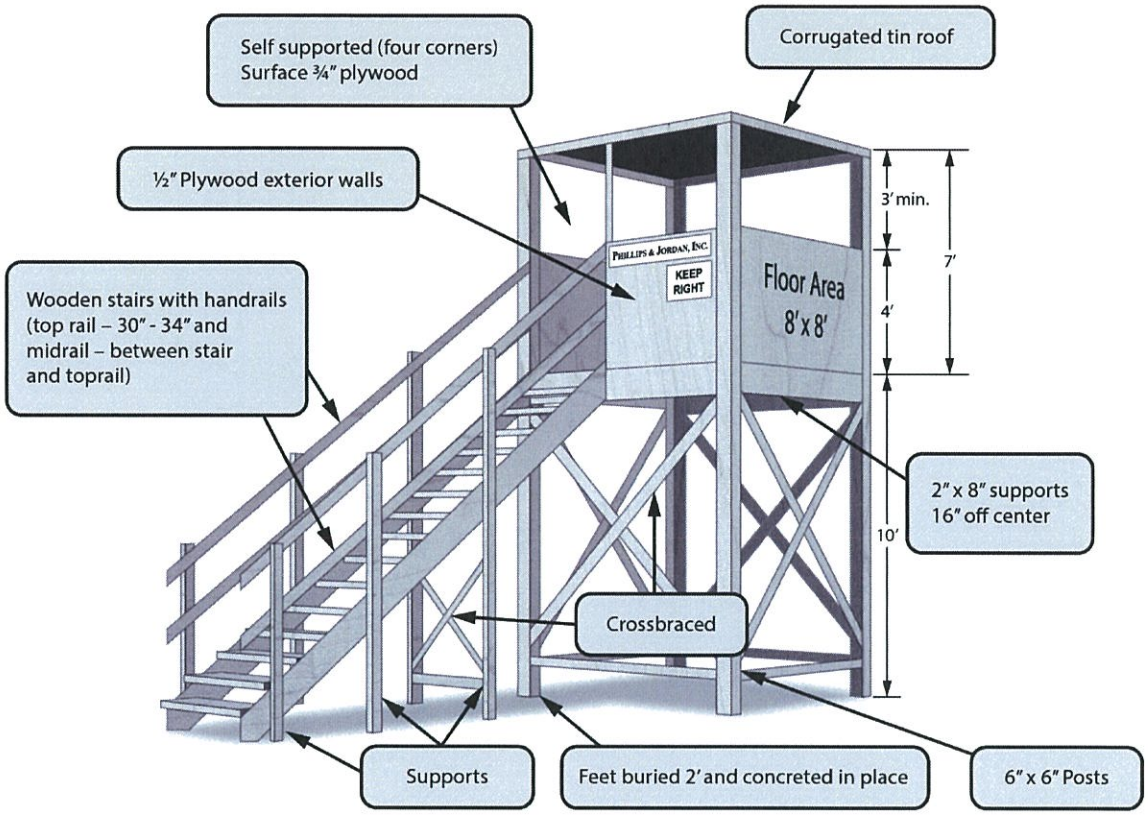
Baseline environmental screening is performed for each DMS established for the disaster debris management mission. Screening activities focus on site areas where debris reduction operations pose the potential for release of hazardous or petroleum substances. These site areas include, but are not limited to, the following:

- Debris storage and staging areas
- Debris sifting/sorting areas
- Vegetative debris reduction areas
- Ash storage areas
- Fuel storage and dispensing areas
- Equipment maintenance areas
- Equipment decontamination areas
- Worker decontamination areas
- Vehicle wash areas
- Special waste accumulation/storage areas
- Storm water retention/detention basins

Baseline environmental screening data is used for comparison with closeout sampling performed following DMS restoration. As a general rule, there will typically be some constituents of concern existing on a property from its prior use, unless the site selected is pristine, virgin land that has never been developed or used for commercial or agricultural purposes. The goal of the baseline environmental screening is to collect sufficient representative environmental samples to document the environmental quality of a DMS prior to the initiation of site operations. The scope of work for a DMS baseline environmental screening is developed based on a site-specific Operations Plan prepared by P&J.

Inspection Tower Construction: DMSs involve the construction of at least one inspection tower for authorized personnel to gauge/monitor the load volumes being dumped by hauling trucks. P&J has managed the establishment and operation of over 400 DMSs throughout our 42 years providing debris management services, which would yield the construction and removal of over 400 inspection towers.

P&J presents below a construction drawing for Occupational Safety and Health Administration (OSHA)-compliant temporary inspection towers that may be constructed at a DMS. P&J's inspection towers are constructed in compliance with FEMA regulations. Towers can typically be constructed within 48 hours.



3.3.2. DEBRIS MANAGEMENT SITE OPERATIONS

3.3.2.1. Site Operations Plan

Following identification of DMSs to be utilized for the temporary storage and reduction of debris, P&J develops an operations plan for each site. Elements of the plan include, but are not limited to, the following:

- Site management to include point of contact and organizational chart
- Site ingress and egress
- Environmental baseline screening
- Site preparation including clearing, erosion control, and grading
- Traffic control procedures
- Site security and safety
- Site layout/segregation plan to include as applicable: air curtain incineration areas, mechanical chipping/grinding areas, ash storage areas, hazardous waste containment area, contractor work areas, inspection tower locations, and safety zone clearance areas (100-foot clearance area between stockpiled debris and incineration operations and 1,000-foot clearance area from structures)

- Environmental mitigation plan including considerations for smoke, dust, noise, traffic, safety buffer zones, storm water runoff, historic preservation, wetlands, and endangered species as appropriate

1996 Hurricane Fran Debris Reduction via Burning

3.3.2.2. Debris Reduction

This task involves reduction of vegetative debris transported to DMSs by public right of way and residential debris removal crews. Reduction of the debris is accomplished by DMS operations crews. In addition, the required number of mechanics are assigned to maintain, and fuel equipment used for operations at all DMSs. At DMSs where tub grinders are installed, each crew can reduce approximately 1,500 cubic yards of vegetative debris per grinder per day. At DMSs where box burners are installed, each crew can reduce approximately 1,600 cubic yards of vegetative debris per burner per day.

P&J's philosophy is simple concerning debris reduction, recycling, and disposal "keep the debris stream that must be placed into a lined landfill to an absolute minimum". Other guiding principles include handle the debris only once, segregation of waste streams in the right of way and curbside is critical, and do not intentionally place C&D debris in a DMS to avoid additional handling.

Balance of vegetative reduction by using a combination of grinding and incineration is also important. In large scale disasters the markets for wood chips are quickly overwhelmed by the volume of woody material available. This market glut often leaves disaster-stricken areas with large amounts of mulch type material with no market for disposal. Large stockpiles of chips and mulch produce an undesirable leachate over time and become a fire hazard due to fermentation. This situation in the past has forced communities to haul chips to a landfill for use as cover, or incinerate the chips, both of which are expensive options.

P&J recommends grinding or chipping only the quantity of mulch material that can be consumed within a given community and then incinerate the remaining material using engineered burning systems that meet U.S. Environmental Protection Agency (EPA) air standards. P&J routinely operates incinerators in compliance with EPA air quality standards and opacity requirements.

3.3.2.3. Debris Processing

This task involves processing of non-wood items (including white goods, HHW, residual C&D debris, SMEs, and e-waste) transported to a central debris processing site by debris segregation and white goods crews. Processing of these items is accomplished by debris processing site crews.

Upon receipt of each debris load at a DMS, items that were not previously segregated are separated for alternate disposal. HHW is placed into a plastic lined temporary storage area at the DMS until it is transported to the central HHW processing site. E-waste is consolidated on wooden pallets and shrink-

wrapped for final disposal. SME items are drained of gasoline/oil and placed into roll off dumpsters for final disposal. Liquids drained from SME items are transported to a central HHW processing site for final disposal. White goods are decontaminated, drained of oil and freon, and finally bailed. E-waste and SME items are transported to an authorized landfill for final disposal while white goods are transported to a recycling facility approved by the City.

3.4. DEBRIS DISPOSAL

3.4.1. DEBRIS RECYCLING AND/OR ALTERNATIVE END USE

As one of the largest disaster debris management firms in the U.S., P&J constantly evaluates the efficacy of new and innovative technologies and applications for the recycling or alternative end use of vegetative and construction and demolition (C&D) debris generated from disaster events. Waste reduction and recycling are key components to P&J's strategy for disaster debris management. P&J understands and supports an effective and efficient recycling program that maximizes the benefits of an overall disaster debris management mission.

Options that reduce waste disposal costs, save energy, support environmental conservation, and reduce landfill impacts must be examined and incorporated into the disaster debris management approach. P&J has always provided clients with viable options for recycling, along with the potential pitfalls associated with these options, to ensure that decision makers have the best possible information required to make a final program determination.

One example of P&J's past success in accomplishing disaster debris reduction involved the Hurricanes Frances and Wilma event response in Palm Beach County during which P&J hauled mixed debris piles from the streets to the 20 Mile Bend and Hooker Highway debris management sites, and segregated vegetative debris from other debris greatly decreasing the amount of C&D debris that was hauled to the landfill for final disposal. The vegetative debris was reduced to mulch and recycled. As part of our response during Hurricane Fran, P&J successfully recycled a large quantity of wood chips for use as boiler fuel, and during the Hurricane Katrina response commissioned a recycling vendor to crush, bale, and sell white goods collected during the disaster debris management mission.

3.4.2. RECYCLING & REUSE STRATEGY

Recycling and reuse of disaster-related debris can reduce the burden on disposal facilities, conserve resources, minimize environmental impacts, and possibly provide a source of revenue. With diminishing landfill space available in many communities, it is critical to implement alternative disposal methods and investigate other possibilities for both the reduction of debris and for recycling and reuse of recovered materials. Although landfilling may be the most viable option for some communities, an increasing number of them are determining that, with land availability and funds at a premium, use of landfill space of permanent disposal of disaster-related debris is not economically feasible.

The decision of when and how recycling should be implemented depends upon several factors including the type of debris, space available for recycling, the existence of local and regional markets for the recycled materials, the duration of the disaster debris management mission, and the cost effectiveness of recovery. The key to the economic viability of a recycling program is the ability of local and regional

organizations to accept the type(s) and quantities of recovered materials generated by the program. Long distance transportation of materials often renders recycling cost prohibitive. The most advantageous mission-specific recycling method is determined using a cost benefit analysis that considers labor costs to perform recycling, costs associated with transportation, and unit pricing paid by recyclers. In certain instances, recycling may be contractually required regardless of the cost benefit analysis.

2005 Hurricane Katrina - Household Hazardous Waste Processing

3.4.3. VEGETATIVE DEBRIS

Vegetative debris is typically transported from the field to a DMS for reduction. Vegetative debris reduction operations generally involve either chipping/grinding or incineration. Based upon P&J's extensive experience with vegetative debris reduction using both of these methods, debris reduction via chipping/grinding results in a 4 to 1 volume reduction and via incineration results in a 10 to 1 volume reduction. Although the unit price per cubic yard for debris disposal without reduction is approximately 40% less than the unit price for disposal including reduction, the total price for disposal of reduced debris is typically 70% less than the cost for disposal without the benefit of reduction.

Beneficial reuse of vegetative debris reduced via the chipping/grinding method includes, but is not limited to, the following: horticultural mulch, manufacture of engineered wood products using chips, wood fuel for co-generation plants and/or industrial boilers, landfill cover, and fertilizer for croplands. Marketable trees transported to DMSs can be segregated rather than reduced and beneficially reused to produce dimensional lumber, firewood, and landscape timbers.

During the response to Hurricanes Frances, Jeanne, and Wilma in 2004 and 2005, P&J was successful in recycling 100% of the mulch produced from reduction of vegetative debris for reuse by spreading on local agricultural fields. This strategy for beneficial re-use by land application in agricultural fields or taking it to a power facility to be utilized for woody bio-mass fuel was also implemented in Horry County, South Carolina following Hurricane Matthew (2016) and in Palm Beach County, Florida following Hurricane Irma (2017).

3.4.4. CONSTRUCTION & DEMOLITION DEBRIS

In a commingled debris stream that is being managed curbside, which is the typical approach for a disaster debris management mission, it is generally more labor intensive and time consuming to separate recyclable building material from the debris stream. Conversely, at sites where large commercial or industrial structures have been damaged, it may be cost effective to segregate recyclable building material at the location as part of the debris removal activities. In all cases, recycling viability is determined through a cost benefit analysis that assesses costs of performing the recycling versus the costs of landfill disposal, coupled with the time allowed to implement an effective recycling program during the disaster debris management mission.

Two basic approaches are employed for recycling of C&D debris. One involves segregating recyclable building material at the curbside for direct transport to locations for recycling. The other involves loading and transport of mixed C&D debris to authorized landfills where it undergoes sorting to segregate recyclable building material. Either of these approaches offers distinct advantages and disadvantages, and both curbside and centralized segregation are considered by P&J when evaluating recycling opportunities during a disaster debris management mission.

COMMITMENT TO SUSTAINABILITY

P&J is committed to the sustainability of our planet and to ensuring that our projects are performed in an eco-friendly manner. To assist us in formalizing our commitment to conserve the resources utilized in the conduct of our operations for the benefit of those communities in which we live and work, P&J has developed a corporate Environmental Sustainability Strategic Plan.

Beneficial reuse of C&D debris includes, but is not limited to, the following:

- Metals including aluminum, copper, steel, brass, and tin can be sold to scrap metal recycling companies.
- Bricks, blocks, and concrete can be crushed into aggregate and reused for road construction or as fill material for non-construction applications. In addition, whole bricks and blocks can be sold to masonry recycling companies. During a flood event disaster debris management mission completed by P&J for the Colorado Department of Transportation (CDOT), approximately 5,000 cubic yards or rock and sediment was crushed into aggregate for reuse by the CDOT.
- Scrap lumber can be processed and used for landscaping, wood fuel for co-generation plants and/or industrial boilers, and engineered building products.
- Cardboard can be collected in cardboard-only dumpsters and used by paper recycling companies to produce new paper products.
- Glass can be collected in glass-only dumpsters and used by glass recycling companies to produce new glass products.
- Gypsum drywall can be used to produce new drywall, cement, and for agricultural applications.
- Asphalt shingles can be used to produce asphalt pavement mixes or in cement production.

3.4.5. OTHER DISASTER SPECIALTY DEBRIS

During the performance of a disaster debris management mission, segregated debris items (white goods, e-waste, and small motorized equipment) are transported from the field to debris processing sites where they are processed for final disposition. In addition, vehicles and vessels are transported from the field to staging locations where they are processed for final disposition. Beneficial reuse of these types of debris includes, but is not limited to, the following:

2017 Hurricane Irma Vegetative Debris Reduction via Chipping

White Goods: metal casings crushed/baled and sold to scrap metal recycling companies; undamaged components used as replacement parts; waste oil removed and drummed for oil recycling companies; and Freon extracted from refrigerators, freezers, and air conditioners and sold to Freon recycling companies.

E-waste: items wrapped on pallets and sold to electronics recycling companies, and cables sold to scrap metal recycling companies.

Small Motorized Equipment (SME): items crushed/baled and sold to scrap metal recycling companies, undamaged components used as replacement parts, and waste oil removed and drummed for oil recycling companies.

Vehicles and Vessels: vehicles and vessel metal sold to scrap metal recycling companies, undamaged components used as replacement parts, waste oil removed and drummed for oil recycling companies, and tires removed and packaged for tire recycling companies.

2011 Joplin Tornado - C&D Loading and HHW Separation

2005 Hurricane Katrina Small Motorized Equipment (SME) Processing

3.5. PROJECT CLOSEOUT ACTIVITIES

Project closeout activities include, but are not limited to, the following:

- Equipment removal and site restoration at the debris processing site and the sand processing site (if utilized)
- Demobilization of company and subcontractor equipment/personnel
- Preparation of final reports and payment of outstanding subcontractor invoices
- Closure of DMSs (tower/equipment removal, site restoration, closeout environmental screening)

Upon removal of all debris transported to DMSs for reduction, P&J removes equipment; demolishes inspection towers; removes fencing, erosion control devices installed at each site, and signage; and completes restoration of each site (removal of stone used for temporary access roads, grading of disturbed areas, seeding of disturbed areas, etc.). DMS closure is generally accomplished within 30 days after receipt of the last load of vegetative debris. P&J's operations manager conducts a final closeout inspection of each site with a City representative and obtains a final release if the site condition is determined to

be acceptable. In the event deficiencies are identified during the final closeout inspection, additional site restoration is performed to correct the deficiencies.

In addition, closeout environmental screening is performed for each DMS after initial site restoration is accomplished to assess if operations significantly impacted the soils and/or groundwater compared to the baseline data. The closeout screening is similar in scope to the baseline screening to provide for comparison of pre-operation and post-operation soil and groundwater quality. If significant differences are found, additional site restoration is completed to the greatest extent feasible.

4. TYPICAL DEBRIS MANAGEMENT PROJECT TIMELINE

P&J stands ready to mobilize upon receipt of notice to proceed (NTP) from the City. Our Disaster Services Division regularly monitors predictable weather events and prepares to activate response personnel for our pre-positioned contract clients as soon as a threat is identified. P&J deploys disaster services personnel to affected locations in advance of predictable events and can deploy within 24 hours of non-predictable events.

When a threat is identified in advance, P&J's Disaster Services Group will contact all our pre-positioned contract clients who could potentially be impacted to gain an understanding of each client's specific needs and requirements if an activation is possible. The P&J team will reach out to the City to initially discuss expected resource needs based on the unique circumstances of the event. The P&J project team will be aware of the City's mobilization requirements and planning to meet these requirements well in advance of NTP. The specific personnel that will be assigned to the City is unknown at this time and will be assessed at the time of activation. P&J will provide a qualified representative to the City, most likely from our core response group who is identified in Tab D.

The timeline of any disaster debris management project is determined by the circumstances and magnitude of the event, as well as the unique needs of each individual client following an event. P&J typically aims to complete the debris removal process within 90 days and debris reduction and disposal operations within 120 days. Regardless of the specific project goals, all work must be completed within 180 days to be eligible for reimbursement through the FEMA Public Assistance Grant Program. If additional time is needed, which is rare, P&J can assist the City with filing for an extension.

If the City anticipates for P&J to be assigned cut and toss operations, equipment to perform this work will be positioned in the area prior to impact and will be ready to go once it is safe following the storm. A guaranteed timeline for 100% of all resources to be mobilized is not realistic at this time since the magnitude of the event is unknown. However, P&J can typically have hauling units mobilized to the project and beginning operations within 72 hours of NTP. P&J will comply with any specific mobilization obligations as dictated by contractual requirements.

The following table demonstrates P&J's typical response timeline. Please note that every event is different, and this timeline can be tailored to meet the individual needs of our clients.

Debris Management Task

Debris Management Task	3 Days Prior	2 Days Prior	1 Day Prior	Day of Event	1 Day Post	2 Days Post	3 Days Post	7 Days Post	30 Days Post	180 Days Post	Project Completion
Pre-Event Activities											
Public Information Officer dissemination of information											
Pre-event advance notice to contractors and monitors (or sooner)											
Activation of Emergency Management Center (or sooner)											
Evaluation/decision on evacuation of non-critical staff											
P&J representative(s) mobilization to affected area (or sooner)											
Evaluation/decision on evacuation of critical staff and equipment											
P&J equipment and personnel resources staged in proximity											
Day-of-Event Activities											
Debrief from Emergency Operations Center (EOC), fire, police, power/gas utility, and 911-identified damaged areas, modifications if required to established critical facilities route clearance plan											
Debris clearance strategy confirmed or modified with debris monitor, review and modify as required by the site-specific Site Health and Safety Plan (SHSP)											
Post-Event Activities											
Generate reports as required in Emergency Communications Plan											
Search and rescue, assist if requested by separate task order											
Initial Damage Assessment (IDA), assist if requested, task order required											
Receive all-clear from EOC on search and rescue, start emergency road clearance activity											
P&J resources and debris monitor representative mobilize to debris clearance priorities as assigned by task order and begin work NOTE: Start of FEMA 70-hour debris clearance documentation period											
Emergency road clearance operations											
As emergency road clearance operations are completed, transition crews to debris removal operations											
Debris Management Site (DMS) preparation begins											
Evaluate if debris removal can be accomplished within 180-day time line, submit request for extension if required											
Transition all remaining emergency road clearance crews to debris removal operations NOTE: End of FEMA 70-hour debris clearance documentation period											
Debris Removal Activities											
Debris removal resources evaluated and adjusted accordingly											
Debris removal operations continues with resources evaluated and adjusted accordingly											
Debris Disposal and Reduction Strategy is modified to accomplish most effective and efficient recovery											
DMS operations begins, with maintenance and operations continuing until all debris has been reduced and transported off site for final disposal											
Evaluate the progress of debris removal and establish the last pass start date											
Debris Reduction and Disposal Activities											
DMS operations NOTE: Continues until all debris has been reduced and transported off site for final disposal											
Research final disposal facilities for current and past Notice of Violations (NOVs) from regulatory agencies prior to transporting debris											
Debris Disposal and Reduction Strategy is modified as required to facilitate both maximum revenues for the client and prevent any National Environmental Policy Act (NEPA) violations											
Obtain permits if not already permitted sites											
Debris reduction NOTE: The goal is to have all debris received into the DMS, reduced, and transported to the final disposal facility within 30 days of the date recorded on the last load ticket.											
All eligible debris is collected and staged on-site for reduction or reduced and staged for transport to the final disposal facility											
Reduced vegetation is moved off the DMS to the final disposal facility											
DMS Closeout											
Confirm all debris removal can be accomplished within 180-day time line, submit request for extension if required											
All debris is removed from the DMS											
Post-closure soil samples collected and submitted for analysis											
Site restored to its original condition and use											
Owner provides a signed release accepting the site restoration											

5. AVAILABILITY OF ESSENTIAL RESOURCES

5.1. ABILITY TO PERFORM

P&J has access to extensive equipment and personnel resources throughout the State of South Carolina, both in-house and through our network of subcontractors, which can be used to support immediate response efforts following a debris-generating event, as needed. The following key points ensure P&J's resource availability:

- Over $120 million in equity, interest-bearing debt to equity ratio of approximately 0.2 to 1, $50 million in working capital, and an aggregate bonding capacity line in excess of $1.5 billion with an individual contract line exceeding $500 million.
- Over 100 management and field personnel that have supported disaster debris management missions.
- An extensive cadre of management and field personnel that have supported disaster debris management missions thus providing our organization with a uniquely qualified team to support the City during a future disaster event. This highly qualified and experienced workforce includes a core response group of individuals that offer demonstrated disaster response experience on multiple missions and have numerous Federal Emergency Management Agency (FEMA), U.S. Army Corps of Engineers (USACE), and Occupational Safety and Health Administration (OSHA) certifications.
- Regional office located in Charleston that employs over 50 full time personnel who could potentially support the immediate needs of a debris management effort.
- Extensive fleet of company-owned production and related support equipment.
- Network of regional equipment rental vendors underpinned by national accounts with numerous heavy equipment manufacturers that are capable of providing supplemental equipment to fill any equipment gaps.
- Proven history of meeting the equipment needs for a diverse range of projects, and resources to provide the necessary equipment quickly and economically.
- Long-term relationships and executed enforceable master subcontracts for disaster response services with a highly qualified group of key pre-positioned subcontractors that have provided manpower and equipment for previous P&J disaster debris management missions.
- Database of pre-registered subcontractors, including 468 located in the State of South Carolina.

P&J Mobile Command Trailer

5.2. LOGISTICS SUPPORT

P&J maintains a logistical group that is responsible for identifying and fulfilling the following requirements during disaster debris management missions:

- Identification and preparation of equipment required to address immediate and near-term operational activities.
- Deployment of safety and environmental control equipment and supplies required to address known or presumed job site hazards.
- Identification of requirements and restrictions associated with mobile communication devices used during operational activities.
- Coordination of fuel supplies necessary for all operational equipment.
- Identification and preparation of personnel and equipment staging areas.

5.3. ACCESS TO RELEVANT EQUIPMENT RESOURCES

P&J owns and operates an extensive fleet of production and related equipment that is used to support disaster debris management missions. Since P&J began operations over 60 years ago, one of our core competencies has been land clearing, and our current equipment fleet reflects this history. Consequentially, P&J is uniquely positioned to supply the necessary equipment to support debris removal operations, including specialized attachments, appropriate for debris management. All of our loaders can be equipped with rakes and grapples or buckets as necessary, and the majority of our excavators are equipped with hydraulic thumbs or grapples.

P&J's company-owned equipment is strategically located at multiple in-house storage and maintenance shops throughout the country. This disbursement of resources allows P&J to quickly mobilize all required equipment to the disaster zone regardless of location. Company-owned equipment is deployed from storage yards via our Internal Haul Division or our network of external haulers. P&J's Internal Haul Division consists of drivers and trucks that move equipment throughout the country as needed for a wide range of construction projects.

If our internal hauling resources become fully utilized, P&J can reach back to our established network of reliable subcontracted equipment haulers who meet our insurance requirements. Furthermore, P&J maintains a network of regional equipment rental vendors underpinned by national accounts with numerous heavy equipment manufacturers that can provide supplemental equipment to fill any equipment gaps. As a national heavy civil contractor, P&J is experienced in meeting the equipment needs for a diverse range of construction projects and we have the resources necessary to provide equipment quickly and economically.

RELEVANT RESOURCES

P&J'S deep bench of resources ensures our ability to respond for our clients following a debris-generating disaster, regardless of the magnitude of the event and the specific circumstances surrounding the activation of our pre-positioned contracts. P&J constantly seeks out challenging projects and is experienced with finding unique solutions when needed. Our ability to perform is guaranteed by our access to relevant resources:

- **Access to Appropriate Equipment**
- **Knowledgeable, Appropriately Trained Personnel**
- **Experienced Pre-Qualified Subcontractors**
- **Bonding Capacity Unparalleled in the Industry**
- **Financial Strength to Support Massive Projects**

In addition, P&J has existing contracts in place with key pre-positioned subcontractors that have provided equipment and operators for numerous disaster debris management missions previously completed by P&J. Although P&J and our key pre-positioned subcontractors possess more than adequate types and

quantities of equipment to execute a disaster debris management mission for the City, we also recognize that local subcontractor participation is a critical component of the overall equipment deployment strategy and is required to comply with the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). To address the need for local participation, P&J has developed a database of pre-registered subcontractors (several of which are located in the vicinity of the City) to supplement our existing equipment resources.

Oklahoma Ice Storm Equipment Staging Area

Our equipment deployment strategy involves tasking subcontractors (both key pre-positioned and local) to supply loading and hauling units while P&J supplies corporate-owned assets to support emergency roadway clearance activities, disposal site management, and debris reduction operations. This strategy allows P&J to perform both initial response and back-end debris reduction operations with corporate-owned assets while subcontractor provided assets are utilized to perform debris collection and transportation operations.

P&J also owns a mobile command trailer which may be dispatched to the job site in situations where the disaster event has substantially interrupted local power and communication systems. The trailer is self-sufficient and equipped to support the initial response effort. It is equipped with satellite communication capability for voice/data and is stocked with a supply of basic forms (i.e., truck check-in, load tickets, placards) required to initiate operational activities. The trailer would be located at the primary equipment staging area and would serve as a planning hub for the operations manager and his/her supporting management team.

ESTABLISHED EQUIPMENT RESOURCES

As a national heavy civil contractor, P&J is experienced with meeting the equipment needs for a diverse range of projects and we have the resources to provide equipment quickly and economically.

Identification of specific equipment pieces that would be deployed to a disaster event in response to contract activation by City is not realistic at this time given the fact that the timing and magnitude of the disaster is unknown. However, the combination of equipment that is provided by P&J and our subcontractors ensures the City of our ability to pre-position and immediately deploy equipment upon receipt of NTP in sufficient quantities regardless of the disaster size. A summary of the equipment owned by P&J is presented on the following page. Several of these units are highly specialized in nature which demonstrates the versatility of our equipment fleet.

DESCRIPTION	QUANTITY
ALL TERRAIN UTILITY VEHICLE	56
ATTACHMENTS	51
BACKHOE LOADER	9
BUCKET TRUCK	4
CHIPPERS/GRINDERS	16
COMPACTORS/ROLLERS	60
COMPRESSOR	11
CONVEYOR	1
CRANE	3
DOZER CLEARING	30
DOZER HEAVY	100
EXCAVATOR CLEARING	66
EXCAVATOR HEAVY	109
FARM TRACTOR	31
FELLERBUNCHER	6
FORWARDER	4
FUEL/LUBE TRUCK	36
FUEL/OIL TRAILERS	34
GENERATOR	14
GRADER	22
GRAPPLE/PRENTICE	8
HYDROSEEDERS	9
LICENSED TRAILER	256
LIGHTPLANT	46
LOADER	73
LOWBOY	27
MECHANIC TRUCK	29
MECHANICAL TRIMMER	1

DESCRIPTION	QUANTITY
MISCELLANEOUS	27
MOTOR HOME / CAMPER	6
MOWER	4
OFF ROAD TRUCK	77
OFFICE TRAILER	1
ON-ROAD DUMP TRUCK	14
PARTS TRAILER	1
PASSENGER VEHICLE	13
PICKUP	378
PIT BURNER	15
PRESSURE WASHER	9
PUMP	35
SCALES	1
SCRAPER	15
SITE PREP MACHINE	8
SKIDDER	5
SKIDSTEER LOADER	46
SPORT UTILITY VEHICLE	17
STORAGE CONTAINER	75
SWEEPERS/BROOMS/FORK ATTACH.	13
TELEHANDLERS/FORK LIFTS	12
TRAILER	7
UTILITY EQUIPMENT	13
UTILITY TRUCK	30
VACUUM TRUCK	1
WATER TANKER OFF ROAD	20
WATER TRUCK	23

GRAND TOTAL **1978**

5.4. SUBCONTRACTOR RESOURCES - MANAGEMENT & CONTROLS

5.4.1. SELF-PERFORMANCE VS. SUBCONTRACTING

P&J self-performs the following tasks during a typical debris-management mission:

- Project Management
- FEMA Documentation
- Planning and Training
- Client Liaison
- Quality Control/Scheduling
- Safety Program Implementation
- Contract Administration
- Licensing and Permitting
- Management of Temporary Debris Storage and Reduction Sites

2018 Hurricane Florence - Subcontractor Field Operations

Subcontractors typically perform or partially support the following requirements on an as needed basis:

- Collection and transportation of debris
- Reduction and disposal of vegetative debris
- Sorting, decommissioning, packaging, and transportation of household hazardous waste, construction & demolition debris, white goods, electronic waste, small motorized equipment, or other non-vegetative debris
- Performing traffic control
- Performing structural demolition
- Hazardous tree, limb, and stump removal
- General labor for miscellaneous work

5.4.2. SUBCONTRACTOR CONTRACTUAL ENGAGEMENT

The approach utilized by P&J to qualify and subsequently engage subcontractors for any given disaster debris management mission, including pre-positioned subcontractors, involves the following activities:

- Obtain and review subcontractor Dun & Bradstreet report
- Ensure that subcontractor's general contractor license is valid or ensure that subcontractor is in good standing with the Secretary of State if not a general contractor
- Review subcontractor assessment form provided to the subcontractor by P&J and determine if subcontractor meets criteria to be classified as an approved vendor
- Review copy of subcontractor's certificate of insurance to ensure that coverage meets minimum requirements established by P&J

After completion of the activities listed above, subcontractors determined to be qualified are issued a master subcontract for disaster response services. This document addresses standard terms and conditions including, but not limited to, compliance with laws and regulations, employee eligibility, insurance requirements, safety requirements, payment terms, dispute resolution, performance and payment bond requirements, and ethics compliance.

Immediately following activation of a master subcontract for disaster response services, P&J issues a master work order to the subcontractor. Each work order is tailored for a specific disaster debris management mission and includes, but is not limited to, scope of services, performance schedule, contract type, special payment requirements, event-specific insurance requirements, special terms and conditions, and a pricing schedule.

SUBCONTRACTOR COMPENSATION PHILOSOPHY

Pricing developed by P&J for our disaster debris management clients considers essential factors that ensure we can pay our subcontractors reasonable compensation for their services. When subcontractors are paid reasonable compensation, they are motivated to provide the best personnel and equipment possible, ensure that their work activities are conducted in a safe manner and are of the highest quality possible, and remain committed to completing their work assignments throughout the duration of the project.

5.4.3. SUBCONTRACTOR MANAGEMENT APPROACH

Guiding Management Principles: P&J's approach to managing subcontractors is based on the following guiding principles:

- Effective channels of communication are clearly defined and established
- Responsibilities and authorities are clearly defined in the master work order
- Required documentation is clearly defined in the master work order
- Specific services are clearly defined in the master work order
- Any constraints imposed on a subcontractor, including schedule and budget constraints, are clearly defined in the master work order
- Safety, quality, and insurance requirements are clearly defined in the master work order
- Appropriate terms and conditions are clearly defined in the master work order

Performance & Monitoring: In order to ensure that a disaster debris management mission is executed at the highest level of effectiveness and efficiency, the individual work scopes for all involved subcontractors are integrated into a cohesive mission plan so that each subcontractor understands how their role fits into the overall operational approach.

Upon activation of the contract by the City, P&J activates subcontractors needed to support debris management operations, including qualified local subcontractors in accordance with the Stafford Act. P&J then issues a master work order to each subcontractor. P&J requires each subcontractor to provide a single point of contact for their subcontract to ensure accountability and clear channels for communication between the companies. Subcontractor employees assigned to support activities are directly accountable to the P&J operations manager for their overall job performance.

The P&J operations manager serves as an interface between City representatives and subcontractor employees in matters related to task assignments, job performance issues, and any other concerns or issues that may arise. The operations manager works closely with each subcontractor point of contact to ensure that all necessary support and resources are provided, that all identified issues are resolved, and to conduct performance reviews as needed. Daily monitoring of subcontractor crew activities is conducted by P&J field managers who are responsible for assessing performance and identifying issues that require corrective measures. Each field manager reports observed subcontractor crew performance to the operations manager daily.

Reporting: During performance of a disaster debris management mission, P&J requires subcontractors to submit on a weekly basis a list of current personnel, either timesheets (time and materials subcontract) or yardage hauled (unit price subcontracts), and safety incident reports.

5.4.4. SUBCONTRACTOR AVAILABILITY & RETENTION

Regarding subcontractor availability, P&J maintains executed enforceable master subcontracts for disaster response services with each of our key pre-positioned subcontractors – rather than just letters of commitment. All the key pre-positioned subcontractors identified in this proposal have supported major disaster debris management missions conducted by P&J in the past. In addition to disaster-related projects, many of these subcontractors provide support for P&J construction projects that are conducted on a year-round basis. Additionally, P&J's subcontractor compensation philosophy ensures that we can pay our subcontractors reasonable compensation for their support. P&J also pays subcontractors on debris management projects in a timely manner, typically on a weekly basis, to ensure the highest commitment to the project. The ongoing relationship between P&J and our key pre-positioned subcontractors along with our compensation philosophy ensures that our subcontractors are motivated to assist P&J on disaster response projects, provide the best personnel and equipment possible, ensure that their work activities are conducted in a safe manner and are of the highest quality possible, and remain committed throughout the duration of the project.

6. SUPPORTING OPERATIONAL POLICIES & PROCEDURES

6.1. WORK HOURS & FIELD SUPERVISOR RATIO

Debris removal crews will typically work 12-hour shifts, seven days per week unless otherwise specified or restricted by contractual requirements. Crews will only work during daylight hours to ensure maximum safety of operations. DMS operations will typically be conducted on a 24-hour basis, seven days per week using light plants for illumination during evening hours unless otherwise specified or restricted by contractual requirements.

The ratio of field supervisors (i.e., zone monitors) to debris removal crews will vary depending upon the geography of specific areas within which operations are being conducted, and the severity of the disaster event. However, in general one zone monitor is responsible for the supervision of no more than two debris removal crews. Each zone monitor reports directly to his/her assigned section manager who in turn reports directly to the operations manager.

6.2. DAILY OPERATION REPORTS

Daily operation reports are prepared by P&J and submitted to the City in accordance with contract requirements applicable to the disaster debris management mission. The reports are organized by sector, zone, and DMS, and are submitted electronically to the designated City representative. Reports include, but are not limited to, details regarding locations where passes for debris removal were conducted, the quantity and type of debris removed, the quantity of debris reduced, safety incidents, private property damage caused during debris removal operations or damage claims made by citizens, and other relevant information regarding P&J's daily conduct of operations.

6.3. CLAIMS MANAGEMENT

Hauling Summary By Day

Project Name: **Knox County**
Dates: **to 6/29/2017**

Date	Material	Tickets	First Load	Last Load	Trucks	Highest	Lowest	Avg	Volume
5/9/2017	VEG	13	9:24 AM	4:58 PM	5	95.0 %	60.0 %	85.8 %	260.90
5/10/2017	VEG	10	8:13 AM	1:52 PM	6	90.0 %	50.0 %	72.5 %	155.65
5/11/2017	VEG	21	3:16 PM	9:48 PM	9	90.0 %	40.0 %	79.0 %	363.20
5/12/2017	VEG	9	9:23 AM	9:47 AM	3	100.0 %	50.0 %	85.6 %	142.50
5/13/2017	VEG	11	9:51 AM	7:55 PM	4	100.0 %	50.0 %	82.3 %	215.75
5/15/2017	VEG	18	2:52 PM	7:19 PM	10	95.0 %	50.0 %	76.4 %	284.35
5/17/2017	VEG	7	6:52 AM	10:10 AM	5	100.0 %	80.0 %	85.0 %	109.05
5/24/2017	VEG	3	1:55 PM	4:48 PM	3	90.0 %	80.0 %	83.3 %	49.20
5/25/2017	VEG	5	11:02 AM	2:46 PM	3	100.0 %	50.0 %	70.0 %	86.00
5/26/2017	VEG	74	8:35 AM	2:36 PM	8	95.0 %	50.0 %	72.0 %	1145.15
5/27/2017	C&D	23	7:56 AM	4:32 PM	9	95.0 %	55.0 %	75.4 %	338.60
5/28/2017	VEG	4	3:22 PM	3:51 PM	4	90.0 %	80.0 %	86.3 %	65.35
5/29/2017	C&D	43	7:09 AM	3:06 PM	10	95.0 %	55.0 %	81.6 %	812.65
5/30/2017	VEG	26	6:22 AM	12:02 PM	10	100.0 %	70.0 %	81.5 %	381.75
								Total Tickets 267 | Trucks 13 | Volume 4401.10	

SmartTRACK™ Sample Report - Summary by Day

P&J makes every possible effort to close out all damage claims prior to the shutdown of field operations. In support of this commitment, we assign a claims manager to each disaster debris management mission who addresses all claims of damage to property allegedly caused by P&J or its subcontractors during operations. Within 48 hours of receipt of a written report to the P&J operations manager regarding a damage claim, the claims manager visits with the property owner to inspect the damage and discuss resolution options if it is determined that P&J was responsible for the claimed damage. A resolution agreement is reached with the property owner and repairs are completed or damages paid. Upon resolution of the claim, the claims manager arranges for the property owner to sign a damage claim release.

Most damage claims are typically small in nature. Depending upon the magnitude of a claim, our insurance company may become involved. However, all claims are resolved as expediently as possible. P&J's experience indicates claims are much easier to settle if addressed in a timely fashion. P&J will distribute a list of all open, denied, and resolved claims to the City on a weekly basis, or at the frequency dictated by contractual requirements applicable to the disaster debris management mission.

6.4. COMPLIANCE WITH APPLICABLE LAWS

As a leading provider of disaster debris management services, P&J is knowledgeable of federal, state, and local laws and regulations within the localities and states in which we operate. Studying and understanding laws and regulations regarding our operations is an important component of P&J's disaster debris management methodology. P&J obtains all required permits and licenses and takes all precautions to ensure no laws are violated in the delivery of services to our clients.

6.5. ACCOUNTING & DOCUMENTATION MANAGEMENT

Timely & Accurate Billing: P&J has developed a system of project controls specific to disaster debris management missions. The purpose of these controls is to accumulate FEMA-compliant documentation

necessary to substantiate the locations, types, and quantities of debris collected during execution of a disaster debris management mission. The documentation generated from the project controls system is designed to be multi-purpose and applicable to both time and material (T&M) and unit price type contracts, and provides the foundation for invoicing, subcontractor payment, and recovery of reimbursable costs from appropriate federal agencies.

Resource Controls: All personnel and equipment assigned execute a disaster debris management mission undergo a rigid check-in process upon arrival at the job site. An employee orientation is conducted for all personnel, including subcontractors, assigned to the mission. Each employee is issued a unique identification number, and on projects where a higher level of security is needed, is issued a photo identification card. All equipment used for the mission is inspected and photographed prior to use. Trucks used for hauling debris are measured and assigned a cubic yard capacity. A unique identification number is assigned and affixed to each unit. Ownership of the equipment is also identified and documented.

Daily Time Cards: All personnel complete a three-part daily time card that is used to capture the following information:

- Employee name, identification number, and classification
- Equipment identification number (if applicable)
- Date and hours worked (shift start and stop)
- Down time
- Work location
- Employee signature
- Supervisor signature and identification number
- Inspector signature and identification number

All time cards are submitted at the end of each work shift. Time cards for employees providing services on a T&M basis are reviewed by a supervisor and inspector at the time of submission to verify that the time card information and employee identification number are correct.

Data Processing: All time cards are routed to a central data processing point. Each time card is keyed and scanned. Only valid active employee, equipment, supervisor, and inspector identification numbers are accepted. All rejected time cards are set aside and researched the following day. Invoices are prepared according to the schedule dictated by the contract and can be electronically submitted if required by the City. Source documentation for unit price basis invoices is the associated load tickets while the source documentation for T&M basis invoices is the associated daily time cards.

Client Invoicing & Subcontractor Payment: The City invoicing and subcontractor payment processes implemented by P&J begins with the initial capture of data from the field. P&J employs several technologies for data capture including customized scale software, radio frequency identification tags for hauling units, and automated debris management system (ADMS) hardware and software. A customized database and reporting system is used when data entry is required for manually written debris load tickets. Regardless of the capture method, all FEMA and contractually required data is input, manually or automatically, into a database for processing and review along with images of the supporting documentation.

After data is reviewed and reconciled, P&J provides daily reports to the City and weekly progress payment reports to subcontractors. The subcontractor reports contain captured quantities and associated earnings along with other transactional detail. Next, the subcontractor reviews the transactional detail and associated calculated payment amount for verification or adjustment. Adjustments are made, if any, and funds are transferred to subcontractors by P&J on a weekly basis per subcontract terms. The subcontractor review of weekly progress payments provides an independent assessment of the data captured in P&J project controls system and thus ensures maximum accuracy of the data used to generate City invoices. P&J's strong banking relationships and access to capital enables the company to pay subcontractors on a weekly basis even in situations where P&J has not been paid by the City.

For each billing cycle, P&J prepares and submits an invoice to the City. The invoice submittal is inclusive of transactional detail reports, summary reports, and images of all supporting documentation. Once all subcontractor payment and City invoicing cycles are complete, P&J in coordination with City administrative personnel complete a reconciliation of all project data, audits (if any), and project closeout. If required, P&J provides customized reports to the City for various FEMA cost share and allocation methods, as well as any support needed for completion of FEMA project worksheets.

P&J has prepared, submitted, and received payments in excess of $300,000,000 over the past 10 years under more than 50 individual municipal FEMA-reimbursed disaster debris management mission contracts. P&J's extensive FEMA experience, thorough understanding of FEMA guidelines and procedures, and reporting and payment processes allow for successful reimbursement to clients. The multiple layers of reconciliation and review inherent to P&J's sophisticated processes result in efficient and successful completion of audits and administrative project closeout.

6.6. AUTOMATED DEBRIS MANAGEMENT SYSTEM

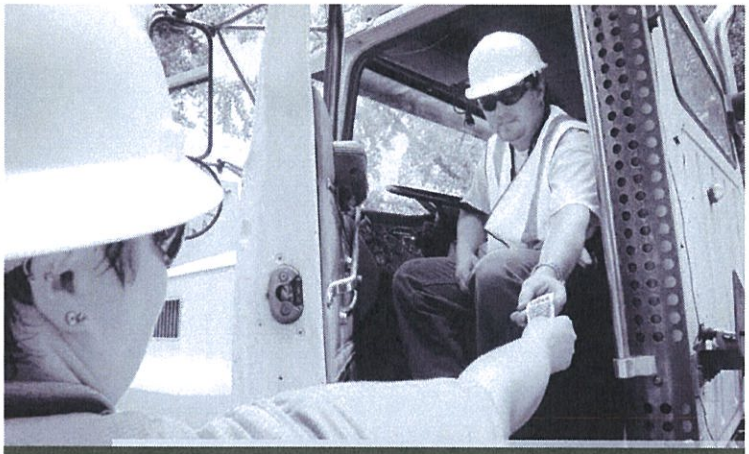
6.6.1. ADMS SYSTEM OVERVIEW

P&J and our partner firm TAC Insight have been on the forefront of automated debris management system (ADMS) software development and led some of the industry's most successful projects utilizing ADMS software technology. Since 2005 our team has been involved in design, development, and testing of ADMS technologies, and over the past two decades have evolved the technology to take advantage of the latest in advanced software, data analytics, and cloud infrastructures. The cost for utilization of P&J's ADMS is not included in the pricing provided with this proposal. However, if the City is interested in deploying this system as part of a future disaster debris management mission, pricing would be negotiated by P&J with City at the time of contract activation.

The basic objective of our system, designated FASTweigh ADMS™, is to create an electronic debris management system resulting in the elimination of paper tickets. The primary benefits of the system are as follows:

- Eliminate paper
- Eliminate data entry
- Eliminate multiple data sets
- Expedite daily reporting

- Expedite invoice reconciliation and audit
- Map performance
- Increase accuracy
- Minimize ticket fraud
- Provide trend analysis
- Identify inefficiencies
- Increase operational awareness


ADMS Electronic Ticketing in the Field

TAC Insight provides and manages the ADMS service for a disaster debris management mission and specializes in providing IT services and unique software for bulk material and waste industries along with software automation. In addition to ADMS software, TAC Insight maintains scale weigh ticket accounting, mobile ticketing platforms, and cloud-based applications utilizing similar technologies.

TAC Insight began development of an ADMS system in 2004 that was designed to meet the technical specifications of a U.S. Army Corps of Engineers (USACE) Advance Contracting Initiative solicitation that required P&J to provide an automated debris ticketing system. Planning and development of the system was based upon our experience related to debris ticket administration gained over the previous two decades performing both federal and non-federal disaster debris management missions including those performed for Hurricane Fran, the 9/11 World Trade Center terrorist attack, Hurricane Katrina, and the 2011 Alabama tornado outbreak.

TAC Insight offers experience with various technologies and deployments including iBeacons, smart cards, RFID, ID Buttons, and 2-Dimensional Quick Response Barcodes. TAC Insight's past experiences and collective knowledge resulted in the achievement of several milestones during the combined ADMS operations associated with the disaster debris management missions performed following the 2011 Alabama tornado super-outbreak and Joplin, Missouri EF-5 tornado. These milestones included the following:

- Simultaneously deployed and operated for two separate events (Joplin and Alabama) in two distinct regions of the country
- Mobilization and 100% ticketing with the ADMS achieved on day one of both debris missions and within 12 hours of notice to proceed for all task orders issued pursuant to the master contract
- Audits of each invoice submittal of each task order performed by the Defense Contract Audit Agency (DCAA) Tampa office debris subject matter experts, in conjunction with USACE Internal Review, resulted in an error rate attributable to the ADMS of less than 0.1%
- Operated 16 truck certifications stations, 53 disposal sites, and greater than 450 field handheld units and printers
- Certified 9,960 unique hauling units and pieces of support equipment
- Less than 0.2% of the +186,000 transactions processed were documented using paper tickets

- The missions involved 50,800 leaner/hanger transactions and 24,178 stump transactions
- Utilized by the Alabama Emergency Management Agency in determining reimbursement grids and allocation of cost share to more than 100 distinct municipalities and/or townships
- Utilized to determine cost share allocations and reimbursement percentages for the City of Joplin based upon customized GIS mapping shapefiles

6.6.2. ADMS MOBILIZATION & RESPONSE

TAC Insight maintains a fully operational hosted ADMS platform and can immediately transition resources to support multiple disaster debris management missions in multiple regions. Successful deployment of the FASTweigh ADMS™ is achieved during mobilization through completion of the following actions:

- Development of the implementation team organizational structure
- Preparation of system documentation and training materials
- Pre-event training of key ADMS personnel
- Maintenance and inventory of equipment required to satisfy start-up requirements within 48 hours following receipt of notice to proceed

A deployment specialist is mobilized to the disaster zone to determine basic contract guidelines required to setup or modify the mission database, configure handheld devices, and configure debris management site (DMS) tablet computers. Equipment and personnel certification kits are sent to the disaster zone and used to complete the check-in and certification process for equipment and quality control monitors. During initial startup, TAC Insight personnel assist equipment certification specialists with the process of equipment check-in and provide support for the ADMS system seven days per week.

TAC Insight currently maintains an inventory of more than 50 handheld device/printer combinations and five DMS tablet computers. An additional 100 handheld device/printer combinations and five DMS tablet computers can be made available no later than 96 hours after receipt of notice to proceed if additional equipment is required. Additional handheld devices/printers can typically be sourced within 48 to 72 hours while DMS tablet computers can typically be sourced within 96 hours.

Based on past experience, operational knowledge, current equipment inventory, and ability to rapidly source additional equipment, P&J is capable of initiating utilization of the FASTweigh ADMS™ immediately after receipt of notice to proceed. In addition, paper tickets can be used as backup during a disaster debris management mission if necessary. This documentation can be entered manually into the FASTweigh ADMS™ at a DMS inspection tower and are designated in the system as paper tickets.

The personnel required to implement the FASTweigh ADMS™ for a typical disaster debris management mission are as follows:

- DMS technical support team – one per site
- Field technical support team – one per 50 users
- Equipment certification manager – one per equipment certification site
- Database and system administrator – one per mission
- Help desk attendant – one per mission available 24 hours/7 days a week

6.6.3. ADMS PAST PERFORMANCE

Example projects for which the FASTweigh ADMS™ was, or is currently being, utilized in conjunction with similar requirements identified by City include the following:

Event Name	Year	# Records
Nuns, Tubs, Atlas, & Pocket Wildfires Pacific Gas & Electric Company	2017 - Ongoing	+10,500
Hurricane Irma Florida Department of Transportation	2017 - Ongoing	+30,000
Hurricane Irma True North Emergency Management	2017 - Ongoing	+51,000
Hurricane Harvey True North Emergency Management	2017 - Ongoing	+4,000
Wildfire Fuel Source Mitigation Pacific Gas & Electric Company	2016 - Ongoing	+31,000
Texas Flood Response Harris County Flood Control District	2016	2,484
Colorado Flood Response Colorado Department of Transportation	2014	4,940
Hurricane Isaac Transport Tracking, LLC	2012	14,439
State of Alabama Tornado Outbreak U.S. Army Corps of Engineers	2011	~150,000
Joplin, Missouri EF-5 Tornado Weston Solutions	2011	~36,000
Coal Fly Ash Release Tennessee Valley Authority	2008 - 2010	~108,000
Lake Pontchartrain & Vicinity 109 Levee Work BIS Services, LLC	2010	56,791
West Bank & Vicinity 15A.2 Levee Work Phylway Construction, LLC	2010	64,300
Levee Rebuilding Project Plaquemines Parish, Louisiana	2009	2,541

6.6.4. ADMS TECHNICAL CAPABILITY

Data Storage and Security: All FASTweigh ADMS™ websites and data are hosted in the Microsoft Azure Cloud. The cloud maintains a diverse set of regulatory compliance protocols that adhere to the following:

- ISO 27001/27002
- SOC 1/SSAE 16/ISAE 3402 and SOC 2

- Cloud Security Alliance CCM
- FedRAMP
- FISMA
- FBI CJIS (Azure Government)

Implementation of the FASTweigh ADMS™ begins with the equipment and personnel check-in process. Information regarding equipment and personnel assigned to a disaster debris management mission are verified, and individual identification numbers are assigned to equipment/personnel to facilitate activity monitoring and control. Ticket data is entered and stored on a laptop computer, and each record is simultaneously saved and transmitted via the Internet to an encrypted database server via https web services. When debris hauling operations commence, ticket data is collected and stored on a DMS tablet computer located in the inspection tower.

Data can be transmitted in real-time if cellular service is available or can be stored and batch uploaded once the portable tablet computer is connected to the internet. Data is stored on the hard drive of each DMS tablet computer until successful transmission of each record has been achieved. In addition, a backup copy of each record is stored on a removable SD card provided with each DMS tablet computer in the event of a system or hard drive failure.

ADMS Electronic Ticketing Portable Printer

Data Collection and Ticketing: The FASTweigh ADMS™ provides all of the core functionality required for an ADMS and uses encrypted 2D Quick Response Barcodes to transfer data. Each record includes an encrypted hash algorithm which is verified at the DMS to prevent unauthorized duplication of a QR Code ticket. The FASTweigh ADMS™ provides several advantages over similar smart card-based systems while accomplishing the necessary goals and objectives. These advantages include the following:

- More widely accepted and adapted technology
- More readily available and alternate choices of handheld and smartphone technologies
- Auditable paper trail not available with smart card ticketing
- Elimination of potential smart card read/write errors
- Equipment operator acceptance of physical load ticket

Ticket Types: The FASTweigh ADMS™ is designed specifically to process several ticket types including work order hauling (cubic yard or ton), right of entry tracking, hazardous trees, stumps, and individual items (white goods, boats, vehicles, etc.). Each individual module is specifically designed for the appropriate debris type, and handheld devices can be configured to support a single platform or include types of ticketing based on a quality control monitor's credentials. Modules for work order hauling,

hazardous trees, stumps, and individual items can include picture documentation.

Reporting and Controls: The FASTweigh ADMS™ has the capability to share database records with stakeholders, contractors, and auditors via the internet. Data contained in the system is password protected; implements role-based access controls; and has viewing, printing, and reporting capabilities. Stakeholders are granted permissions that only allow them to review and print information specific to their needs.

An independent Certified Public Accountant firm was engaged by P&J in 2011 to perform a system audit during operation of our ADMS that was deployed as part of the disaster debris management missions conducted for the 2011 Alabama tornado super-outbreak and the Joplin, Missouri tornado. The audit was performed to test the system's internal controls and develop improvement recommendations based on the findings. As a result, several routines are performed at an administrative level to further ensure the accuracy and reliability of system data. These routines include:

- Real time electronic queries and analysis to identify any errors that require correction prior to invoicing
- Identification of common errors and development of corrective recommendations
- Sampling of GPS locations and analysis
- 100% audit of equipment certifications
- Ticket batch reconciliations
- Maintenance of error logs

The database includes both billing and subcontractor payment rate schedules. In addition, the system maintains billing/payment cycle settings and contractor reconciliation dates.

GIS Data and Embedded Analytics: In addition to identifying the location latitude and longitude for each record, TAC Insight utilizes its own custom API's to geo-reference each load with the following information:

- Straight line miles to DMS
- Road miles to DMS (calculated by best route)
- Street address, city, county, zip code, and state

Several mapping visualizations are available including both Microsoft Bing and Microsoft Power BI Analytics mapping. These applications allow for custom query and mapping to identify load-out, hazardous tree, and DMS map visuals. The current version of the FASTweigh ADMS™ includes embedded report analytics that can provide executive level snapshots and data visualizations.

6.7. SAFETY

PEOPLE FIRST

6.7.1. PROGRAM OVERVIEW

As a People First company guided by a commitment to care, safety is a shared value at P&J. It starts with our people and extends to property and the environment. This commitment to care is a fundamental cornerstone of all P&J projects and is shared by all P&J employees. We embrace individual accountability at all levels, but most importantly it starts with leadership. Our Chief Executive Officer has primary accountability for the safe execution of our work. This tone at the top is embraced throughout the company and ranks above all other aspects of our business, including schedule and production.

P&J implements a comprehensive safety program for the purpose of protecting our employees (including our subcontractors) and those of our clients and the general public. This program is based upon a series of policies, procedures, and processes developed from best practices and lessons learned derived from execution of hundreds of projects for commercial-sector and government-sector clients. P&J's safety program exceeds minimum Occupational Safety and Health Administration (OSHA) regulatory requirements, with particular emphasis on the OSHA standards promulgated in the Code of Federal Regulations Parts 1910 and 1926, in every area including written programs and worker training.

We systematically integrate safety into management and work practices at all levels inclusive of all subcontractors. The backbone of our safety approach is comprised of five core safety management functions: (1) define the work scope, (2) analyze the work hazards, (3) develop and implement controls to reduce the identified hazards, (4) perform work in compliance with hazard controls, and (5) provide feedback during and after work execution to accomplish continuous improvement. As an example of our efforts, P&J's workforce logged 8,638,084 man-hours without a lost-time injury between January of 2013 and November of 2016.

Policies and procedures associated with P&J's safety program which are utilized by all operating divisions within our organization are detailed within the corporation's Accident & Safety Prevention Program Manual. The contents of this manual include the following topics:

- Safety Culture and Policy
- Duties & Responsibilities
- Return to Work Policy
- Personnel Duties and Responsibilities
- Personnel Training
- Hazard Recognition, Evaluation, and Control
- Safe Work Practices
- Driver Safety Program
- Occupational Noise Exposure
- Drug Free Workplace Program
- Accident Investigation, Reporting, and Medical Treatment Procedures
- Disease Transmission Prevention Plan

CORE VALUES AND PRIORITIES

Our Core Values and Priorities – Integrity, Safety, Quality, and Production – guide our daily business practices. P&J is a People First company, and we hold safety as an imperative above all other objectives. A safe workplace and workforce are the only acceptable way to do business - and the only way to take care of the community, the people, and the environment. We carry this commitment with us as we pursue challenging projects.

P&J's Safety Program is implemented throughout all operating divisions within our organization. The program is monitored by P&J's Vice President of Safety & Risk Management, Mr. Steve Thompson, who is supported by a staff of 23 full-time safety professionals that are each assigned responsibility for oversight of program implementation within specific operational divisions or regions, or for individual projects. The safety program group reports directly to the President and Chief Executive Officer of P&J. Any safety-related incident/event that occurs during job performance is immediately reported to Mr. Thompson who subsequently initiates an investigation of the incident/event and issues (if necessary) any required revision to safety program implementing procedures.

6.7.2. IMPLEMENTATION APPROACH

Prior to initiation of jobsite activities, the Vice President of Safety & Risk Management oversees the preparation of a Site-Specific Safety and Health Plan that includes a completed Job Safety Analysis (JSA) checklist. The JSA is revised by the project safety manager during the duration of the project if any new or previously unidentified hazards are encountered. Please find an example of P&J's typical disaster response safety documents in Appendix I to this proposal. These documents will be tailored to the specific needs of the City.

- Accident Prevention Plan for Debris Management Activities
- Health and Safety Plan (HASP) for Debris Management Activities

A P&J safety manager, and supporting health and safety personnel, is present at the jobsite to oversee ongoing work activities and ensure compliance with all P&J and client safety requirements. The safety manager and supporting personnel conduct site-specific safety orientation training for all P&J and subcontractor personnel (if applicable) at the beginning of the project. This training includes a review of planned project operations, identification of hazardous conditions, and review of all applicable safety procedures.

During performance of the project, the safety manager in coordination with site superintendents/foremen conduct daily crew safety briefings to discuss the plan of day and to ensure that all workers are fit for duty. The safety manager conducts weekly tool box safety meetings for all on-site personnel to discuss a safety topic relevant to the project and to review any accidents or near misses that occurred during the previous week. Each of these meetings is documented on a toolbox safety meeting form which is prepared by the safety manager and signed by all attending personnel.

2011 Joplin, MO Tornado Daily Meeting

In addition to safety meetings, the safety manager conducts unannounced jobsite safety inspections to ensure that all safety policies and procedures are being followed, and regularly reviews project safety plans and procedures to ensure the protection of on-site personnel.

Any safety-related incidents/events that occur during job performance are immediately reported to the Vice President of Safety & Risk Management who subsequently initiates an investigation of the incident/event and prepares any required revision to the corporate safety program implementing procedures. P&J also maintains a safety committee chaired by the Vice President of Safety & Risk Management that meets on a regular basis to discuss and document safety trends and statistics associated with ongoing and recently completed projects, and to develop recommendations for improvement.

Accidents and incidents that occur on jobsites must be used as learning tools to prevent similar actions from recurring. A proper accident investigation is imperative to identifying the root cause of any occurrence. P&J has implemented an investigation strategy that includes items that are often not reported, such as near misses. Employees are educated on the importance of proper and timely reporting of all occurrences even when no damage or injury occurs, and how this reporting assists in providing a safer work environment. Despite being one of the early warning signs of a possible upcoming accident, near misses are often not properly reported or investigated. P&J has initiated a system for employees to report any and all near misses to site supervision for full investigation. The subsequent investigation documents actions that led up to the near miss, discussion of causal factors involved with the near miss, and what actions need to be taken to ensure that the near miss will not occur in the future. Near misses are incorporated into trending analysis of incidents in an attempt to prevent future incidents. A summary of incidents and near misses are distributed to all levels of management on a weekly basis to assist in identifying problem areas related to employee safety.

6.7.3. PERSONAL PROTECTIVE EQUIPMENT

P&J follows all OSHA and American National Standards Institute (ANSI) requirements for personal protective equipment (PPE) relative to the work type being performed. Our management team ensures that all PPE issued for each project meets both the client's requirements and P&J's internal standards. P&J provides all PPE to our employees at no cost and performs routine checks on functionality, performance, and recommended replacement intervals. The minimum PPE used by P&J employees consists of hard hats, safety toe work boots, ANSI-approved safety glasses, long pants, high visibility safety vests, and work gloves specific to a job task (leather, cut resistant, chemical resistant, etc.).

6.7.4. SAFETY RECORD

P&J has not had any warning notifications, violations, and/or citations received from pertinent federal and/or state agencies in the past three years.

P&J's safety record for the past five years is demonstrated in the following table.

	2018	2017	2016	2015	2014
Total Recordable Incident Rate	0.89	1.00	1.50	1.03	1.24
Days Away Restricted or Transferred (DART)	0.65	0.72	0.98	0.32	0.53
Lost Workday Incident Rate	0	0.15	0.08	0	0
Lost Workday Cases	0	2	1	0	0
Days Away from Work	0	15	80	0	0
Restricted Workday Incident Rate	0.65	0.58	0.9	0.32	0.53
Restricted Workday Cases	8	8	12	4	6
Restricted Workdays	301	240	700	73	138
Recordable Injuries	11	14	20	13	14
Medical Only Cases	3	4	7	9	8
Fatalities	0	0	0	0	0
Hours Worked	2,461,198	2,795,378	2,671,369	2,528,090	2,264,597
**Experience Modification Rate	0.51	0.47	0.49	0.57	0.78
Serious Injury/Fatality Rate (SIF)	1.54	0.72	2.03	2.93	5.66

6.8. EMPLOYEE TRAINING PROGRAMS

Training is the foundation of the P&J safety culture. As such, P&J is committed to providing the most up to date training for its employees, so they have the knowledge necessary to complete projects safely and maintain our "People First" approach. P&J maintains an effective employee training program and we track employee training certifications to ensure that required skill proficiencies are current. Minimum training requirements for all P&J field employees include the following:

- P&J General Safety Orientation
- CPR/First Aid (Supervisors)
- 30-Hour Occupational Safety and Health Administration (OSHA) Training (Supervisors)
- 10-Hour OSHA Training (Operators/Laborers)
- Electrical Hazard Awareness Training
- Hazard Communications

P&J also provides annual training to all personnel according to the worker's specific work process. Depending on the nature of the work, employees and subcontractors receive the following specific training:

- **Basic Requirements for all Supervisors**: OSHA 30 Hour – Within 90 Days, New Hire/Site Orientation, Hazcom/GHS, Standard Operating Procedures, Cutting Tool Training, Serious Incident and/or Fatality Training for JSA, Supervisor Training, Drug Free Workplace for Supervisors – Annual Training, Spotter Training, and FIT Today

- **Clearing and Tree Trimming/ROW Supervisor**: Normal Supervisory Training, Logging Training, Electrical Hazard Awareness Training (EHAT) and First Aid/CPR Trained

- **Basic Heavy Equipment Operator Clearing and Tree Removal:** OSHA 10 Hour, First Aid/ CPR (for all clearing operators), New Hire Orientation, Hazcom/GHS, Mechanical Felling Training – 1910.266; Logging eTools, EHAT, Cutting Tool, and Spotter Training

- **General Laborer**: OSHA 10 Hour, First Aid/CPR (For all Clearing operations), Logging Training (Clearing operations), New Hire/Site Orientation, Cutting Tool Training, Hazcom/GHS, and Spotter Training – Job Specific

- **Sawman (Qualified Feller)**: OSHA 10 Hour, First Aid/CPR, New Hire/Site Orientation, Cutting Tool Training, Spotter Training, Hazcom/GHS, Chainsaw Qualification: Either internal qualification or NATS based qualification, Logging Training, and EHAT.

- **Over-the-Road Truck Driver**: New Hire/Site Orientation; Debris Hauling Safety Procedures; Verification of Medical Card, CDL, and Driver File

P&J began years ago to develop an innovative process for providing extensive training for both employees and subcontractors specifically for emergency/disaster response so that we stand ready to respond appropriately to each new mission. Disaster-specific training covers FEMA 325 Public Assistance Debris Management Guidelines, U.S. Army Corps of Engineers (USACE) concept of operations, USACE safety, and the FEMA Public Assistance program. This team training has augmented P&J's impressive response history.

Employees assigned to support a debris removal mission will receive or already have received the following training, as needed:

- Ongoing safety training and briefings to field personnel
- Specialized task training as appropriate. Examples of special training programs included in a debris management safety program include, but are not limited to:
  - Loading and Hauling of C&D and Vegetative Debris
  - Tree Trimming Operations (Select Tree Removal, Leaners, Hangers and Line Clearance Tree Trimming)
  - Debris Disposal Training to Include Site Set-Up and Maintenance, Vegetative Debris Grinding, Vegetative Debris Burning, Disposal Site Safety and Environmental Management
  - Residential Clean-Up Operations
  - Household Hazardous Waste - Separation Operations
  - Ineligible Waste Inspection Management
  - Project Asbestos Management
  - Traffic Control
  - Sand and Mud Operations
  - White Goods Transportation and Processing
  - Proper Work Zone Set-Up
  - Hazard Identification and Reporting Training
  - Electrical Hazard Awareness
  - Project Quality Assurance (Project Quality Assurance/Control Personnel)

No regulatory licenses are required to perform disaster debris removal services. However, P&J maintains a robust training program that ensures that our disaster debris management clients are provided with knowledgeable and capable project teams. In addition to the job-specific training explained previously, some of the industry-specific certifications held by our staff include the following:

- FEMA Emergency Management Institute Training:
  - FEMA 325, Public Assistance Debris Management Guide
  - E0202, Debris Management Planning
  - IS-100.b, Introduction to Incident Command System (ICS)
  - IS-200.b, ICS for Single Resources and Initial Action Incident
  - IS-230.d, Fundamentals of Emergency Management
  - IS-235.c, Emergency Planning
  - IS-700.a, National Incident Management System
  - IS-800.b, National Response Framework
- U.S. Army Corps of Engineers: Contractor Quality Control Certification

6.9. QUALITY MANAGEMENT

6.9.1. CORPORATE QUALITY PROGRAM

PROVEN QUALITY CONTROL

P&J maintains an established quality management system that is compliant with the International Organization for Standardization (ISO) 9001:2008 standard.

P&J believes that our long-term success can only be achieved by fully satisfying and striving to exceed our clients' expectations regarding the quality of our services and the timeliness and dependability of our delivery. Our goal is to achieve excellence through innovation, combined with a proactive and collaborative approach with our clients to ensure understanding of the services to be provided and the metrics of performance. In order to accomplish our goals, we maintain a quality management system (QMS) compliant with the International Organization for Standardization (ISO) 9001:2008 standard, and we work to continuously improve quality in our services through appropriate quality-enhancing techniques until the level of client satisfaction described is achieved.

The purpose of our Quality Policy is to maintain an effective QMS that meets or exceeds client requirements, achieves a high level of client satisfaction, and maintains our reputation as a quality-oriented organization. This is achieved through implementation of the following:

- Managing and delivering services that are defect free and performed safely, on time, and within budget
- Maintaining personal contact with client representatives and engineers to actively address project issues and recommendations
- Developing relationships and partnering agreements with subcontractors and suppliers
- Promoting the use of local labor, subcontractors, and suppliers while monitoring their quality programs and performance
- Continually monitoring and analyzing performance to identify and implement process improvements

- Ensuring the competence, development, professionalism, and safety of our employees
- Recognizing the achievements of our staff and maximizing their potential
- Continually improving the effectiveness of our QMS
- Documenting lessons learned and applying them to future work
- Implementing and adhering to a framework of policies, procedures, and processes that comply with the requirements of the ISO 9001:2008 standard and applicable industry codes and regulations

Leadership and Top Management Commitment: Our Chief Executive Officer, President, and departmental and other managers responsible for Operations, Marketing, Safety, Purchasing, Human Resources, Quality Control, Information Technology, and Facilities comprise our corporate leadership. Each of the leaders in our organization is personally committed to the success of our QMS and take personal responsibility in the implementation, maintenance, enforcement, and improvement of our program.

Client Management: P&J has been very successful over our 66-year history in developing and retaining relationships with clients such as the USACE, Tennessee Valley Authority, and Duke Energy by conducting our work competently, safely, ethically, and with the highest quality standards achievable in our industry. We have established formal client satisfaction survey procedures to ensure that we receive adequate and representative feedback from clients in all of our five business markets. We seek and utilize the feedback of our clients to continuously improve and develop the quality of our work to meet and exceed our client's expectations.

Training and Education: P&J seeks to attract and retain the finest and highest quality talent available in the industry, whether they are seasoned professionals or industry beginners. To do so, we have established procedures for thoroughly vetting prospective employees and establishing training needs for career development. Our training programs are designed to develop the skills of the employee for their specific position and to provide opportunities for professional growth. We give our employees the tools and let them decide their path.

Teamwork: Whether it is one business market working with another business market, prime contractor to subcontractor, or joint venture relationship, we enter a project with the same overall goals: exceed client expectations, do it safely, do it ethically, and do it right the first time! We have over 1,200 employees and utilize the most qualified people to staff a project. We rely heavily upon each person to have good judgment, make good decisions, and to protect the interests of our clients and our company.

People Management and Empowerment: Our technical professionals enter projects with an understanding of the scope of services, goals, and objectives but are provided a degree of autonomy as it relates to the means and methods by which the work is accomplished. Our employees bring talents and skills to the table and are provided opportunities to provide innovation, alternatives, and options for improving processes.

Supplier Partnership: P&J engages many suppliers and subcontractors in the course of our work, many that have been long-term partners, suppliers, and service providers on projects throughout the country. We seek to engage the highest quality suppliers that share our tenacious pursuit of client satisfaction to ensure our shared successes.

Quality Planning and Strategic Efforts: As part of our QMS, we have developed procedures that are intended to ensure our thorough understanding of the work to be conducted, engage all disciplines in the planning and preparation of work, provide written guidance for planning document development, provide guidance for work inspection, and provide guidance for management of non-conforming construction. Our QMS procedures are the guidance used to ensure that we plan our work and work our plan… doing it right the first time!

Process Management: On the project level, project managers, superintendents, schedulers, estimators, quality control personnel, safety personnel, and project controls personnel share the responsibilities for maintaining the scope, schedule, and processes used for successful execution and completion of the work.

Rewards and Recognition: P&J has implemented an annual personnel evaluation program that is used to evaluate an employee's performance, determine opportunities for improvement, establish training requirements, and to provide merit increases, promotions, and incentives to our most valuable assets.

Communication: As an organization, we utilize three-way communication as an effective means of ensuring clear and concise understanding of directions, instructions, and requests. The method requires the first party to provide the direction to second party. The second party repeats the direction back to the first party to ensure understanding. The first party confirms that the second party understood the direction.

Information on our projects is communicated through written manuals, procedures, instructions, drawings, specifications, quality records, reports, etc., and through training, on-the-job instruction, meetings, and electronic media.

6.9.2. PROJECT-SPECIFIC QUALITY MANAGEMENT FOR DEBRIS REMOVAL MISSIONS

P&J's corporate quality standards and policies are ingrained into our key management and supervisory personnel and actively communicated with our project teams (including our client and their authorized representatives) at the start of the project. The project-specific quality control plan is regularly monitored and updated as needed throughout the project to address any project-specific issues that might arise.

A quality control monitor is assigned to each debris loading crew. The quality control monitor's duties include ensuring that project-specific debris from designated eligible areas is being removed; documenting the time, date, hauling vehicle information, and GPS location of the removed debris utilizing a handheld automated debris management system (ADMS) unit; and generating a load ticket populated with all of the project-specific information for the hauling unit driver to deliver to the approved DMS or final disposal facility. One quality control supervisor is provided for every eight quality control monitors. The quality control supervisor's duties include coordinating the implementation of the mission quality control program, assisting with development of task-specific quality control plans, ensuring that ADMS technology is properly deployed and functioning, and to serving as a liaison to the City and other City-designated quality representatives throughout the duration of the project.

P&J also regularly offers a USACE Contractor Quality Management training course to our employees, facilitated by a trainer who is authorized by the USACE to provide the course, to ensure that employees are familiar with current USACE quality standards.

6.10. P&J CODE OF ETHICAL CONDUCT

P&J has established a formal policy to maintain the highest ethical standards for its employees, and to ensure compliance with all applicable laws, rules, and regulations. In order to ensure that P&J operates pursuant to this policy, the company has established a Code of Ethical Conduct which incorporates the following general implementation rules:

- All employees must comply with the Code of Ethical Conduct and any officer, director, or employee violating the Code will be subject to discipline which may include demotion or dismissal.

- All employees have a duty to report to the corporate compliance officer all suspected violations of the Code of Ethical Conduct or other potentially unethical behavior by anyone including officers, directors, employees, agents, clients, prime contractors, subcontractors, and suppliers.

- Employees in management positions are personally accountable for their own conduct and for the conduct of those that report to them. Management employees are expected to inform their direct reports about the Code of Ethical Conduct, and to take all necessary steps to ensure compliance with the Code.

- No employee has the authority to direct, participate in, approve, or tolerate any violation of the Code of Ethical Conduct.

CORPORATE QUALITY IMPLEMENTATION PROCEDURES

Our QMS is augmented by 16 corporate quality implementation procedures (CQIPs) that establish guidance for how we operate as an organization. QMS CQIPs address the following topics:

1. **Procedure Policy and Purpose**
2. **Control of Documents**
3. **Quality Records**
4. **Management Review**
5. **Contract Review and Closeout**
6. **Client Relations**
7. **Continual Improvement**
8. **Competency, Awareness, and Training**
9. **Control of Operations**
10. **Inspection, Measuring, And Test Equipment**
11. **Construction Control Plan Development**
12. **Purchasing**
13. **Inspection Process**
14. **Internal Quality Audits**
15. **Corrective and Preventive Action**
16. **Control of Nonconforming Construction**

Tab B:
Price Proposal

1. OVERALL PRICING PHILOSOPHY

P&J is committed to meeting our contractual obligations and delivering projects to our clients on time and within budget. When pricing any project, including disaster debris management contracts, we take into consideration the current market values of equipment and services that we would need to procure if activated. Our ongoing relationships with our key subcontractors on both disaster and non-disaster projects have fostered a working environment where P&J understands what will be required to procure high-quality services when the need arises. Other factors that we consider as part of our pricing methodology include client location and geography, client assets, predicted resource allocation, and competing market values.

2. REASONABLE SUBCONTRACTOR COMPENSATION

The fee proposal developed by P&J for the City of Charleston may contain higher unit prices than those proposed by our competitors. The higher prices charged by P&J does not reflect an undue desire to maximize our profit, but rather to warrant that we have the ability to pay our subcontractors reasonable and timely compensation for their support. When subcontractors are paid reasonable compensation, they are motivated to provide the best personnel and equipment possible, ensure that their work activities are conducted in a safe manner and are of the highest quality possible, and remain committed throughout the duration of the project. P&J pays subcontractors on debris management projects in a timely manner, typically on a weekly basis, to guarantee the highest commitment to the project. By selecting its disaster debris management contractor based solely on lowest price, the City may encounter project delays due to subcontractor availability/turnover which in turn could place maximum federal reimbursement at risk and result in unfavorable criticism by its citizens.

3. A PROVEN METHODOLOGY

Our consistent practice of fairly and reasonably pricing disaster debris management contracts has served our firm and our clients well in the past. For example, in response to Hurricane Irma's Florida landfall and widespread impacts, 25 of Phillips & Jordan's pre-positioned contracts were activated in seven Florida counties (Broward, Highlands, Hillsborough, Miami-Dade, Palm Beach, Pinellas, and Volusia) to assist with emergency road clearance and debris removal, reduction and disposal. While other contractors were abandoning pre-established pricing and lobbying their clients for higher rates in an effort to lure hauling resources to their projects, P&J secured sufficient hauling units to complete our contracted work on time and based on the rates in our existing contracts. Despite the challenges stemming from the volatile market caused by Hurricane Irma's widespread impact and immediate demand by multiple prime contractors for a finite number of available resources, P&J maintained our timeline and pricing commitments to both our clients and our subcontractors on all of our activated contracts following Hurricane Irma.

NOTE: P&J will charge a 15% mark-up on any materials not listed on this price proposal that are acquired in connection with performance of any project under this contract.

Schedule 1 - HOURLY EQUIPMENT AND LABOR PRICE SCHEDULE				
Description	**Unit**	**Quantity**	**UnitCost**	**Extended Cost**
Bobcat Loader	Hour	1	$95.00	$95.00
Bucket Truck w/Operator	Hour	1	$150.00	$150.00
Crash Truck w/Impact Attenuator	Hour	1	$85.00	$85.00
Dozer, Tracked, D5 or similar	Hour	1	$145.00	$145.00
Dozer, Tracked, D6 or similar	Hour	1	$165.00	$165.00
Dozer, Tracked, D7 or similar	Hour	1	$185.00	$185.00
Dozer, Tracked, D8 or similar	Hour	1	$225.00	$225.00
Dump Truck, 18 CY-20 CY	Hour	1	$90.00	$90.00
Dump Truck, 21 CY-30 CY	Hour	1	$105.00	$105.00
Generator and Lighting	Hour	1	$18.00	$18.00
Grader w/12' Blade	Hour	1	$145.00	$145.00
Hydraulic Excavator, 1.5 CY	Hour	1	$135.00	$135.00
Hydraulic Excavator, 2.5 CY	Hour	1	$165.00	$165.00
Knuckleboom Loader	Hour	1	$225.00	$225.00
Lowboy Trailer w/Tractor	Hour	1	$125.00	$125.00
Mobile Crane (Adequate for hanging limbs/leaning trees)	Hour	1	$300.00	$300.00
Pickup Truck, .5 Ton	Hour	1	$15.00	$15.00
Truck, Flatbed	Hour	1	$125.00	$125.00
Water Truck	Hour	1	$65.00	$65.00
Wheel Loader, 2.5 CY, 950 or similar	Hour	1	$120.00	$120.00
Wheel Loader, 3.5 – 4.0 CY, 966 or similar	Hour	1	$145.00	$145.00
Wheel Loader, 4.5 CY, 980 or similar	Hour	1	$165.00	$165.00
Wheel Loader-Backhoe, 1.0 – 1.5 CY	Hour	1	$130.00	$130.00
Other – Please List				
Bucket Truck (50' REACH)	Hour	1	$150.00	$150.00
Stump Grinder (30" diameter or less)	Hour	1	$40.00	$40.00
Stump Grinder (Greater than 30" diameter)	Hour	1	$80.00	$80.00
Chipper/Mulcher (12" Throat)	Hour	1	$58.00	$58.00
Vacuum Truck/Jetter	Hour	1	$400.00	$400.00
15 KW Generator	Hour	1	$15.00	$15.00
50 KW Generator	Hour	1	$25.00	$25.00
150 KW Generator	Hour	1	$40.00	$40.00
Labor Category Hourly Labor Rate				
Operations Manager w/Cell Phone and Pickup	Hour	1	$98.00	$98.00
Crew Foreman w/Cell Phone and Pickup	Hour	1	$84.00	$84.00
Tree Climber/Chainsaw	Hour	1	$68.00	$68.00
Laborer w/Chain Saw	Hour	1	$54.00	$54.00
Laborer w/small tools, traffic control, or flag-person	Hour	1	$49.00	$49.00
EH&S Manager with Cell/Truck	Hour	1	$89.00	$89.00
Field Safety Technician	Hour	1	$80.00	$80.00
Administrative Assistant	Hour	1	$54.00	$54.00
Clerical	Hour	1	$49.00	$49.00

Schedule 2 - UNIT RATE PRICE SCHEDULE

Line Item	Description	Unit	Quantity	UnitCost	Extended Cost
1	ROW Vegetative Debris Removal (Collect & Haul) $ Per Cubic Yard. Work consists of pick and transport of vegetative debris on the ROW to a City-approved DMS or other designated disposal facility.				
1a.	Delivery to City approved DMS	CY	1	$9.25	$9.25
1b.	Delivery to designated disposal facility	CY	1	$14.75	$14.75
2	ROW Construction & Demolition Debris Removal (Collect & Haul) $ Per Cubic Yard. Total Work consists of pick and transport of C&D debris on the ROW to a City-approved DMS or other designated disposal facility.				
2a.	Delivery to City approved DMS	CY	1	$9.25	$9.25
2b.	Delivery to designated disposal facility	CY	1	$28.25	$28.25
3	Demolition, Removal, and Transport of Structures $ Per Cubic Yard. Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to demolish structures on private property.	CY	1	$29.00	$29.00
4	DMS Management and Operations $ Per Cubic Yard. Total Work consists of the management and operation of DMS' for acceptance, management, segregation, and staging of disaster related debris.	CY	1	$2.00	$2.00
5	Reduction of Storm Generated Debris by Grinding $ Per Cubic Yard. Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by grinding.	CY	1	$1.90	$1.90
6	Reduction of Storm Generated Debris by Incineration $ Per Cubic Yard. Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by incineration.	CY	1	$2.00	$2.00
7	Haul-out of Reduced Debris to Final Disposal Site $ Per Cubic Yard. Total Work consists of pick up and transport of reduced debris at a City-approved DMS to a final disposal facility				
7a.	Vegetative	CY	1	$12.00	$12.00
7.b	Construction & Demolition	CY	1	$18.50	$18.50
8	Removal of Hazardous Leaning Trees and Hanging Limbs $ Per Tree. Work consists of removing hazardous leaning or hanging limbs and placing them on the ROW for haul-off.				
	a. 12 inch to 23.99-inch diameter		1	$60.00	$60.00
	b. 24 inch to 35.99-inch diameter		1	$140.00	$140.00
	c. 36 inch to 47.99-inch diameter		1	$275.00	$275.00
	d. 48 inch and larger diameter		1	$400.00	$400.00
	Hanging Limbs (per tree)	per tree		$115.00	$115.00
9	Removal of Hazardous Stumps $ Per Stump. Total Work consists of removing hazardous stumps and placing them on the ROW for haul off.				
	a. 24 inch to 35.99-inch diameter		1	$250.00	$250.00
	b. 36 inch to 47.99-inch diameter		1	$400.00	$400.00
	c. 48 inch and larger diameter		1	$700.00	$700.00
10	Household Hazardous Waste Removal, Transport, and Disposal $ Per Pound. Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Household Hazardous Waste.	LB	1	$9.00	$9.00
11	Abandoned Vehicle Removal $ Per Unit. Total Work consists of the removal of abandoned vehicles in areas identified and approved by the City and subsequently transported to a City approved staging area.		1	$250.00	$250.00
12	Animal Carcass Removal and Disposal $ Per Unit. Total Work consists of the removal of animal carcasses in areas identified and approved by the City and subsequently transported to a City approved staging area.		1	$5.00	$5.00

Schedule 2 - UNIT RATE PRICE SCHEDULE					
Line Item	Description	Unit	Quantity	UnitCost	Extended Cost
13	ROW White Goods Debris Removal (Collect & Haul) $ Per Cubic Yard. Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of White Goods.		1	$35.00	$35.00
14	Freon Removal $ Per Unit . Total Work consists of the recovery and disposal of refrigerants from items containing Freon.		1	$20.00	$20.00
15	Asbestos Removal $ Per Cubic Yard. Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Asbestos.		1	$50.00	$50.00
	Grant Total				**$2,835.90**

Note: as per question 12 in addendum 1, issued August 1, 2019 the Estimated Quantities are based off values of 1 for all line items.

Total Estimated Contract Price

Storm Debris Removal 2019

Please do not forget to include the Unit Rate Price Schedule.

Total-$ 2,835.90

SUBMITTED BY: Phillips & Jordan, Inc.

PROPOSER: Phillips & Jordan, Inc.

SIGNED: Dudley Orr

NAME (PRINT): Dudley Orr

ADDRESS: 10201 Parkside Drive, Suite 300

CITY/STATE: Knoxville, TN ZIP 37922

TELEPHONE: (865) 688-8342 Area Code FAX: (865) 688-8369

Area Code Area Code

INDICATE MINORITY OWNERSHIP STATUS OF BIDDER (FOR STATISTICAL PURPOSES ONLY):

CHECK ONE:

_____ NON-MINORITY OWNED

_____ ASIAN AMERICAN _____ AFRICAN AMERICAN _____ AMERICAN INDIAN

_____ HISPANIC _____ OTHER MINORITY Describe_____

__X__ WOMAN (non-minority)

Tab C:
Subcontracting Plan

1. SUBCONTRACTING PLAN

1.1. SUBCONTRACT PROCUREMENT POLICY

P&J's subcontract procurement policy has always involved efforts beyond simply identifying and offering opportunities to subcontractors including small and disadvantaged business concerns. P&J has historically provided technical, financial, and equipment support to subcontractors who need such assistance to procure and successfully perform subcontracts. As a prime contractor, on every disaster debris management project that we perform, P&J pays our subcontractors on a weekly basis well in advance of payment receipt from our clients. It is P&J's intent to continue this policy and expand our assistance to subcontractors as a prime contractor during future disaster debris management missions.

ABILITY TO SECURE SUBCONTRACTOR RESOURCES

The ongoing relationship between P&J and our key pre-positioned subcontractors along with our compensation philosophy ensures that our subcontractors are motivated to assist P&J on disaster response projects, provide the best personnel and equipment possible, ensure that their work activities are conducted in a safe manner and are of the highest quality possible, and remain committed throughout the duration of the project.

P&J routinely reviews information sources to determine the competence, ability, experience, and capacity of small and disadvantaged business concerns to perform additional, more complex, or higher compensated work. P&J also identifies areas in which it may be able to provide technical or other assistance to small and disadvantaged business concerns which will increase their competency and therefore become eligible for more sophisticated work assignments.

P&J typically utilizes a combination of key pre-positioned subcontractors with whom we have executed master service agreements, pre-registered subcontractors who are documented in our internal subcontractor database, and small and disadvantaged business concerns identified following a disaster event. P&J has a proven track record of meeting the socioeconomic subcontracting goals of our clients and ensuring that our subcontracting efforts are in compliance with all applicable federal regulations.

Subcontractors typically self-perform or partially support the following requirements on an as needed basis:

- Collection and transportation of debris
- Reduction and disposal of vegetative debris
- Sorting, decommissioning, packaging, and transportation of household hazardous waste, construction & demolition debris, white goods, electronic waste, small motorized equipment, or other non-vegetative debris
- Performing traffic control
- Performing structural demolition
- Hazardous tree, limb, and stump removal
- General labor for miscellaneous work

Furthermore, to support our clients' efforts to comply with the procurement requirements as stated in 2 C.F.R. 200.321, P&J actively encourages participation of minority businesses, women's business enterprises and labor surplus area firms as a part of disaster debris management projects whenever possible. P&J solicits certified socio-economically disadvantaged businesses to provide collection and transportation of debris; reduction and disposal of vegetative debris; sorting, decommissioning, packaging, and transportation of household hazardous waste (HHW), construction and demolition (C&D), white goods, electronic waste, or other non-vegetative debris; performing traffic control, demolition activities, hazardous tree removal, or installation of erosion control; and general labor for miscellaneous work. P&J is committed to incorporating the following acts of good faith:

- Assisting interested M/WBEs in obtaining bonding, lines of credit, and insurance
- Providing interested M/WBEs technical assistance or information related to the plans, specifications and requirements for work to be subcontracted or supplied by M/WBEs
- Assisting interested M/WBEs in obtaining necessary equipment, supplies, materials or related assistance or services
- Sub-dividing bid items into economical feasible work units to allow M/WBEs every advantage to quoting the project
- Negotiating in good faith with interested M/WBEs

1.2 PRE-POSITIONED SUBCONTRACTORS

During our 42-year history of providing disaster debris management services, P&J has established long-term relationships with a highly qualified group of key pre-positioned subcontractors that have provided equipment and manpower for numerous disaster debris management missions previously completed by P&J. In order to ensure the readiness of these subcontractors to immediately mobilize in response to a disaster event, P&J has executed enforceable master subcontracts for disaster response services with each of our key pre-positioned subcontractors – rather than just letters of commitment.

In addition to disaster-related projects, many of our key pre-positioned subcontractors provide support to P&J for construction projects that are conducted on a year-round basis. The ongoing relationship between P&J and our key pre-positioned subcontractors provides the advantages of established lines of communication, a full understanding of each team member's core capabilities and approach to conduct of operations, and the necessary manpower and equipment to address any size disaster event.

A listing of P&J's key pre-positioned subcontractors is provided in the table that follows, and a copy of the current Master Subcontract for Disaster Response Services for each company can be provided upon request.

	Hurricane Irma (2017)	Hurricane Harvey (2017)	Hurricane Matthew (2016)	Louisiana Historic Flooding (2016)	Texas Tax Day and Memorial Day Floods (2016)	Butte Wildfire (2015)	South Carolina Flooding (2015)	South Carolina Ice Storm (2014)	Colorado Flooding (2013)	Hurricane Isaac (2012)	Hurricane Sandy (2012)	Raleigh, NC Tornado (2011)	Alabama Tornado Super-Outbreak (2011)	Joplin, MO Tornado (2011)	Hurricane Irene (2011)	Cherokee County/Tahlequah Ice Storm (2009)	Hurricanes Gustav & Ike (2008)	Buffalo, NY Ice Storm (2006)	Hurricane Katrina (2005)	Hurricane Rita (2005)	Hurricane Wilma (2005)	Hurricanes Frances & Jeanne (2004)	Hurricane Charley (2004)	Hurricane Ivan (2004)
BKW, Inc. (FL)	X			X	X	X			X	X	X	X	X	X		X		X	X	X		X		X
Bush Construction and Disaster Company (FL)												X	X				X		X		X	X	X	
Cheoah Construction Company, Inc. (NC)													X											
Drewery Construction Company, Inc. (TX)			X	X							X		X	X				X	X	X	X	X	X	X
EE&G Disaster Response, LLC (FL)															X				X	X	X	X		
Grillot Construction, LLC (LA)	X	X																						
Hensley R. Lee Construction, Inc. (MS)													X											
H&R of Belle Glade, LLC (FL)	X												X		X		X		X		X	X		
Lane Hauling & Excavating (TN)													X									X	X	X
Metrolina Landscape Company, Inc. (NC)	X												X						X		X			X
MLU Services, Inc. (GA)													X						X	X		X	X	X
Optimum Services, Inc. (FL)	X		X													X	X		X	X	X	X		X
Orr Industries, LLC (FL)	X																							
Parkman Tree Service (SC)	X		X				X						X				X		X	X				
Rio-Bak Corporation (FL)	X		X					X					X		X		X		X		X	X		
Selco Construction (VA)		X																						
Siboney Contracting Co. (FL)	X			X		X							X				X							
Terry Bucks Contracting, LLC (GA)			X	X																				
Terry Tree Service South, LLC (NY)	X		X			X					X		X	X	X		X	X	X	X	X	X	X	X
Thunder Disaster Services, Inc. (NC)	X		X				X	X			X	X	X	X	X	X		X	X	X	X	X	X	X
Tiger Bayou, Inc. (LA)		X		X									X				X		X	X				
UPE Resources, Inc. (CA)						X																		

1.3. PRE-REGISTERED SUBCONTRACTORS

In order to ensure maximum local participation during a future disaster event that impacts the City and ensure full compliance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), P&J maintains a database of pre-registered subcontractors located through the United States to supplement the resources offered by P&J and our key pre-positioned subcontractors. At the present time P&J has pre-registration information on file for 468 subcontractors located in the State of South Carolina.

The pre-registration process allows P&J to confirm equipment suitability and readiness, verify insurance policies are sufficient and current, review financial and safety performance, and execute subcontractor agreements. Completing these tasks in advance of a disaster event allows P&J to execute disaster debris management missions in a timely and coordinated manner and provides the City with the opportunity to approve or disapprove potential subcontractors before they commence operational work assignments.

1.4. PROPOSED SUBCONTRACTORS

P&J anticipates that approximately 60% of the work performed during a disaster debris management mission would be subcontracted in the event of a contract activation. The following table lists key pre-positioned subcontractors that could support P&J under Master Work Orders for debris removal, tree and stump removal, vegetative debris reduction, and environmental services as part of the City disaster debris management mission. P&J's intent is to distribute work evenly among all subcontractors. Regardless of the level of subcontractor participation, P&J will ensure that all required manpower and equipment is deployed to meet the specific needs of any debris management contract activation.

Company Name	Address	Designation	Type of Work
Basulto Management Consulting, Inc	Hallandale Beach, FL	DBE, SBE	Hauling
BKW, Inc.	Pensacola, FL	WBE	Hauling
Bush Construction and Disaster Co.	Auburndale, FL	None	Hauling
Cheoah Const. Co. Inc.	Robbinsville, NC	HZ, SBE, WBE	Hauling
Contractor Support Services, Inc.	Wellington, FL	MBE, SBE	Hauling
Drewery Construction Co, Inc.	Nacogdoches, TX	None	Hauling
EE&G Disaster Response, LLC	Miami Lakes, FL	None	ENV
Grillot Construction, LLC	Belle Chase, LA	None	Hauling
Hensley R. Lee Cont. Inc.	Picayune, MS	HZ, SDB, VO	Hauling
H & R of Belle Glade, LLC	Belle Glade, FL	HZ, MBE, SBA	Hauling
Lane Hauling & Excavating	Clarkrange, TN	HZ, SDB, WBE	Hauling
Metrolina Landscape Co, Inc.	Charlotte, NC	None	Hauling
MLU Services, Inc.	Athens, GA	MBE, SDB, WBE	Hauling
Optimum Services, Inc.	Okeechobee, FL	HZ, SBE, VO	Hauling

Company Name	Address	Designation	Type of Work
Orr Industries, LLC	San Antonio, FL	WBE, SBE	Hauling
Parkman Tree Service	Lancaster, SC	SBE	Hauling
Rio-Bak Corporation	Wellington, FL	SBE (Federal)	Hauling
Selco Construction	Bristol, VA	None	Hauling
Siboney Contracting Co.	West Palm Beach, FL	MBE	Hauling
Terry Bucks Contracting, LLC	Gainesville, GA	None	Hauling
Thunder Disaster Services, Inc.	Waynesville, NC	VO, WBE	Hauling
Terry Tree Service South, LLC	Rochester, NY	None	Hauling
Tiger Bayou, Inc.	Port Allen, LA	SBE	Hauling
UPE Resources, Inc.	Yorba Linda, CA 9287	VO	Hauling
DBE: Disadvantaged Business Enterprise | HZ: HubZone | SBA: Small Business Administration-Certified | SBE: Small Business Enterprise | SDB: Small Disadvantaged Business | MBE: Minority-Owned Business Enterprise | VO: Veteran-Owned Business | WBE: Woman-Owned Business Enterprise			

2. LOCAL & DISADVANTAGED BUSINESS SUBCONTRACTING

Please find the required forms detailing P&J's minority/woman owned business enterprise plan for meeting the City's specific participation goals at the back of this proposal section.

2.1. AFFIRMATIVE ACTION POLICY STATEMENT

It is the policy of P&J, regardless of the project type, to actively seek and contract with local small and disadvantaged businesses including, but not limited to, Small Business, certified Small Disadvantaged Business, Women-Owned Small Business, Historically Underutilized Business Zone, Veteran-Owned Small Business, and Service-Disabled Veteran-Owned concerns. This policy will be affirmatively enforced with respect to execution of work for the City.

P&J's senior managers personally oversee the implementation of existing corporate policies to ensure that small business participation goals are achieved, and periodically consult with operations managers and contract administrators to measure progress toward achieving established goals. P&J has institutionalized a buying practice that encourages identifying and contracting with local small and disadvantaged businesses for both services and supplies. In addition, the company requires all retained large business subcontractors to comply with the small business participation goals established by P&J.

SUBCONTRACTING TRACK RECORD

P&J has a proven track record of meeting the socioeconomic subcontracting goals of our clients and ensuring that our subcontracting efforts are in compliance with all applicable federal regulations.

2.2. PARTICIPATION MODEL

P&J is committed to helping local communities recover economically from a disaster event. The P&J participation model has proven to be very effective in keeping the maximum amount of recovery dollars within the local community. P&J works with local contractors, businesses, and labor pools to maximize local participation with a particular emphasis on small and disadvantaged business participation. P&J's unique ability to blend experienced disaster subcontractors with local contractors who may not have disaster recovery experience has proven to be very successful. During the 2011 disaster response to the tornados that impacted numerous areas throughout the State of Alabama, and Joplin, Missouri, over 80% of P&J's first tier subcontractors were local contractors.

Regardless of the disaster debris management mission magnitude, locating and identifying qualified local subcontractors is an indispensable component to mission success. While P&J, with the support of our pre-positioned subcontractors, has the capacity and capability to self-perform disaster debris management missions, we are committed to aggressively identify, assess, and retain local subcontractors (and residents) to become part of the overall recovery team.

P&J is constantly seeking qualified, socioeconomically disadvantaged safety conscious subcontractors to add to our subcontractor database. To this end, we have a page on our website (www.pandj.com) that allows subcontractors from any locale to enter contact information, specialties, and disadvantaged status. Using information registered at our website, P&J continuously updates a database which lists subcontractors, suppliers, and vendors who have pre-registered and expressed an interest in working with P&J on future disaster debris management missions.

2.3. DISASTER RESPONSE

During the early stages of the disaster response, P&J identifies qualified local subcontractors (including small and disadvantaged subcontractors) to support disaster debris management operations in accordance with the Stafford Act. Local subcontractors are retained to perform a variety of functions including, but not limited to, collection and transportation of debris; disposal of vegetative debris; collection and processing of white goods, electronic waste, and small motorized equipment items; traffic control; and other activities required to support operations.

Upon initiation of disaster debris management operations, P&J contacts pre-registered subcontractors and other local subcontractors to evaluate their capabilities and availability to support operations in accordance with the Stafford Act. Particular emphasis is placed on identifying qualified local small and disadvantaged subcontractors. P&J limits, when feasible, competition to only local subcontractors again with an emphasis on small and disadvantaged business concerns. Additionally, in order to ensure the "flow down" of this philosophy, P&J will obtain commitments from its large business subcontractors to identify discreet tasks or portions of acquisitions that could be set-aside for local small and disadvantaged business concerns.

After assessing the size and scope of a disaster debris management mission, P&J may also recruit and hire local residents to assist in a variety of capacities and essential functions within the mission structure. The purpose of this is fourfold: the local residents know the area best, they have a vested interest in a recovery mission, it puts people to work that might otherwise be jobless in the immediate aftermath of a disaster

event, and it lets local people see firsthand the importance that their local officials place on the recovery of the community. Depending upon the size and scope of the disaster event, local personnel may be trained and utilized for essential functions including, but not limited to, the following:

- Sector/Zone Monitors
- Quality Control Monitors
- Traffic Control Personnel
- Clerical and Administrative Staff
- Logistical Assistance
- Health Related Services

Depending on the size and duration of the recovery efforts, and to facilitate the performance of the necessary clerical and administrative functions, P&J may rent or lease local office space as close to the impacted area as possible. This provides ease of access, contact, and coordination with local officials and other government representatives. Meeting all permitting and business licensing requirements for a local office (and for the project) heightens the awareness of P&J as a part of the community and contributes to the local tax base.

PROVEN HISTORY OF M/WBE AND LOCAL SUBCONTRACTOR UTILIZATION

Following Hurricane Gustav, P&J, Inc. partnered with Overton Construction Co Inc. in Pointe Coupee Parish to remove the right-of-way (ROW) debris and clean-up the canals and waterways that were impacted by the storm. With Overton Construction being a long time local minority contractor based in New Roads, we were able to use over 90% local crews and equipment to pick-up just over 130,000 cubic yards of vegetative debris in the City of New Roads and Pointe Coupee Parish. In addition, we removed 4,400 hazardous limbs/trees and cleaned over 381,000 LF of waterways. All but two bucket truck crews used on the project were Louisiana residents with most of them being residents of Pointe Coupee Parish which gave the rural Parish a much needed financial boost while recovering from this devastating storm.

MWBE Compliance Provisions and Instructions
Minority/Women Business Enterprise Program Forms

This Project is covered under the City of Charleston's Minority/Women Business Enterprise (MWBE) Program, administered by Ruth Jordan, MBE Manager, 2 George Street, Suite 3600, Charleston SC, 29401, (843) 724-7434.

The City has established goals for both Minority Business Enterprises (MBE) and Women Business Enterprises (WBE). An MBE is a small business owned and controlled by a minority. A WBE is a small business owned and controlled by a woman. The minority or woman must own fifty-one percent (51%) of the business and they must control the management and daily operations of the business in order to qualify.

Charleston City Council has adopted a policy setting 20% as the guidelines for combined minority-owned and women-owned business enterprise participation for this project. This MWBE requirement for participation in this Contract for services shall be made a part of any contract resulting from this solicitation. These requirements shall also apply to all subcontracts issued by the successful bidder(s).

All bidders must document the extent of their MWBE participation by completing the MWBE Compliance Provision Forms.

All MBE/WBE subcontractors must have a Certificate of Eligibility on file with the City's Minority Business Enterprise Office. A list of certified minority and women-owned firms can be found on the City of Charleston's web site www.charleston-sc.gov under "BIDLINE" link or by contacting Ruth Jordan, MBE Manager, 2 George Street, Suite 3600, Charleston SC, 29401, (843) 724-7434, jordanr@charleston-sc.gov.

COMPLIANCE REQUIREMENTS:

1. The Bidder shall provide, **with their bid form submittal,** the following Affidavits properly executed which signify that the Bidder understands and agrees to abide by the City's MWBE Compliance Provisions.

☒ **Affidavit A - Listing of the Good Faith Effort to Identify & Secure Minority and Women-owned Business Participation.**

AND

☒ **Affidavit B – Work to be Performed by Minority and/or Women-owned Firms**

OR

☐ **Affidavit C – *Intent to Perform Contract with Own Workforce*,** in making this certification the Bidder states that the Bidder does not customarily subcontract elements of this type of Project and will perform all elements of the work with his/her own current work forces.

Failure to comply with any of the statements, certifications, or intentions stated in the affidavits, or the MBE/WBE compliance provisions shall constitute a breach of the Contract. Any such breach may result in termination of the Contract in accordance with the termination provisions contained in the Contract. It shall be solely at the option of the City of Charleston whether to terminate the contract for breach. In addition to terminating the Contract, the bidder may be prohibited from participation in future solicitations as determined by the City of Charleston.

Name of Company: Phillips & Jordan, Inc.

Dudley Orr
Signature

August 13, 2019
Date

Dudley Orr
Print Name

Vice President
Title

Susan R Williams
Witness

AFFIDAVIT A
Page 1 of 2

City of Charleston, South Carolina Listing of the Good Faith Effort

Affidavit of Phillips & Jordan, Inc.
(Name of Bidder)

I have made a good faith effort to comply with the City of Charleston's MWBE compliance provisions under the following checked areas:
(A minimum of 6 areas must be checked in order to have achieved a "good faith effort")

- o 1. Contacted MWBE businesses that reasonably could have been expected to submit a quote and that were known to the Bidder, or available on Federal, State or local government maintained lists, at least 10 business days before the submittal date and notified them of the nature and scope of the work to be performed. ***Complete Affidavit A, Page 2.***
- o 2. Followed up with contacted MWBE subsequent to the initial contact and at least 72 hours prior to submittal deadline/bid opening either by phone, facsimile or in person.
- o 3. Made the construction plans, specifications, and requirements available for review by prospective MWBE businesses, or providing these documents to them at least 10 business days before the submittal deadline/bid opening.
- o 4. Itemized elements of the work or combined elements of the work into economically feasible units to facilitate MWBE participation.
- o 5. Attended any pre-solicitation meetings scheduled by the City.
- o 6. Provided MWBE assistance with getting required bonding or insurance requirements or provided alternatives to bonding or insurance.
- o 7. Negotiated in good faith with interested MWBEs and did not reject them as unqualified without sound reasons based on their capabilities. ***(Any rejection of a minority or woman-owned business based on lack of qualifications shall include reasons for rejection documented in writing.)***
- o 8. Provided MWBEs assistance with securing needed equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisted MWBEs in obtaining the same unit pricing with the Bidder's suppliers in order to help such businesses in establishing credit.
- o 9. Provided training or mentoring to at least two (2) MWBEs within 120 days prior to submittal deadline/bid opening. The training or mentoring program should be in conjunction with local trade groups, technical schools or community organizations that provide recruitment, education or skill levels.
- o 10. Negotiated joint venture, partnership or other similar arrangements with MWBEs in order to increase opportunities for MWBE participation.
- o 11. Provided quick pay agreements and policies to enable MWBE contractors and suppliers to meet cash-flow demands.

I hereby agree to enter into a formal agreement with the firms listed in Affidavit B Work to be performed by Minority Firms conditional upon execution of a contract with the Owner. Failure to abide by this provision will constitute a breach of the contract.

I hereby certify that I have read and agree to the terms of the Minority / Women-Owned Business Enterprise Program, and I am the Bidder or I am authorized to bind the Bidder to the commitment herein set forth.

Date: August 13, 2019 Name of Authorized Officer (Print/Type): Dudley Orr

Signature: Dudley Orr

Title: Vice President

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, _____, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact EnviroSmart Inc. - Michael Costa, Vice President	**Minority Firm Address** 1629 Meeting Street Rd., Charleston, SC 29405
Minority Firm Telephone Number 843-+772-0062 **Minority Firm Fax Number** None **DBE Certification Number** 04-031419-135	**Minority Group Type** ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
2. Minority Firm Name and Contact Old Saint Construction Group, LLC - Arthur Urgent, Sole Member	**Minority Firm Address** 659 Riverland Dr., Charleston, SC 29412
Minority Firm Telephone Number 843-795-3895 / cell: 843-514-2808 **Minority Firm Fax Number** None **DBE Certification Number** 0103230919	**Minority Group Type** ☒ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
3. Minority Firm Name and Contact Siboney Contracting, Co - Ray Luke, President	**Minority Firm Address** 1450 Centrepark Blvd., Suite 100, West Palm Beach, FL 33401
Minority Firm Telephone Number 561-832-3110 **Minority Firm Fax Number** 561-650-7330 **DBE Certification Number** 04-050319-150	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☒ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
4. Minority Firm Name and Contact Global Solutions	**Minority Firm Address** 323 N. Main Street, Sumter, SC 29150
Minority Firm Telephone Number 850-818-1121 **Minority Firm Fax Number** None **DBE Certification Number** 0208111724	**Minority Group Type** ☒ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: August 13, 2019 Name of Authorized Officer (Print/Type): Dudley Orr

Sworn to before me this 13th day of August, 2019

Notary Public for the State of Tennessee

My Commission Expires: 3-5-2022

Print Name: Susan R. Williams

Phone Number: 865-392-3060

Address: 10201 Parkside Dr. Knoxville, TN 37922

Signature: Dudley Orr

Title: Vice President

Notary Seal: SUSAN R WILLIAMS TENNESSEE NOTARY PUBLIC My Comm Exp. March 5, 2022 COUNTY OF KNOX

Susan R Williams

AFFIDAVIT B

City of Charleston, South Carolina
Work to be Performed by Minority/Women-Owned Businesses

Affidavit of Phillips & Jordan, Inc. (Name of Bidder). I hereby certify that on the Storm Debris Removal Services (Project Name), Total Project Amount $ Unknown

I will make a good faith effort to expend a minimum of 20 % of the total dollar amount of the Contract with minority/women-owned business enterprises. Minority/women-owned businesses will be employed as subcontractors, vendors, suppliers, or providers of professional services. Such work will be subcontracted to the following businesses listed below:

(Attach additional sheets if needed)

Name and Phone Number	*Minority Code	Work Description	Dollar Value
EnviroSmart, Inc. 843-772-0062	W	ROW collection & hauling	$ TBD
Old Saint Construction Group, LLC 843-795-3895	B	ROW collection & hauling Tree removal, demolition	$ TBD
Siboney Contracting Co. 561-832-3110	H	ROW collection & hauling Tree removal, demolition	$ TBD
Global Solutions 850-818-1121	B/W	ROW collection, hauling, & reduction tree removal	$ TBD
			$
			$
			$

Total MBE Participation: Greater than 20 % $ TBD

* Minority categories: African American (**B**); Hispanic (**H**); Asian American (**A**), American Indian (**I**); Woman Owned (**W**); Other (**D**)

I will enter into a formal Contract with the above minority/women-owned business enterprises for the work listed in the above schedule conditional upon execution of a Contract with the Owner.

I certify that I have read the terms of this commitment and I am the Bidder or authorized to bind the Bidder to the commitment set forth herein. I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: August 13, 2019 Name of Authorized Officer (Print/Type): Dudley Orr

Signature: Dudley Orr

Title: Vice President

Sworn to before me this 13th day of August, 2019

Notary Public for the State of Tennessee

My Commission Expires: 3-5-2022

Notary Seal:

SUSAN R WILLIAMS
TENNESSEE NOTARY PUBLIC
My Comm Exp. March 5, 2022
COUNTY OF KNOX

Print Name: Susan R Williams

Phone Number: 865-392-3060

Address: 10201 Parkside Dr. Knoxville, TN 37922

Susan R Williams

NON-DISCRIMINATION STATEMENT

The proposer certifies that:

(1) No person shall be excluded from participation in, denied the benefit of, or otherwise discriminated against on the basis of age, sex, race, disability, national origin, religion, sexual orientation or gender identity in connection with any bid submitted to the City of Charleston or the performance of any contract resulting therefrom; (See #51 on page 12).

(2) That it is and shall be the policy of this Company to provide equal opportunity to all business persons seeking to contract or otherwise interested in contracting with this Company, including those companies owned and controlled by racial minorities, cultural minorities, and women;

(3) In connection herewith, we acknowledge and warrant that this Company has been made aware of, understands and agrees to take affirmative action to provide such companies with the maximum practicable opportunities to do business with this Company;

(4) That this promise of non-discrimination as made and set forth herein shall be continuing in nature and shall remain in full force and effect without interruption;

(5) That the promises of non-discrimination as made and set forth herein shall be and are hereby deemed to be made as part of and incorporated by reference into any contract or portion thereof which this Company may hereafter obtain and;

(6) That the failure of this Company to satisfactorily discharge any of the promises of non-discrimination as made and set forth herein shall constitute a material breach of contract entitling the City of Charleston to declare the contract in default and to exercise any and all applicable rights and remedies including but not limited to cancellation of the contract, termination of the contract, suspension and debarment from future contracting opportunities, and withholding and or forfeiture of compensation due and owing on a contract.

Dudley Orr

Signature

Dudley Orr, Vice President

Title & Name

Firm Name: Phillips & Jordan, Inc.

Note: The Minority/Woman-Owned Business Office is available to identify qualified M/WBE's. Please contact the Office at (843) 724-7434. This form may be copied as needed. The City of Charleston has also posted a list of registered M/WBE's on its website at http://www.charleston-sc.gov/bidline.

City of Charleston

MWBE Certification

This is to certify that

Envirosmart Inc.

has met the requirements and is a certified minority or woman-owned business enterprise in good standing with the City of Charleston, South Carolina's Minority and Women Business Enterprise Program.

March 14, 2019	04-031419-135	March 31, 2024
Date of Certification	**Certification Number**	**Expiration Date**

MBE Manager

City of Charleston

MWBE Certification

This is to certify that

Old Saint Construction Group, LLC

has met the requirements and is a certified minority or woman-owned business enterprise in good standing with the City of Charleston, South Carolina's Minority and Women Business Enterprise Program.

February 9, 2018	0103230919	February 28, 2022
Date of Certification	Certification Number	Expiration Date

MBE Manager

City of Charleston

M/WBE Certification

This is to certify that

Siboney Contracting Co.

has met the requirements and is a certified minority or woman-owned business enterprise in good standing with the City of Charleston, South Carolina's Minority and Women Business Enterprise Program.

May 3, 2019	04-050319-150	May 30, 2024
Date of Certification	Certification Number	Expiration Date

Ruth Jordan

Ruth Jordan, MBE Manager

City of Charleston

MWBE Certification

This is to certify that

Global Construction & Development Group

has met the requirements and is a certified minority or woman-owned business enterprise in good standing with the City of Charleston, South Carolina's Minority and Women Business Enterprise Program.

August 10, 2017
Date of Certification

0208111724
Certification Number

August 31, 2020
Expiration Date

MBE Manager

Tab D:
Summary of Qualification and Experience

1. SUMMARY OF QUALIFICATIONS

P&J offers more than 42 years of experience as a disaster recovery and debris management contractor with the capability to rapidly provide the management team, equipment, workforce, and supporting resources required to respond to any natural or man-made disaster effectively.

We have supported the response and recovery efforts of local, state, and federal governments and agencies as well as private sector clients across the nation following significant federally-declared disasters.

We are a proven provider of high quality and cost-effective disaster debris management services with demonstrated expertise in the following areas:

STRONG RESPONSE HISTORY

P&J has provided disaster response and debris management services since the 1970s, prior to the Stafford Act.

P&J has responded to a vast majority of the significant storm-related disasters in the U.S. and to numerous other events involving tornadoes, snow/ice storms, rock/land/mudslides, wildfires, droughts, and floods.

We have provided support following man-made incidents including acts of terrorism and environmental disasters.

- Disaster recovery planning and technical assistance
- Emergency road clearance
- Public right of way (ROW) debris segregation and removal
- Vegetative debris reduction
- Specialty debris and hazardous materials collection and disposal
- Waterway debris removal
- Hazardous stump, tree, and limb removal
- Private property and right of entry (ROE) debris removal
- Structure demolition
- Beach and marine restoration/re-nourishment
- Debris Management Site (DMS) management
- Waste stream management including reduction, final disposal and recycling programs

Over the past three decades, P&J has successfully completed disaster debris management missions in excess of $2.2 billion for over 200 individual jurisdictions located throughout the United States that received reimbursement under Federal Emergency Management Agency (FEMA) guidelines. To ensure maximum reimbursement for our disaster debris management clients from federal funding sources, P&J also offers in-depth knowledge related to the implementation of requirements codified in current guidance publications including FEMA's *Public Assistance Program and Policy Guide, FP 104-009-2* (April 2017) and *Public Assistance Debris Management Guide, FEMA-325* (July 2007), and the U.S. Office of Management and Budget's Super Circular (2016) or the *Code of Federal Regulations, Title 2, Chapter 200* (2CFR 200) "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards"

LEADING THE WAY

One of our early large-scale debris management tasks involved Hurricane Andrew, which struck Dade County, Florida in 1992. We removed more than 4M CY of debris in less than 90 days employing a workforce of more than 1,650 logging more than 700,000 working hours.

(previously under 44CFR). The P&J team is also experienced with the development of Memorandums of Understanding (MOU) with and between local, county, state, and federal stakeholders.

2. PAST PERFORMANCE

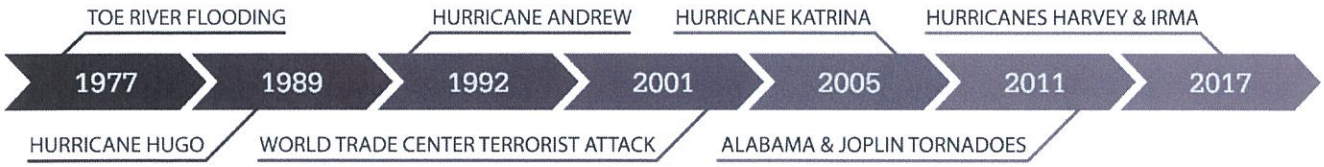
2.1. EXPERIENCE PROVIDING DISASTER DEBRIS MANAGEMENT SERVICES

P&J has performed over 250 disaster debris management projects for more than 200 clients in 22 states over the past 42 years.

Throughout our history, P&J has successfully managed more than 250 individual disaster debris management missions in 22 states. These missions included responses to the full spectrum of debris-generating disasters that impact the U.S. including hurricanes and tropical storms, tornadoes, snow/ice storms, floods, droughts, landslides, wildfires, and insect/disease infestation and outbreak (bark beetles, avian influenza). Expressly, we have provided debris removal response services to major federally-declared disasters across decades including 9/11 Forensic Recovery, Hurricanes Katrina and Sandy, and the 2011 Alabama Spring Tornado Outbreak to name a few.

Our disaster response efforts began in the 1970s with the Toe River Floods, and in the 1980s we expanded to cement ourselves as a major disaster contractor with Hurricane Hugo. Since then, P&J has provided debris removal response services to local, state, and federal governments and agencies as well as private sector clients. Our successes in the field helped define much of the terminology and many of the processes USACE and FEMA uses to define task orders today. As an industry leader, P&J has pioneered standards while working closely with the government, and our innovative disaster response strategies have helped those standards evolve.

Our demonstrated history of successful innovation in helping communities respond to disaster events reflects our proven track record in supporting some of the most significant disasters in U.S. history. Described below are key experience highlights.



1977: Following a severe rainfall event of November 1977 that devastated the Toe River basin of western North Carolina, P&J mobilized massive forces and worked 24/7 for several weeks to restore

roads and bridges to several communities. *These contracts were administered by the USACE and the North Carolina Department of Transportation, before the establishment of FEMA and the Stafford Act.*

1989 and 1992: Following Hurricane Hugo and Hurricane Andrew, P&J provided debris management services in South Carolina and Florida to the hardest hit areas, *some of the first federally-coordinated responses to major disasters in the history of FEMA.*

2001: Following the terrorist attacks on the World Trade Center, P&J managed all debris removal and disposal operations including strategic planning for debris management, monitoring activity at the World Trade Center site (Ground Zero), and monitoring activity and management of the forensic recovery operation at the Staten Island Landfill where debris was hauled to by USACE. This massive effort required innovative solutions to process the most complex debris field in U.S. history. *P&J was awarded the USACE's Civil Works Construction Contractor of the Year for exceptional performance and true partnering spirit with which we undertook this unique tasking.*

2005: P&J provided debris management services for the massive response and recovery efforts following Hurricane Katrina in Orleans Parish, Louisiana, where catastrophic damage occurred in New Orleans. P&J also secured a temporary housing site inclusive of power and food for approximately 75 people. Consecutively, P&J supported debris management missions in the Western Parishes of Louisiana as well as the City of Gulfport, Mississippi and Mobile County, Alabama as well as a significant effort in South Florida following Hurricane Wilma. *P&J collectively managed the removal of more than 17.5 million CY of debris during these consecutive disaster response missions.*

2011: Following a historic super-outbreak of 292 tornados in one day in the Southeastern U.S., P&J supported a massive debris management mission that sprawled across 24 counties in Northern Alabama, performing both land and waterway removal of ~4.9 million CY of debris. We successfully deployed our proprietary Automated Debris Management System (ADMS) on this substantial USACE project, providing greater operational awareness and insight that allowed USACE to increase efficiency while cutting overall cost for future disaster response missions. During this timeframe, P&J also supported debris management missions following the Joplin, Missouri and Raleigh, North Carolina Tornados. T*he response to the Alabama tornadoes involved the largest number of FEMA applicants (41 in total) ever assigned by USACE to a single contractor for a single event.*

2017: Hurricane Harvey was the first major hurricane to make landfall on U.S. soil since 2005. The Harris County Flood Control District activated our pre-positioned contract to clear waterway debris from the County storm drainage system to alleviate the unprecedented flooding in the Houston Metropolitan area. P&J ultimately removed 96,765 CY of vegetative debris and 1,424 hazardous trees from approximately 100 miles of storm drainage canals and 13 bayous. When Hurricane Irma made its landfall only a couple of weeks later, impacting the entire State of Florida, P&J responded to 25 separate clients throughout the State, while continuing to manage existing operations in Texas. *Despite the challenges presented by the spike in demand for limited resources in both Texas and throughout Florida, We completed our debris management projects within the required timeframe and at the rates established initially in our pre-positioned contracts to collectively achieve the removal of more than 3.3 million CY of debris.*

Illustrated in the table below are P&J's disaster debris management missions completed by P&J over the past decade.

Year	Client	Event	Type of Work	Amount
2018	Craven County, NC	Hurricane Florence	Debris Management	$1,335,830
2018	City of New Bern, NC	Hurricane Florence	Debris Management	$2,109,498
2018	Town of Trent Woods, NC	Hurricane Florence	Debris Management	$725,118
2018	Town of River Bend, NC	Hurricane Florence	Debris Management	$439,958
2018	City of Boiling Spring Lakes, NC	Hurricane Florence	Debris Management	$1,240,337
2018	Town of Briarcliffe Acres, SC	Hurricane Florence	Debris Management	$42,905
2018	Pacific Gas and Electric (CA)	Pre-Inspection Services	Pre-Inspection Services for Tree Felling & Related Debris Removal and Reduction	$1,200,000 (Estimated as of 4/8/19)
2018	Pacific Gas and Electric (CA)	Accelerated Wildfire Risk Reduction (AWRR)	Tree Felling & Related Debris Removal and Reduction	$4,600,000
2018	Pacific Gas and Electric (CA)	Ferguson Wildfire	Tree Felling & Related Debris Removal and Reduction	$161,716
2018	Pacific Gas and Electric (CA)	Carr Wildfire	Tree Felling & Related Debris Removal and Reduction	$938,681
2018	Pacific Gas and Electric (CA)	Mendocino Complex Wildfire	Tree Felling & Related Debris Removal and Reduction	$2,043,038
2018	Pacific Gas and Electric (CA)	Camp Wildfire	Tree Felling & Related Debris Removal and Reduction	$20,300,000 (Estimated as of 4/8/19)
2017	Solid Waste Authority of Palm Beach County (FL)	Hurricane Irma	Debris Management & Hazardous Tree Removal	$17,519,625
2017	City of Coral Springs, FL	Hurricane Irma	Debris Management	$6,044,003
2017	Coral Springs Improvement District	Hurricane Irma	Waterway Debris Management & Hazardous Tree Removal	$792,752
2017	Sunshine Water Control District	Hurricane Irma	Waterway Debris Management & Hazardous Tree Removal	$2,225,883
2017	Village of North Palm Beach, FL	Hurricane Irma	Debris Management	$214,668
2017	Volusia County, FL	Hurricane Irma	Debris Management & Hazardous Tree Removal	$11,088,262
2017	Hillsborough County, FL	Hurricane Irma	Debris Management	$2,752,162
2017	Highlands County, FL	Hurricane Irma	Debris Management	$11,438,240

Year	Client	Event	Type of Work	Amount
2017	City of Pinellas Park, FL	Hurricane Irma	Debris Management	$431,878
2017	Town of Belleair, FL	Hurricane Irma	Debris Management	$355,134
2017	Town of Palm Beach, FL	Hurricane Irma	Debris Management	$37,998
2017	City of Atlantis, FL	Hurricane Irma	Debris Management	$84,591
2017	City of Belle Glade, FL	Hurricane Irma	Debris Management	$664,995
2017	City of Boynton Beach, FL	Hurricane Irma	Debris Management	$447,053
2017	Town of Cloud Lake, FL	Hurricane Irma	Debris Management	$18,232
2017	Town of Glen Ridge, FL	Hurricane Irma	Debris Management	$33,652
2017	Town of Mangonia Park, FL	Hurricane Irma	Debris Management	$11,664
2017	Town of Palm Beach Shores, FL	Hurricane Irma	Debris Management	$154,262
2017	Village of Tequesta, FL	Hurricane Irma	Debris Management	$61,920
2017	Town of Lake Clarke Shores, FL	Hurricane Irma	Debris Management	$66,609
2017	City of Kenneth City, FL	Hurricane Irma	Debris Management	$35,392
2017	Town of Highland Beach, FL	Hurricane Irma	Debris Management	$8,094
2017	Town of Oak Hill, FL	Hurricane Irma	Debris Management	$74,144
2017	City of South Bay, FL	Hurricane Irma	Debris Management	$86,395
2017	Town of Cutler Bay, FL	Hurricane Irma	Debris Management	$77,513
2017	Harris County Flood Control District (TX)	Hurricane Harvey	Land and Waterway Debris Management	$2,448,695
2017	City of Houston, TX	Hurricane Harvey	Debris Management	$82,238
2017	Pacific Gas and Electric (CA)	Atlas Wildfire	Tree Felling & Related Debris Removal and Reduction	$782,010
2017	Pacific Gas and Electric (CA)	Tubbs Wildfire	Tree Felling & Related Debris Removal and Reduction	$1,194,824
2017	Pacific Gas and Electric (CA)	Nuns Wildfire	Tree Felling & Related Debris Removal and Reduction	$510,228
2017	Pacific Gas and Electric (CA)	Redwood Valley Complex Wildfire	Tree Felling & Related Debris Removal and Reduction	$839,763
2017	Pacific Gas and Electric (CA)	Pocket Wildfire	Tree Felling & Related Debris Removal and Reduction	$8,545,088
2016	SC Department of Transportation (DOT)	Hurricane Matthew	Debris Management	$1,626,557
2016	Horry County Solid Waste Authority (SC)	Hurricane Matthew	Debris Management	$5,451,736
2016	Town of Briarcliffe Acres, SC	Hurricane Matthew	Debris Management	$196,831

Year	Client	Event	Type of Work	Amount
2016	City of North Myrtle Beach, SC	Hurricane Matthew	Debris Management	$619,950
2016	Belfair Property Owners Association (SC)	Hurricane Matthew	Debris Management (Private)	$521,607
2016	City of Tybee Island, GA	Hurricane Matthew	Debris Management	$1,708,634
2016	LA Department of Transportation and Development (LADOTD), District 62	Severe Storms and Flooding	Debris Management	$1,846,034
2016	Natchitoches Parish, LA	Severe Storms and Flooding	Debris Management	$8,250
2016	Harris County Flood Control District (TX)	Severe Storms and Historic Flooding	Land and Waterway Debris Management	$1,980,246
2016	Pacific Gas and Electric (CA)	Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program	Debris Management and Hazardous Tree Mitigation (Ongoing Term Contract)	$150,000,000 (Estimated)
2015	Pacific Gas and Electric (CA)	Butte Wildfire	Tree Felling & Related Debris Removal and Reduction	$44,861,234
2015	Calaveras County, CA	Butte Wildfire	Tree Felling & Related Debris Removal and Reduction	$9,775,053
2015	SCDOT	Severe Storms and Flooding	Debris Management	$55,806
2014	SCDOT	Winter Ice Storm	Debris Management	$ 9,821,879
2014	Orange County, NC	Winter Ice Storm	Debris Reduction	$ 697,610
2014	City of Burlington, NC	Winter Ice Storm	Debris Management	$ 1,941,112
2014	Town of Mebane, NC	Winter Ice Storm	Debris Management	$ 206,925
2014	Town of Haw River, NC	Winter Ice Storm	Debris Management	$ 26,844
2014	Hillsborough, NC	Winter Ice Storm	Debris Management	$ 53,785
2014	Town of Elon, NC	Winter Ice Storm	Debris Management	$ 98,861
2014	Village of Alamance, NC	Winter Ice Storm	Debris Management	$ 6,543
2013	Colorado DOT	Flood	Debris Management	$ 7,429,000
2012	Borough of Avalon, NJ	Hurricane Sandy	Debris Management	$ 394,024
2012	Town of Brookhaven, NY	Hurricane Sandy	Debris Management	$ 6,700,086
2012	Suffolk County, NY	Hurricane Sandy	Debris Management	$ 3,826,152
2012	City of Westwego, LA	Hurricane Isaac	Debris Management	$ 44,119
2012	Terrebonne Parish, LA	Hurricane Isaac	Debris Management	$ 510,124
2012	City of Chesapeake, VA	Tornado	Debris Management	$ 132,626
2011	City of Raleigh, NC	Hurricane Irene	Debris Reduction	$ 39,600
2011	Town of Granby, CT	Hurricane Irene	Debris Management	$ 1,617,107

Year	Client	Event	Type of Work	Amount
2011	VA DOT, Brunswick County	Hurricane Irene	Debris Management	$ 126,761
2011	VA DOT, Dinwiddie County	Hurricane Irene	Debris Management	$ 1,447,219
2011	VA DOT, Prince George County	Hurricane Irene	Debris Management	$ 1,072,955
2011	Suffolk County, NY	Hurricane Irene	Debris Reduction	$ 843,550
2011	NC DOT, Martin County	Hurricane Irene	Debris Management	$ 38,119
2011	NC DOT, Jones County	Hurricane Irene	Debris Management	$ 272,029
2011	City of Portsmouth, VA	Hurricane Irene	Debris Management	$ 204,825
2011	City of Chesapeake, VA	Hurricane Irene	Debris Management	$ 481,411
2011	City of Virginia Beach, VA	Hurricane Irene	Debris Management	$ 2,959,676
2011	City of Franklin, VA	Hurricane Irene	Debris Management	$ 157,856
2011	City of Norfolk, VA	Hurricane Irene	Debris Management	$ 443,303
2011	Ward County, ND	Flood	Debris Management	$ 494,531
2011	Joplin, MO *(Sub to Weston Solutions)*	Tornado	Debris Management	$ 36,120,816
2011	Monroe County, MS	Tornado	Debris Management	$ 653,214
2011	USACE – Alabama	Tornadoes	Debris Management	$ 164,682,726
2011	Wake County, NC	Tornado	Debris Management	$ 310,864
2011	City of Raleigh, NC	Tornado	Debris Management	$ 2,091,613
2010	Miller Environmental Group	Deepwater Horizon Oil Spill	Monitoring & Collection	$ 9,236,787
2009	East Baton Rouge Schools, LA	Hurricane	Debris Management	$ 105,634
2009	NC DOT	Rockslide, I-40 MM2	Debris Management & Wall Stabilization	$ 2,463,504
2009	Cherokee County, OK	Ice Storm	Debris Management	$ 1,516,437
2009	State of Kentucky	Ice Storm	Debris Removal	$ 3,439,000
2009	NC DOT	Rockslide, I-40 MM2.45	Debris Removal & Wall Stabilization	$ 9,683,880

2.2. FAMILIARITY WITH SOUTH CAROLINA RESPONSE REQUIREMENTS

P&J has been working in the State of South Carolina since 1964 and maintains a regional office in Charleston County located at 4055 Faber Place Drive, Suite 210, North Charleston, SC 29405. Over the past 55 years, P&J has supported numerous different types of construction projects throughout the State, in addition to the disaster/emergency response missions listed in the table that follows. P&J's past experience throughout the State of South Carolina gives us a strong understanding of the regional response framework and local and state regulations and demonstrates our ability to provide these services throughout the State.

P&J is distinctively positioned to respond quickly and efficiently to the City. Our strong presence in and history of working throughout the State ensures our ability to mobilize immediately to the City and ensures the accessibility of our project team. P&J also has access to extensive equipment and personnel resources

throughout the State of South Carolina, both in-house and through our network of subcontractors, which can be used to support response to and recovery from any type of disaster of any scale.

Event or Project Name	Event Year	Disaster Number	Client	Nature of Work
Hurricane Florence	2018	DR-4393	Town of Briarcliffe Acres, SC	Debris Management
Hurricane Matthew	2016	DR-4286	Belfair Property Owners Association	Debris Management
Hurricane Matthew	2016	DR-4286	Horry County Solid Waste Authority	Debris Management
Hurricane Matthew	2016	DR-4286	South Carolina Department of Transportation (SCDOT)	Debris Management
Hurricane Matthew	2016	DR-4286	North Myrtle Beach, City of	Debris Management
Hurricane Matthew	2016	DR-4286	City of Briarcliffe Acres	Debris Management
Hurricane Matthew	2016	DR-4286	Horry County Solid Waste Authority	Debris Management
Hurricane Matthew	2016	DR-4286	Horry County Solid Waste Authority	Debris Management
Severe Storms and Flooding	2015	DR-4241	SCDOT	Debris Management
Severe Storms and Flooding	2015	DR-4241	South Carolina Department of Health and Environmental Control (DHEC)	Failed Dams Hazard Abatement
Severe Winter Storm	2014	DR-4166	SCDOT	Debris Management
Severe Ice Storm	2004	DR-1509	City of Loris	Disaster Debris Management
Severe Ice Storm	2004	DR-1509	Town of Aynor	Disaster Debris Management
Tropical Storm Gaston	2004	DR-1547	Town of Mount Pleasant	Disaster Debris Management
Tropical Storm Gaston	2004	DR-1547	City of Isle of Palms	Disaster Debris Management
Tropical Storm Gaston	2004	DR-1547	Arcadian Golf Course, Myrtle Beach	Disaster Debris Management
Hurricane Hugo	1989	DR-844	South Carolina Soil Conservation Service	Debris Management and Infrastructure Repairs

2.3. DETAILED PROJECT DESCRIPTIONS

Project information for disaster debris management projects previously executed by P&J are presented on the following pages.

- **Hurricane Irma** - Multiple Clients Throughout Florida (2017)
- **Hurricane Irma** - Palm Beach County Solid Waste Authority (2017)
- **Hurricane Irma** - Volusia County, Florida (2017)
- **Hurricane Harvey** - Harris County Flood Control District (2017)
- **Hurricane Matthew** - Horry County Solid Waste Authority (2016)
- **Tax Day and Memorial Day Floods** - Harris County Flood Control District (2015)
- **Catastrophic Event Memorandum Account Expanded Debris Management Program** - Pacific Gas & Electric (2016-Ongoing)
- **Butte Wildfire Hazardous Tree Removal** - Pacific Gas & Electric (2015)
- **South Carolina Winter Ice Storm** - South Carolina Department of Transportation (2014)
- **North Carolina Ice Storm** - City of Burlington, North Carolina (2014)
- **Colorado Flood** - Colorado Department of Transportation (2013)
- **Hurricane Sandy** - Suffolk County and City of Brookhaven, New York (2012)
- **Raleigh, North Carolina Tornado** - City of Raleigh, North Carolina (2011)
- **Joplin, Missouri Tornado** - City of Joplin, Missouri (2011)
- **State of Alabama Tornado Super-Outbreak** - U.S. Army Corps of Engineers (2011)
- **Hurricane Irene** - Southeastern Public Service Authority of Virginia (2011)
- **Oklahoma Ice Storm** - Cherokee County, Oklahoma (2009)
- **Hurricanes Gustav and Ike** - Point Coupee, West Feliciana and Plaquemines Parishes (2008)
- **New York Ice Storm** - City of Buffalo, New York (2006)
- **Hurricanes Katrina & Rita** - U.S. Army Corps of Engineers (2005)
- **Hurricane Wilma** - Palm Beach County Solid Waste Authority (2005)
- **Hurricanes Frances & Jeanne** - Palm Beach County Solid Waste Authority (2004)
- **Hurricane Charley** - City of Daytona Beach (2004)
- **Hurricane Ivan** - U.S. Army Corps of Engineers (2004)

Letters of commendation and performance evaluations for several of these projects and others are presented in Appendix II to this proposal.

HURRICANE IRMA DEBRIS MANAGEMENT

MULTIPLE CLIENTS THROUGHOUT FLORIDA

START DATE:
September 2017

COMPLETION DATE:
April 2018

P&J'S ROLE:
Prime Contractor

DEBRIS VOLUME:
3,091,742 CY Veg
62,667 CY C&D
3,310 Hazardous Trees
55,927 Hazardous Limbs
329 Hazardous Stumps

DOLLAR AMOUNT INVOICED:
$51,706,486

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Dudley Orr	Tommy Webster	Will Goodgine
Rex Wilson	Wade Cutshaw	Eric Hedrick
Clint Stephens	Alan Carver	Heath Stone
Roger Hatfield	Kurt Keith	

Monitoring Tower at DMS
Palm Beach County, FL

Hurricane Irma followed closely on Hurricane Harvey's heels, threatening U.S. soil only two weeks later. Hurricane Irma was the strongest Atlantic storm outside of the Gulf of Mexico or Caribbean Sea on record, with peak winds of 185 mph. Irma is also the only tropical cyclone on record worldwide to have had winds that intense for so long, having maintained peak intensity for 37 consecutive hours.

In the days leading up to Hurricane Irma's landfall there was not much certainty about the path she would take, and all of South Florida was on high alert with evacuation warnings for coastal communities on both the east and west coasts. The massive storm ended up making U.S. landfall in Cudjoe Key of the Florida Keys as a Category 4 early on September 10 and then again a few hours later as a Category 3 in Marco Island, in Southwest Florida. Hurricane Irma continued north through Florida, steadily weakening before losing tropical characteristics in Georgia two days later.

In response to Hurricane Irma's Florida landfall and widespread impacts, 25 of P&J's pre-positioned contracts were activated in seven Florida counties (Broward, Highlands, Hillsborough, Miami-Dade, Palm Beach, Pinellas, and Volusia) to assist with emergency road clearance and debris removal, reduction and disposal resulting. During the next four months, P&J collected over 3 million CYs of vegetative debris and over 60,000 CYs of construction and demolition (C&D) debris from a combination of public, private

and federal right-of-ways (ROWs) and waterways, as well as from various parks and facilities statewide.

P&J also managed the establishment and operation of 22 debris management sites (DMS) throughout the State of Florida, which reduced the vegetative debris either by grinding down to mulch or burning to save space in local landfills. Based on the specific priorities of our clients, mulch was then taken to final disposal or dedicated for beneficial re-use by spreading the mulch on local agricultural fields or taking it to a power facility to be utilized for woody bio-mass fuel.

Self-Loading Dump Truck Used for Debris Removal
Palm Beach County, FL

P&J also assisted several jurisdictions with their hazardous leaner/hanger/stump programs, which involved the removal of 3,310 hazardous trees, 55,927 hazardous limbs, and 329 stumps.

In total, P&J secured a total of 868 hauling units to complete our contracted work on time and based on the rates in our existing contracts, while other contractors were abandoning pre-established pricing and lobbying their clients for higher rates in an effort to lure hauling resources to their projects. Despite the challenges stemming from the volatile market caused by Hurricane Irma's widespread impact and immediate demand by multiple prime contractors for a finite number of resources throughout the State, P&J maintained our timeline and pricing commitments to both our clients and our subcontractors on all of our activated contracts in Hurricane Irma's wake.

HURRICANE IRMA DEBRIS MANAGEMENT

PALM BEACH COUNTY SOLID WASTE AUTHORITY

START DATE:
September 2017

COMPLETION DATE:
January 2018

P&J'S ROLE:
Prime Contractor

DEBRIS VOLUME:
903,199 CY Collected
1,105,424 CY Processed
14,068 CY C&D
59 Hazardous Trees
6,458 Hazardous Limbs

DOLLAR AMOUNT INVOICED:
$17,519,625

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Dudley Orr
Tommy Webster

Following Hurricane Irma's Florida landfall in September of 2017, the Palm Beach County Solid Waste Authority (PBCSWA) activated P&J's pre-positioned contract to assist with debris removal, reduction, and disposal services in Palm Beach County. Over the course of the project, P&J collected 903,199 CYs of vegetative debris from a combination of public right-of-ways (ROWs) and, with our client's direction through Memorandum of Understandings (MOUs), on private ROWs. A total of 301 hauling units were dedicated to the PBCSWA response efforts, and the work was conducted not only on County-maintained roads but also inside the boundaries of several municipalities including the Cities of Boyton Beach, Belle Glade, Atlantis, and South Bay; the Towns of Lake Clarke Shores, Highland Beach, Cloud Lake, Mangonia Park, Palm Beach Shores, and Glen Ridge; and the Villages of Tequesta and North Palm Beach.

Mechanical Loading of Debris into Hauling Units
Palm Beach County, FL

All vegetative debris collected on the County roads was taken to one of eight debris management sites (DMS) opened and operated by PBCSWA. More than 20 municipalities in the County also brought their vegetative debris to DMSs for reduction via grinding. In total, P&J managed the reduction of 1,105,424 CYs of vegetative debris to yield 598,686 CYs of mulch. Furthermore, P&J collected the reduced mulch from all eight DMSs in the County to incorporate into our recycling program. P&J was successful in recycling 100% of the mulch from the reduction of vegetative debris produced in the County through beneficial re-use by spreading the mulch on local agricultural fields.

Additionally, P&J collected a total of 14,068 CYs of construction and demolition (C&D) debris, which was hauled directly to final disposal at a County-approved facility. P&J also assisted the County with their hazardous leaner/hanger program, which involved the removal of 59 hazardous trees and 6,458 hazardous limbs.

Furthermore, PBCSWA had a Disadvantaged Business Enterprise (DBE) participation goal of 15% for this project and P&J met and exceeded this goal with an overall DBE expenditure of 80%.

Mulching Operations
Palm Beach County, FL

HURRICANE IRMA DEBRIS MANAGEMENT

VOLUSIA COUNTY, FLORIDA

START DATE:
September 2017

COMPLETION DATE:
January 2018

P&J'S ROLE:
Prime Contractor

DEBRIS VOLUME:
774,780 CY
14,544 CY C&D
293 Hazardous Trees
1,126 Hazardous Limbs
43 Hazardous Stumps

DOLLAR AMOUNT INVOICED:
$11,088,262

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Eric Hedrick | Tommy Webster | Alan Carver

Following Hurricane Irma's Florida landfall in September of 2017, Volusia County activated P&J's pre-positioned contract to assist with disaster debris removal and site management throughout the County. This project involved the removal, reduction, and disposal of 774,780 CYs of vegetative debris and the removal and disposal of 14,544 CYs of construction and demolition (C&D) debris. P&J made two passes of all approved routes, with 144 hauling units over 1,152 miles of public right-of-ways (ROWs). The County's Hazardous Tree Removal Program consisted of the removal and disposal of 293 hazardous trees, 1,126 hazardous limbs, and 43 stumps.

In addition to public ROWs, P&J cleaned up 16 gated communities through a memorandum of understanding (MOU) between the County and these private communities. Additionally, a Private Property Debris Removal program included debris removal from 759 miles of private streets in the County as well as 42 County parks and 48 County facilities.

P&J also completed vegetative and C&D debris removal from 154 miles of Federal Highway Administration roads in the County under a MOU between the Florida Department of Transportation and the County.

All vegetative debris collected in the County was taken to one of five P&J-operated temporary debris storage and reduction sites for processing, two sites were used for burning debris and three sites for grinding debris. 176,644 CYs of vegetative debris was reduced by grinding and disposed of at a Florida Department of Environmental Protection approved disposal site. 603,141 CYs of the vegetative debris was reduced to ash through incineration and disposed of at a County-approved facility permitted to accept the ash.

HURRICANE HARVEY DEBRIS MANAGEMENT

HARRIS COUNTY FLOOD CONTROL DISTRICT

START DATE:
September 2017

COMPLETION DATE:
January 2018

P&J'S ROLE:
Prime Contractor

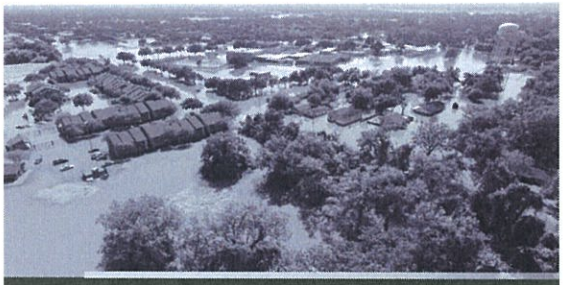
DEBRIS VOLUME:
96,765 CY
1,424 Hazardous Trees

DOLLAR AMOUNT INVOICED:
$2,448,695

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Eric Hedrick
Tommy Webster
Will Goodgine
Rex Wilson
Wade Cutshaw

Hurricane Harvey was the first major hurricane to strike the U.S. since Hurricane Wilma in 2005, ending the record-length 4,323-day span in which no major hurricanes made landfall in the continental U.S. It was the most intense tropical cyclone to make landfall on the U.S. mainland since Hurricane Charley in 2004, and the first Category 4 hurricane to make landfall in Texas since Hurricane Carla in 1961.



Extensive Flooding from Hurricane Harvey
Harris County, TX

Hurricane Harvey made landfall on August 25, 2017 in Texas between Port Aransas and Port O'Connor, near Corpus Christie as a Category 4. The following day, Hurricane Harvey moved on to the Houston area where it remained stationary for four days. In the Houston Metropolitan Area, total rainfall hit over 60 inches in some areas, breaking a record for the most rainfall from a single storm in the continental U.S., creating a 1,000-year flood event, damaging over 200,000 homes, displacing more than 40,000 people, and overwhelming the County's storm drainage system. A meteorologist with Harris County Flood Control District (HCFCD) reported that a foot and a half of water covered 70% of the 1,800-square-mile county.

In response to the catastrophic impacts of Hurricane Harvey, HCFCD activated P&J's pre-positioned contract for disaster debris removal services to clear out debris that was blocking the County's storm drainage system and relieve flooding by allowing for the proper flow of water out of the City's flooded areas. By August 27, HCFCD was reporting that all 2,500 miles of canals had overflowed their banks.

P&J had personnel on the ground in Harris County prior to Harvey's landfall and mobilized additional resources to begin operations in the County within three days of Notice to Proceed despite challenges presented by extensive flooding. Over the course of the project, P&J removed 96,765 cubic yards of vegetative debris and 1,424 hazardous trees from approximately 100 miles of storm drainage canals and 13 bayous (including Buffalo Bayou, Cypress Creek, Little Cypress Creek, Willow Creek, and Spring Creek, among others). One hundred forty-four hauling trucks were dedicated to the HCFCD debris management effort. Three debris management sites (DMS) were utilized to sort and reduce the debris via grinding to 25,573 cubic yards of mulch prior to final disposal at an approved landfill.

Water-Based Debris Removal Utilizing a Barge
Harris County, TX

This project involved a constant balancing act between water/land-based operations to remove the storm-generated debris because of continuous fluctuations of the water level. When the water level was high the crews were not able to see the blockages that needed to be removed, and when the water level was low enough to remove the blockages there wasn't enough water to operate water-based equipment. Water level fluctuations were complicated by the need for release of water into the channels to create more freeboard in the reservoirs and alleviate flooding in residential areas.

In developing a work plan for removing the storm-related debris, P&J implemented a mixture of hand labor, land-based equipment, and water-based equipment and barges. The priority was to clear the obstructions in the waterways in the safest, most efficient manner possible. This was achieved with skilled saw technicians cutting material into manageable lengths, which was complicated by eroding banks and/or operating in water while managing this task.

During land-based operations, safe accesses on unsafe waterway banks had to be created and the debris was then gathered by mechanical means and loaded into a hauling unit. During water-based operations, loading/gathering equipment was loaded onto and operated from barges that were in the waterway, and then taken to land accesses to be loaded into hauling vehicles. Since the waterway debris could not be extracted by any other means, it was a continuous challenge to maintain a water level in which to safely operate the barges.

HURRICANE MATTHEW DEBRIS MANAGEMENT

HORRY COUNTY SOLID WASTE AUTHORITY

START DATE:
October 2016

COMPLETION DATE:
June 2017

P&J'S ROLE:
Prime Contractor

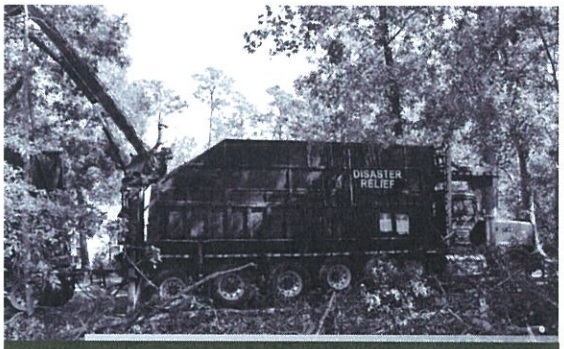
DEBRIS VOLUME:
185,713 CY
738 Tons C&D
727 Hazardous Trees
32,934 Hazardous Limbs
135 Miles of Waterways Cleaned
31,232 CY of Mulch Handled During Land Application

DOLLAR AMOUNT INVOICED:
$5,451,736

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Dudley Orr | Tommy Webster | Dustin Haunhorst

In early October 2016, Hurricane Matthew took aim at the southeastern United States as it skirted the Atlantic coasts of Florida, Georgia, South Carolina and North Carolina making one official U.S. landfall southeast of McClellanville, South Carolina, as a Category 1 hurricane with 75 mph winds. The storm brought historic flooding to many communities including Horry County (County), located approximately 70 miles northeast of McClellanville. The tropical storm-force winds brought down trees and flooding persisted for three weeks following the storm.



Mechanical Loading of Debris into Hauling Unit
Horry County, SC

In the wake of this devastating event, the Horry County Solid Waste Authority (SWA) activated P&J's pre-positioned contract for disaster debris removal. P&J worked closely with the County, SWA, the County Public Works Division, and Voluntary Organizations Active in Disaster (VOAD) to support a coordinated response to the event, which was complicated by the extended period of flooding.

The project involved vegetative debris collection and hazardous tree and limb removal from County-owned public right-of-ways (ROW) and construction and demolition (C&D) debris removal and disposal from several neighborhoods. Following the recession of flood waters, the project team coordinated logistics closely with the VOAD to remove the C&D debris from heavily impacted areas after volunteers moved the debris to the ROW.

P&J managed the operation of two debris management sites (DMS). One DMS was located adjacent to the County's materials recycling facility (MRF) in Conway (central location in the County) where vegetative debris was reduced by grinding. P&J performed a land application on SWA-owned land of 31,232 CY of mulch that was reduced at the MRF DMS which resulted in a significant cost savings to the County since this was less expensive than screening and hauling the reduced debris to a final disposal location. The second DMS was located in the Northern part of the County on SWA-owned property where P&J obtained a permit to perform open burning of vegetative debris.

Beneficial Reuse: Mulch Land Application
Horry County, SC

Following the conclusion of the initial debris management project, the SWA extended P&J's contract to include two separate watershed debris removal projects. The first was performed within the FEMA 180-day time period and was eligible for reimbursement through the Public Assistance Program. Following the expiration of the 180-day FEMA eligibility time period, P&J performed similar work in accordance with the Natural Resources Conservation Service (NRCS) Emergency Watershed Protection Program (EWP). These projects consisted of debris and hazardous tree and limb removal from 112 miles of County watersheds and backfill washouts, and land-based debris removal from access roads adjacent to the canals and watersheds. The NRCS work also included debris removal from 23 miles of storm water conveyance ditches in three neighborhoods.

FLOOD DEBRIS MANAGEMENT

HARRIS COUNTY FLOOD CONTROL DISTRICT

START DATE:
May 2016

COMPLETION DATE:
August 2016

P&J'S ROLE:
Prime Contractor

DEBRIS VOLUME:
118,625 CY
849 Hazardous Trees

DOLLAR AMOUNT INVOICED:
$1,980,246

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Eric Hedrick
Clint Stephens
Tommy Webster
Rex Wilson

Following the heavy rain events that inundated Texas in the Spring of 2016 causing historic 500-year flooding near waterways throughout Eastern Texas, the Harris County Flood Control District (HCFCD) activated P&J's pre-positioned contract to assist with debris removal and disposal services. The project involved both land-based and waterway debris removal in Cypress Creek and Little Cypress Creek in Harris County (totaling 45 miles of waterway), and was initiated to clear the debris that was blocking the creeks following the Tax Day Flood which occurred in April 2016. The project was also affected by the Memorial Day Flood in June 2016 which occurred during the project timeframe.

Canal Debris and Erosion
Harris County, TX

The project was conducted in two phases. Phase 1 involved creating accesses and removing flood-related debris and hazard trees from the creek banks while Phase 2 involved the removal of the debris from the actual waterways. The HCFCD performed self-monitoring by utilizing P&J's proprietary Automated Debris Management System (ADMS). P&J held daily briefings with HCFCD personnel for status updates and to respond to urgent locations where debris needed to be cleared immediately with hotspots crews.

The debris blockages were located in remote areas so project crews created access by clearing the vegetation segments from the roads to the creeks so that equipment could be utilized in the blockage locations. Crews then worked to remove the debris, hazardous trees, and hazardous limbs left behind from the flood waters from the creek banks and waterways. All chainsaw and equipment operators were

trained and certified, and P&J performed daily safety briefings and inspections on all equipment, personal protection equipment (PPE), and road signage relating to traffic control.

The Memorial Day Flood occurred after project operations had begun clearing debris following the Tax Day Flood; the area experienced additional historic rainfall which caused additional flooding. When this transpired, the operating DMS was flooded and rendered unusable. The DMS location was originally selected because it was owned by HCFCD. Unfortunately, it was prone to flooding. Following the Memorial Day Flood, P&J had to restore the DMS to workable condition prior to continuing the project.

Working on the remote creek banks proved challenging due to eroding ground conditions caused by receding water and additional flooding. To ensure the safety of crew members and avoid damage to equipment, the project team constantly monitored the changing conditions and trained crews on relevant hazards and safety precautions.

Another challenge during the project was excessive heat. The project team faced 25 consecutive days during which the heat index was well over 100 degrees. P&J wrote a specific Emergency Action Plan (EAP) for each crew's geographical location, to identify methods to be utilized during a medical emergency. Project crews reviewed the Job Safety Analysis (JSA) every morning and were made aware of project hazards and trained on how to avoid them. All team members were trained on how to prevent heat stroke and informed of the location of nearby medical facilities.

CATASTROPHIC EVENT MEMORANDUM ACCOUNT EXPANDED DEBRIS MANAGEMENT PROGRAM

PACIFIC GAS & ELECTRIC (PG&E)

START DATE:
June 2016

COMPLETION DATE:
December 2019 *(Expected)*

P&J'S ROLE:
Prime Contractor

DEBRIS VOLUME:
84,000 Hazardous Trees (Greater than 250,000 Tons of Vegetative Material) *(as of May 2018)*

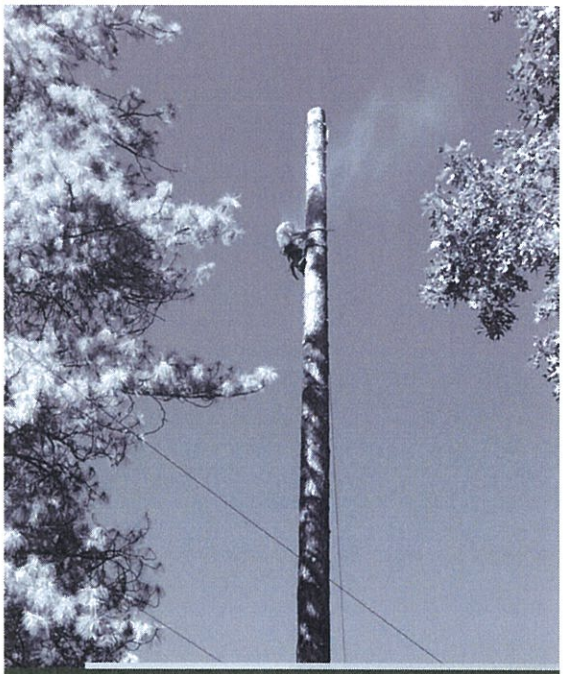
DOLLAR AMOUNT INVOICED:
$150,000,000 *(Estimated)*

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Eric Hedrick
Clint Stephens
Rex Wilson
Tommy Webster

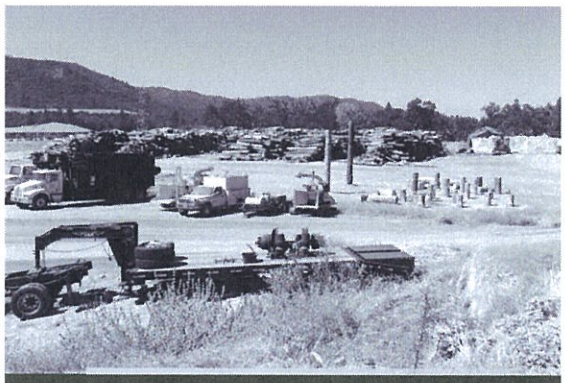
Following conclusion of the PG&E Butte Wildfire Recovery project in 2016, during which P&J provided over 110 crews to remove over 30,000 hazardous trees, PG&E engaged P&J to support a long-term program designed to remove and process vegetative material in response to the California tree mortality dilemma. The Expanded Debris Management (EDM) Program targets the removal of vegetative material resulting from tree felling operations specific to PG&E's 2nd Patrol. The goal of the Program is the removal of all hazardous trees from private property within proximity of structures or PG&E assets. The program covers approximately 70,000 PG&E power line miles and spans a geographic area consisting of 14 counties across California.

EDM crews lawfully enter private property and execute the removal of dead and dying trees that have been identified by PG&E. Vegetative material collected from EDM operations is taken to one of seven temporary debris management sites (DMSs). After the material is delivered to the DMS, it is unloaded and sorted into stockpiles based upon the material type. Marketable timber is then prepared and transported to timber mills and all other material is reduced via mechanized



Hazardous Tree Removal Climber
Northern California

grinding and delivered to an approved facility for beneficial re-use. To-date, most of the material has been mechanically reduced with the resulting chips hauled to co-generation facilities in California (SPI and IHI plants). Any resulting proceeds from marketable timber resale are returned to PG&E while salvage proceeds from material delivered to co-generation facilities are provided to subcontract crews.



Hazardous Tree Removal Project DMS
Northern California

Approximately 400 project workers (both P&J and subcontractor employees) are presently engaged in the EDM Program, over half of whom are State of California residents. At peak, over 800 workers supported the project simultaneously, comprising greater than 100 production and support crews.

To date, approximately 84,000 trees (greater than 250,000 tons of vegetative material) have been removed through the EDM Program. In total, P&J has performed vegetation management services on more than 40,000 acres under the PG&E Catastrophic Event Memorandum Account (CEMA) EDM Program.

BUTTE WILDFIRE HAZARDOUS TREE REMOVAL

PACIFIC GAS & ELECTRIC

START DATE:
October 2015

COMPLETION DATE:
May 2016

P&J'S ROLE:
Prime Contractor

DEBRIS VOLUME:
26,995 trees felled
3,303 logs and 14,574 chunks of debris hauled

DOLLAR AMOUNT INVOICED:
$44,861,234

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Eric Hedrick | Rex Wilson | Clint Stephens

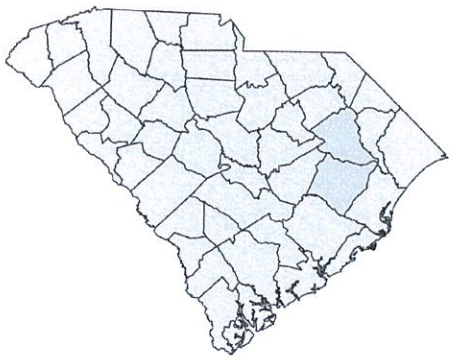
During September of 2015, two large wildfires (the Valley Wildfire and the Butte Wildfire) began burning in Northern California. Together, both fires burned 146,935 acres of land and resulted in the destruction of 2,776 structures and damage to utility infrastructure. P&J was contracted by Pacific Gas & Electric to provide technical tree felling services within utility right-of-ways and other areas impacted by the Butte Wildfire.

Hazardous Trees to be Removed
Northern California

Immediately following receipt of notice to proceed, P&J mobilized personnel and equipment to San Andreas, California where the base of operation for the project was established. P&J mobilized and managed 109 tree felling crews at peak project operations, including 42 tree crews, 37 fuel reduction crews, 30 support crews, and 1,005 workers registered and on-boarded. In total, 26,995 trees were felled by P&J crews across challenging terrain with limited access. Tree, brush and wood removal took place near energized conductors at various locations within PG&E's system and 3,303 logs and 14,574 wood chunks were hauled away from localized jobsites. In all cases, wood was returned to a re-usable product to avoid disposal in landfills.

ICE STORM DEBRIS MANAGEMENT

SOUTH CAROLINA DEPARTMENT OF TRANSPORTATION



START DATE:
February 2014

COMPLETION DATE:
May 2014

P&J'S ROLE:
Prime Contractor

DEBRIS VOLUME:
255,661 CY
52,659 Hazardous Limbs
262 Hazardous Trees

DOLLAR AMOUNT INVOICED:
$9,821,879

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Eric Hedrick | Heath Stone | Clint Stephens

Following the ice storm that struck the state of South Carolina in February of 2014, P&J responded by providing debris removal and disposal services in two South Carolina counties (Williamsburg and Florence). P&J mobilized equipment and manpower as soon as a Notice to Proceed was issued and began operations of cutting and removing hazardous limbs and trees from public right-of-ways and public access areas that were maintained by the South Carolina Department of Transportation. A total of 52,659 hazardous limbs and 262 hazardous trees were cut and removed. A total of 255,661 cubic yards of vegetative debris was collected, hauled, and reduced via grinding across the two counties during the project.

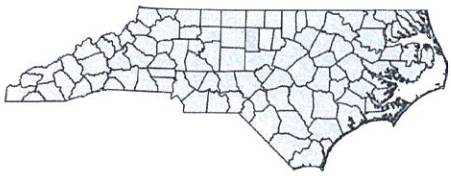
Traffic Control for a Right-of-Way Debris Removal Crew
South Carolina

ICE STORM DEBRIS MANAGEMENT

CITY OF BURLINGTON, NORTH CAROLINA

START DATE:
March 2014

DEBRIS VOLUME:
183,124 CY



COMPLETION DATE:
May 2014

DOLLAR AMOUNT INVOICED:
$1,941,112

P&J'S ROLE:
Prime Contractor

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

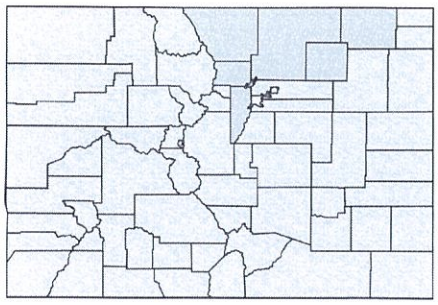
Tommy Webster

Clint Stephens

The City of Burlington (City) activated P&J' pre-positioned debris removal contract following a fast-moving ice storm early in March of 2014. P&J assisted with the preliminary damage assessment throughout the City, which maintains a widespread mature tree canopy. Using the City's normal garbage collection routes, P&J was able to quickly mobilize crews to all areas of the city to clear fallen trees and limbs. The debris was transported to two pre-identified debris reduction sites, one located on either side of the City, and reduced via grinding operations.

FLOOD DEBRIS MANAGEMENT

COLORADO DEPARTMENT OF TRANSPORTATION



START DATE:
November 2013

COMPLETION DATE:
April 2014

P&J'S ROLE:
Prime Contractor

DEBRIS VOLUME:
149,562 CY

DOLLAR AMOUNT INVOICED:
$7,429,000

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Clint Stephens
Tommy Webster
Rex Wilson
Eric Hedrick

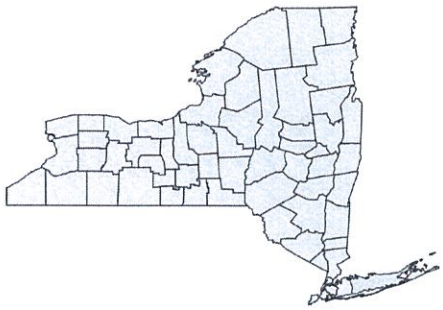
In August of 2013, P&J was issued a Notice to Proceed by the Colorado Department of Transportation (CDOT) to pick-up woody vegetative and construction and demolition (C&D) debris generated by severe flooding in the right-of-way (ROW) of state-maintained roads throughout six different counties in North-Central Colorado that were spread out over nearly 200 miles. P&J was also tasked with removing debris in various waterways and from underneath multiple state-maintained bridges. Much of the debris removed from under the bridges was heavily impacted into the bridges' supporting structures and needed to be removed and the bridges inspected to prevent further damage from the impending spring thaw which would bring additional flood waters. In addition, P&J removed and processed over 5,000 cubic yards of rock and sediment, of which a majority was crushed for re-use by CDOT. In total, P&J removed nearly 150,000 total cubic yards of various types of debris.

Debris Clean-Up Operation
Colorado

Debris Clean-Up Operation
Colorado

HURRICANE SANDY DEBRIS MANAGEMENT

SUFFOLK COUNTY AND THE CITY OF BROOKHAVEN, NEW YORK



START DATE:
November 2012

COMPLETION DATE:
January 2013

P&J'S ROLE:
Lead General Contractor

DEBRIS VOLUME:
~200,000 cubic yards

DOLLAR AMOUNT INVOICED:
$5,373,892 (City of Brookhaven)
$4,397,654 (Suffolk County)

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

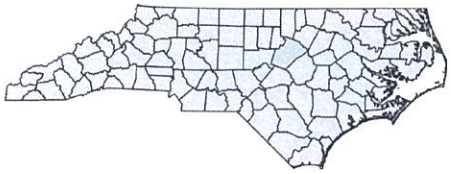
Rex Wilson | Steve Thompson | Clint Stephens

DMS Site Management
Brookhaven, NY

P&J provided recovery support following Hurricane Sandy which affected 24 states with particularly severe damage in New Jersey and New York and was the second-costliest hurricane in United States history ($53B) - only surpassed by Hurricane Katrina ($81B). P&J was contracted by the Borough of Avalon, New Jersey and Suffolk County, New York (including the Town of Brookhaven) to remove storm debris, reduce vegetative debris, and complete temporary repairs at several beach access points. Over 200,000 cubic yards of debris was removed from the public right-of-ways throughout various townships in Suffolk County. In addition, a large debris reduction effort was conducted at a facility in Brookhaven which utilized four air-curtain incinerators and support equipment to reduce +500,000 cubic yards of debris that had been transported to the facility from various agencies within Suffolk County.

TORNADO DEBRIS MANAGEMENT

CITY OF RALEIGH, NORTH CAROLINA



START DATE:
April 2011

DEBRIS VOLUME:
~325,000 cubic yards

COMPLETION DATE:
June 2011

DOLLAR AMOUNT INVOICED:
$2,091,613

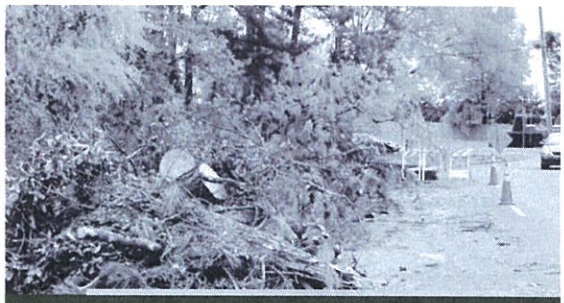
P&J'S ROLE:
Lead General Contractor

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Dudley Orr

On April 16, 2011 a tornado caused approximately $115B of damage throughout the Raleigh, North Carolina metropolitan area destroying or damaging hundreds of homes and leaving thousands without power. Upon activation of a pre-positioned debris management contract with the City of Raleigh (City), P&J supplied the equipment and manpower to manage response and recovery efforts including the removal, segregation, reduction, and disposal of the debris that was generated by the tornado. P&J quickly mobilized to the City and began the collection and hauling of debris to a debris management sites (DMS). Within 30 days, more than 100,000 cubic yards of debris had been removed from public property within the City, averaging more than three times the minimum daily amount specified in the contract. In addition, P&J set up grinding operations at the DMS to reduce the quantity of collected vegetative debris, and transported the processed material from the DMS to a final disposal site. By the end of the debris removal mission, P&J had collected and processed ~325,000 cubic yards of debris from the City and surrounding county areas.

Debris Clean-Up Operation
Raleigh, NC



Debris Clean-Up Operation
Raleigh, NC

TORNADO DEBRIS MANAGEMENT

CITY OF JOPLIN, MISSOURI

START DATE:
May 2011

COMPLETION DATE:
August 2011

P&J'S ROLE:
Subcontractor

DEBRIS VOLUME:
~1,170,000 cubic yards

DOLLAR AMOUNT INVOICED:
$36,120,816

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Steve Thompson | Dustin Haunhorst | Rex Wilson

On May 22, 2011 an EF-5 tornado struck the City of Joplin, Missouri (City) destroying more than 8,000 buildings and homes, knocking out power and phone services, overturning vehicles, splintering or uprooting trees, and killing more than 150 people. In response to the devastation that measured six miles long and more than ¾ of a mile wide, the U.S. Army Corps of Engineers (USACE) activated a Rapid Response Contract for the region. P&J was retained as a subcontractor by the USACE's Rapid Response Contractor for the area, and activated uncommitted resources to support the response and recovery mission.

Debris Clean-Up Operation
Joplin, MO

After establishing a command post within the City, P&J began checking in trucks and collecting debris within 24 hours after receiving the Notice to Proceed. Within 48 calendar days, more than 1,170,000 cubic yards of debris was removed from public streets and right-of-ways. Vegetative debris was transported to the debris management site (DMS) where it was offloaded and reduced via chipping. Over 182,000 cubic yards of wood chips were beneficially reused as landfill cover, mulch, and site substrate. During the debris management mission, the P&J workforce performed Private Property Debris Removal (PPDR) in conjunction with a Right-of-Entry program, and

Debris Clean-Up Operation
Joplin, MO

worked closely with representatives from the USACE, Federal Emergency Management Agency (FEMA), the Missouri National Guard, and the City of Joplin.

Debris Clean-Up Operation
Joplin, MO

A significant effort was made by P&J to ensure that local participation in the recovery mission was maximized. This effort included retention of 461 haul units licensed in the State of Missouri that hauled 46.2% of the total debris, and the direct hire of 116 local workers to support quality control activities.

P&J's debris management operations in Joplin, Missouri and simultaneous tornado response and recovery operations in the State of Alabama were separated by over 500 miles. This demonstrates that P&J has the resources and capability to successfully and efficiently respond to disasters of any size, in any region, and for multiple events simultaneously.

TORNADO SUPER-OUTBREAK DEBRIS MANAGEMENT

U.S. ARMY CORPS OF ENGINEERS

START DATE:
May 2011

DEBRIS VOLUME:
~4,900,000 cubic yards

COMPLETION DATE:
September 2011

DOLLAR AMOUNT INVOICED:
$164,682,726

P&J'S ROLE:
Lead General Contractor

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

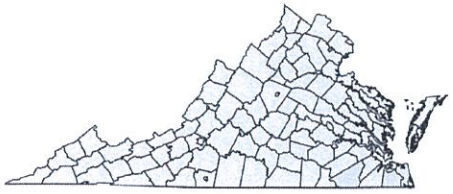
Eric Hedrick
Dustin Haunhorst
Dudley Orr
Clint Stephens
Rex Wilson
Gene Taylor
Ryan Manning
Steve Thompson

Debris Clean-Up Operation
Tuscaloosa, AL

On April 27, 2011 a historic super-outbreak of 292 tornados struck the Southeastern United States creating an enormous amount of debris from damaged trees and structures. The 59 tornadoes that touched down in Alabama left destruction so widespread that the U.S. Army Corps of Engineers (USACE) received a Direct Federal Assistance Mission from the Federal Emergency Management Agency (FEMA) to oversee the recovery efforts. As the USACE Advance Contracting Initiative (ACI) Contractor for the State of Alabama, P&J was mobilized to provide disaster debris management services which included emergency debris clearance; search and rescue support; segregation, loading, hauling, and reduction (burning and grinding) of debris; recycling; debris management site (DMS) site selection, preparation, and management; final debris disposal; waterway debris removal at Lake Martin; safety management; and quality control management. P&J deployed resources to 24 counties in Alabama (one-third of the entire state) where crews provided debris management activities. During the first 30 days of this recovery mission, P&J collected ~1,000,000 cubic yards of debris, utilized more than 500 crews, and checked in over 2,500 trucks. Over the following three months of the recovery effort, P&J removed and disposed of an additional ~3,900,000 cubic yards of debris and managed 32 DMSs.

HURRICANE IRENE DEBRIS MANAGEMENT

SOUTHEASTERN PUBLIC SERVICE AUTHORITY OF VIRGINIA



START DATE:
September 2011

DEBRIS VOLUME:
~192,000 cubic yards

COMPLETION DATE:
December 2011

DOLLAR AMOUNT INVOICED:
$4,246,271

P&J'S ROLE:
Lead General Contractor

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

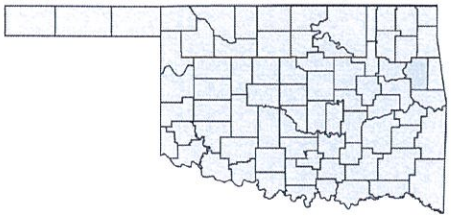
Steve Thompson | Rex Wilson | Clint Stephens

During August of 2011, Hurricane Irene caused destruction and flooding in much of the Caribbean and along the majority of the Eastern Seaboard of the U.S. from Florida to New England, making a total of nine landfalls including one in the Outer Banks of North Carolina. In response to damage that occurred in Virginia, the Southeastern Public Service Authority of Virginia (SPSA) activated P&J's pre-positioned debris management contract to assist with storm debris removal efforts in five cities along the Southeast Coast of Virginia including the Cities of Chesapeake, Franklin, Norfolk, Portsmouth, and Virginia Beach.

Upon contract activation, P&J began the process of coordinating personnel and equipment for mobilization into each municipality. A management team was assigned to each city; debris management sites (DMS) were selected, established, and managed; and the process of debris collection, segregation, hauling, and reduction was initiated. In Norfolk 33,726 cubic yards of vegetative debris was hauled of which 30,946 cubic yards was reduced and hauled to a recycling center. Due to severe tree damage that occurred in the Norfolk area, P&J also extracted 180 stumps, removed 484 hazardous limbs, and removed 40 dangerous leaning trees. The recovery mission in Norfolk was accomplished in a five-week period. In Virginia Beach P&J collected 58,500 cubic yards of storm generated debris, reduced 63,300 cubic yards of debris, and removed 19,500 hazardous limbs along with 169 dangerous leaning trees. The recovery mission in Virginia Beach was accomplished over a three-month period. In Portsmouth 16,300 cubic yards of debris was hauled and 12,200 cubic yards of debris reduced over a 2-week period, in Franklin 21,000 cubic yards of vegetative debris was removed from public right-of-ways over a seven-week period, and in Chesapeake 62,925 cubic yards of debris was hauled in less than three weeks.

ICE STORM DEBRIS MANAGEMENT

CHEROKEE COUNTY, OKLAHOMA



START DATE:
April 2009

DEBRIS VOLUME:
~232,000 cubic yards

COMPLETION DATE:
June 2009

DOLLAR AMOUNT INVOICED:
$1,516,437

P&J'S ROLE:
Lead General Contractor

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Dudley Orr

P&J was placed under contract to perform debris removal and disposal services following a January 2009 ice storm that occurred in Cherokee County, Oklahoma. P&J immediately mobilized equipment and manpower to the area to accomplish cutting and removal of hazardous downed and broken/leaning trees and limbs from public right-of-ways and public access areas. A total of 231,915 cubic yards of vegetative debris was collected, hauled, and reduced via open burn during this project.

Debris Clean-Up Operation
Cherokee County, OK

HURRICANES GUSTAV AND IKE DEBRIS MANAGEMENT

POINT COUPEE, WEST FELICIANA AND PLAQUEMINES PARISHES

START DATE:
September 2008

COMPLETION DATE:
December 2008

P&J'S ROLE:
Lead General Contractor

DEBRIS VOLUME:
~1,425,000 cubic yards

DOLLAR AMOUNT INVOICED:
$7,486,426 (Pointe Coupee Parish)
$4,055,869 (West Feliciana Parish)
$2,594,004 (Plaquemines Parish)

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

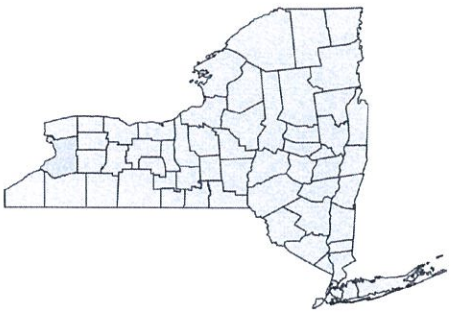
Gene Taylor
Steve Thompson
Clint Stephens
Rex Wilson

During the late summer of 2008 the coasts of Louisiana and Texas were impacted first by Hurricane Gustav and then by Hurricane Ike. In response, P&J mobilized to Pointe Coupee Parish, West Feliciana Parish, and Plaquemines Parish in Louisiana to segregate, remove, reduce, and dispose of ~1,250,000 cubic yards of vegetative debris caused by the landfall of Gustav, and ~175,000 cubic yards of vegetative debris caused by the landfall of Ike. Responses to both events required P&J to deploy personnel, and manage debris recovery activities within a diverse array of urban and rural environments.

Emergency Levee Repair
Plaquemines Parish, LA

ICE STORM DEBRIS MANAGEMENT

CITY OF BUFFALO, NEW YORK



START DATE:
October 2006

COMPLETION DATE:
January 2007

P&J'S ROLE:
Lead General Contractor

DEBRIS VOLUME:
~1,000,000 cubic yards

DOLLAR AMOUNT INVOICED:
$11,686,550

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Dustin Haunhorst
Rex Wilson

In response to a major snow and ice storm that paralyzed the City of Buffalo, New York, P&J applied its disaster response knowledge and experience to remove ~1,000,000 cubic yards of debris from public right-of-ways. The project was complicated by the narrow nature of the streets in this historic city and the freezing temperatures that crews worked in throughout the disaster debris management mission.

HURRICANES KATRINA AND RITA DEBRIS MANAGEMENT

U.S. ARMY CORPS OF ENGINEERS

START DATE:
September 2005

COMPLETION DATE:
September 2007

P&J'S ROLE:
Lead General Contractor

DEBRIS VOLUME:
~10,700,000 cubic yards (LA)
~2,000,000 cubic yards (MS)
~1,800,000 cubic yards (AL)

DOLLAR AMOUNT INVOICED:
$730,287,500 (LA)
$39,032,987 (MS)
$44,827,834 (AL)

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Eric Hedrick
Ryan Manning
Steve Thompson
Dudley Orr
Dustin Haunhorst
Mike Teem
Clint Stephens

LOUISIANA

In late August of 2005, Hurricane Katrina made landfall near the Louisiana-Mississippi border with a strong storm surge that resulted in the failure of numerous levees and consequent flooding in the City of New Orleans (City). Shortly thereafter, Hurricane Rita made landfall near the Louisiana-Texas border. P&J responded to both events and successfully resolved all of the challenges associated with simultaneously providing disaster response and recovery services in multiple locations in New Orleans and throughout western Louisiana.

Debris Clean-Up Operation
New Orleans, LA

Following the arrival of Katrina, P&J was awarded a U.S. Army Corps of Engineers (USACE) Firm Fixed Price Indefinite Delivery/Indefinite Quantity (ID/IQ) contract through a competitive solicitation process to provide debris removal and management services for Sector 1 (Orleans Parish, Louisiana). Following the landfall of Hurricane Rita, the work area was subsequently expanded to encompass Sector 4 (Western Parishes, Louisiana) which required deployment of P&J resources to the Parishes of Vermillion, Cameron, Lafayette, Jefferson Davis, Beauregard, Allen, and St. Landry. Both of these projects were managed simultaneously by P&J which proactively established a working capital credit of $100M to fund ongoing work.

The City of New Orleans was still flooded when P&J mobilized to the area, and in response to the absence of basic services within the City, temporary worker housing was established for approximately 75 individuals in City Park – some of the only high ground in the Parish. The housing site was secured, portable power established, and food service was mobilized to the site. A support team was deployed to operate the site, and during the early stages of work the P&J food service provider fed up to 4,000 contractor and government workers per day.

Household Hazardous Waste Separation
New Orleans, LA

Forty-seven task orders valued at $730,287,500 were issued under the USACE ID/IQ contract to accomplish necessary services including emergency debris clearance; segregation, loading, hauling, and reduction (burning, grinding, etc.) of debris; recycling (metals, white woods, e-waste); Private Property Debris Removal (PPDR); demolition; waterway debris removal; DMS selection, construction, and management; final disposal of reduced debris; safety management; and quality control management. In Sector 1, P&J collected and processed ~9,000,000 cubic yards of debris from an area measuring 72.8 square miles (average 125,000 cubic yards per square mile), and in Sector 4 P&J collected and processed ~1,700,000 cubic yards of debris from an area measuring 6,262 square miles (average 270 cubic yards per square mile).

The wind and flood damage in the greater New Orleans metropolitan area resulted in catastrophic damage to commercial, public, and private property. The resulting debris stream presented environmental complexities unlike any encountered during previous disasters, and were further complicated by limited local landfill and disposal options. Through application of its experience and mature management approach, P&J overcame all of these operational challenges and successfully collected +42,000 cubic yards of Asbestos Containing Materials and 1,470,000 Household Hazardous Waste items, recycled a large quantity of metals (764,000 units of white goods – 787,000 units of electronics – 51,000 units of small motorized equipment), and completed 16,400 PPDRs and 1,200 demolitions. All of this work was accomplished by a workforce that logged in excess of 10,000,000 man-hours with only three lost-time accidents.

Asbestos Containing Materials Separation
New Orleans, LA

MISSISSIPPI

As part of its response to Hurricane Katrina, P&J was awarded a debris removal contract by the City of Gulfport, Mississippi to address Katrina restoration efforts. P&J collected, segregated, and processed ~2,000,000 cubic yards of debris from public right-of-ways which included vegetation, damaged boats and vehicles, and hazardous animal carcasses. During the initial phase of the recovery mission, P&J reduced vegetative debris by open burning which was approved by local and state authorities. However, due to citizen complaints regarding the practice, open burning of the debris was subsequently banned. In response, P&J mobilized additional personnel and grinding equipment to the region and chipped the remaining vegetative debris.

ALABAMA

As an additional part of its response to Hurricane Katrina, P&J's Advanced Contracting Initiative (ACI) contract was activated by the USACE to address Katrina restoration efforts in Alabama. Under the contract, P&J collected and processed ~1,800,000 cubic yards of vegetative debris; performed beach sand removal, screening, and replacement; removed hazardous tree limbs from approximately 60 parks; and performed waterway debris removal and disposal. All work was performed on county and municipality right-of-ways and other eligible public property in Mobile County.

White Goods Disposal
New Orleans, LA

HURRICANE WILMA DEBRIS MANAGEMENT

PALM BEACH COUNTY SOLID WASTE AUTHORITY

START DATE:
October 2005

DEBRIS VOLUME:
~2,900,000 cubic yards

COMPLETION DATE:
February 2006

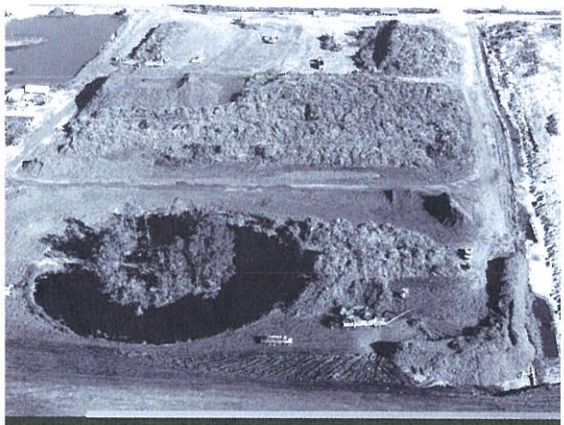
DOLLAR AMOUNT INVOICED:
$37,045,999

P&J'S ROLE:
Lead General Contractor

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Dudley Orr Dustin Haunhorst

Shortly after the Gulf Coast was impacted by Hurricanes Katrina and Rita in 2005, Hurricane Wilma tracked across southern Florida. The Palm Beach County Solid Waste Authority (SWA) activated P&J's pre-positioned debris removal contract to address response, recovery, and restoration efforts associated with Hurricane Wilma. P&J provided services which included emergency debris clearance; segregation, loading, hauling, and reduction of debris; recycling of debris; debris management site (DMS) selection, construction, and management; final disposal of debris; safety management; and quality control management. These services were performed throughout Palm Beach County and within the jurisdictional boundaries of several Florida cities including Atlantis, Boynton Beach, Coral Springs, Highland Beach, Pahokee, South Bay, Weston, Lantana, and Palm Beach.



Aerial View of a DMS
Palm Beach County, FL

P&J simultaneously responded to the damage caused in southern Florida while operations responding to Hurricanes Katrina and Rita along the Gulf Coast were at full capacity. Using uncommitted manpower and equipment and numerous local subcontractors, P&J updated its operational plan with the SWA and subsequently removed, processed, and disposed of ~2,900,000 cubic yards of debris from Palm Beach County and impacted municipalities within three months at a rate of +126,800 cubic yards per day. The management approach utilized to address response needs in Florida resulted in no impact to the ongoing operations along the Gulf Coast in response to Hurricanes Katrina and Rita.

HURRICANES FRANCES AND JEANNE DEBRIS MANAGEMENT

PALM BEACH COUNTY SOLID WASTE AUTHORITY

START DATE:
August 2004

COMPLETION DATE:
January 2005

P&J'S ROLE:
Lead General Contractor

DEBRIS VOLUME:
~2,800,000 cubic yards

DOLLAR AMOUNT INVOICED:
$27,119,941

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Dudley Orr

Steve Thompson

Several major hurricanes affected the southeastern United States in late summer and early fall of 200 including Hurricanes Frances and Jeanne. A massive response effort throughout the impacted multi-state region stretched industry capabilities and resources. P&J was immediately called upon to mobilize in Florida under a pre-positioned debris management contract with the Palm Beach County Solid Waste Authority (SWA). P&J removed, reduced, and disposed of ~2,800,000 cubic yards in Palm Beach County in response to Hurricanes Frances and Jeanne, and performed debris management site (DMS) reclamation. In order to manage the debris collected during the recovery effort, Palm Beach County constructed community DMSs that were used by 32 separate contractors to manage debris. Approximately 50% of the trucks utilizing the community DMSs were not affiliated with P&J; however, in order to ensure that all activities were conducted safely, P&J assigned safety monitors to each of the sites who were responsible for providing safety orientation briefings to all drivers using the sites as well as hard hats and reflective safety vests.

HURRICANE CHARLEY DEBRIS MANAGEMENT

CITY OF DAYTONA BEACH, FLORIDA

START DATE:
August 2004

COMPLETION DATE:
December 2004

P&J'S ROLE:
Lead General Contractor

DEBRIS VOLUME:
~360,000 cubic yards

DOLLAR AMOUNT INVOICED:
$2,847,723

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Steve Thompson
Dudley Orr

During August of 2004, Hurricane Charley struck Florida's Gulf Coast and caused significant damage during its trek across the state before moving out over Atlantic Ocean, making its exit in the vicinity of the Cities of Daytona Beach and New Smyrna Beach. P&J mobilized personnel to the Atlantic Coast of Florida in advance of the storm and within three days of Hurricane Charley's landfall executed a contract with the City of Daytona Beach for debris removal and disposal. P&J quickly activated pre-positioned subcontracts to mobilize heavy equipment and trucks to the impacted area within 72 hours, and immediately began clearing roads and hauling debris. During the course of this recovery project, P&J segregated, loaded, hauled, and disposed of 364,907 cubic yards of storm-generated debris.

HURRICANE IVAN DEBRIS MANAGEMENT

U.S. ARMY CORPS OF ENGINEERS

START DATE:
September 2004

COMPLETION DATE:
March 2005

P&J'S ROLE:
Lead General Contractor

DEBRIS VOLUME:
~3,000,000 cubic yards

DOLLAR AMOUNT INVOICED:
$54,837,050

KEY P&J PERSONNEL ASSIGNED TO PROJECT:

Steve Thompson | Eric Hedrick | Dustin Haunhorst

Following Hurricane Ivan's landfall in September of 2004, P&J's U.S. Army Corps of Engineers (USACE) Advanced Contracting Initiative (ACI) contract for disaster response and recovery services was activated in the State of Alabama. P&J immediately mobilized equipment and personnel resources to multiple locations throughout Alabama including the Counties of Mobile, Monroe, Escambia, Clark, Washington, and Butler. Services provided by P&J during the response mission included emergency road clearance; sand removal; debris removal (vegetative and construction and demolition [C&D] debris); debris management site (DMS) selection, construction, and management; burning and grinding; beach rebuilding; white goods pickup and processing; and health and safety services. P&J ultimately loaded, hauled, and disposed of ~3,000,000 cubic yards of debris and met all timetables established by the municipalities, the State of Alabama, and the USACE.

3. REFERENCES

The following table serves as a representative sample of P&J's past experience providing disaster debris management services for a wide range of clients in response to a wide range of events. P&J encourages the City to contact the references provided herein to obtain feedback on the high quality of our work.

Project	Contract Dates	Total CY/Tons	Total Dollar Amount	Reference Information
Hurricane Irma	September – December 2017	903,199 CY Veg 1,105,424 CY Processed 14,068 CY C&D 59 Trees 6,458 Limbs	$17,519,625	Solid Waste Authority of Palm Beach County, Florida John Archambo, Solid Waste Manager 561-315-2010 | jarchambo@swa.org
Hurricane Irma	September 2017 - January 2018	774,780 CYs Veg 14,544 CYs C&D 293 Trees 126 Limbs 43 Stumps	$10,742,307	Volusia County, Florida John V. Angiulli, Public Works Director 863-381-3686 | jangiulli@volusia.org
Hurricane Irma	September – December 2017	874,712 CY Veg 27,318 CY C&D 358 Trees 19,006 Limbs 35 Stumps	$11,438,240	Highlands County, Florida Scott Canady, Community Safety Director 863-381-3686 | scanaday@hceoc.org
Hurricane Irma	September – December 2017	299,076 CY Veg 2,206 CY C&D 111 Trees 13,316 Limbs 204 Stumps	$6,044,003	City of Coral Springs, Florida Rich Michaud, Director of Public Works 954-344-1165 | rmichaud@coralsprings.org
Hurricane Irma	September – December 2017	128,512 CY	$2,752,162	Hillsborough County, Florida Kimberly Byer, Solid Waste Director 813-612-7718 | byerk@hillboroughcounty.org
Hurricane Harvey	September 2017 – January 2018	96,765 CY 1,424 Trees	$2,448,695	Harris County Flood Control District, Texas John Watson, Facilities Manager 713-684-4000 | john.watson@hcfcd.org
Hurricane Matthew	October 2016 - February 2017	185,713 CY	$5,451,736	Horry County Solid Waste Authority, South Carolina Mike Bessant, Material Recycling Facility Operations 843-347-1651 | mbessant@solidwasterauthority.org
Hurricane Matthew	October 2016 - March 2017	128,639 CY	$1,626,557	South Carolina Department of Transportation David Cook, State Maintenance Engineer 803-737-1290 | cookdb@scdot.org
Hurricane Matthew	October 2016 - January 2017	44,257 CY 67 Trees 4,316 Limbs	$619,950	Town of North Myrtle Beach, South Carolina Travis Dupree, Public Works 843-280-5592 | tedupree@nmb.us
Tax Day and Memorial Day Floods	May - August 2016	118,625 CY 849 Trees	$1,923,000	Harris County Flood Control District, Texas John Watson, Facilities Manager 713-684-4000 | john.watson@hcfcd.org

Project	Contract Dates	Total CY/Tons	Total Dollar Amount	Reference Information
Butte Wildfire	October 2015-May 2016	26,995 Trees	$44,861,234	Pacific Gas & Electric, California Pete Dominguez, Planning Manager 415-972-5350 | PFD1@PGE.com
South Carolina Ice Storm	February - May 2014	255,661 CY 262 Trees 52,659 Limbs	$9,821,879	South Carolina Department of Transportation David Cook, State Maintenance Engineer 803-737-1290 | cookdb@scdot.org
North Carolina Ice Storm	March - May 2014	183,124 CY	$1,941,112	City of Burlington, North Carolina Eric Hilton, Operations and Projects Engineer 336-229-3172 | ehilton@ci.burlington.nc.us
Hurricane Sandy	November 2012 - January 2013	168,724 CY 1395 Tons C&D 544 Stumps	$5,373,892	Town of Brookhaven, New York Dan Sicilian, Safety & Emergency Management 631-451-2363 | dsicilian@brookhaven.org
Raleigh, North Carolina Tornado	April - June 2011	325,782 CY 349 Stumps	$2,091,613	City of Raleigh, Public Works Department, North Carolina Chris McGee, PE, Transportation Field Services Manager 919-996-6446 | chris.mcgee@raleighnc.gov
Joplin, Missouri Tornado	May - August 2011	~1,157,000 CY	$36,120,816	Weston Solutions, Inc. Chris Henry, Project Manager 484-437-5986 | chris.henry@westonsolutions.com
Alabama Tornado Super-Outbreak	May - September 2011	~5,000,000 CY	$164,299,828	United States Army Corps of Engineers Matt Tate, Natural Disaster Program Manager 251-690-2241 | jacob.m.tate@usace.army.mil
Hurricane Irene	September - December 2011	~192,000 CY	$4,246,271	City of Norfolk, Virginia Richard Broad, Director of Public Works 757-664-4660 | Richard.Broad@norfolk.gov
Oklahoma Ice Storm	April - June 2009	~232,000 CY	$1,516,437	Muskogee Public Works, Oklahoma Mike Stewart, Public Works Director 918-684-6330 | mstewart@muskogeeonline.org
Hurricane Wilma	October 2005 - February 2006	~2,900,000 CY	$37,045,999	Solid Waste Authority of Palm Beach County, Florida John Archambo, Solid Waste Manager 561-315-2010 | jarchambo@swa.org
Hurricanes Frances & Jeanne	August 2004 - January 2005	~2,800,000	$27,119,941	Solid Waste Authority of Palm Beach County, Florida John Archambo, Solid Waste Manager 561-315-2010 | jarchambo@swa.org

Additionally, the completed references form is included in Tab E with the other required forms and letters of commendation / performance evaluations for several of these projects and others are presented in Appendix II to this proposal.

4. MULTIPLE SIMULTANEOUS CONTRACT EXECUTION

4.1. REGIONAL PLAN

P&J currently maintains over 120 pre-positioned contracts across the nation including 21 in the State of South Carolina, several which are in the vicinity of the City. This puts P&J in a unique position to provide streamlined project management, and manpower and equipment resources to the City and our other contracts in the region, if impacted by a disaster. If the City were to award the primary contract for Debris Management services to P&J, it could also help to minimize the coordination efforts with multiple contractors and subcontractors working in the same areas. Additionally, P&J's local presence in the City (through our South Carolina office in Charleston) ensures our ability to respond to the disaster debris management needs swiftly and efficiently if the need should arise.

P&J will execute the City's debris management contract separately from any other simultaneous contract activations in the area by different project teams while resource management will be handled collectively at the corporate level, resulting in effective and efficient operations including project management and delegation of resources. P&J will assign one senior event manager to oversee the total debris management mission, and separate operations managers to manage the work performed under each separate contract. This organizational structure provides the P&J event manager with high-level oversight of a multi-jurisdictional deployment while each community receives the attention it needs from a dedicated operations manager. Each client will have its own unique needs with regards to what resources work best in its community. For example, some communities' streets/roadways can accommodate larger debris removal hauling units while others may require more compact units to access debris; some clients may utilize a cooperative purchasing agreement and require management in cooperation with other municipalities; or some client's geographic location might dictate that they acquire or share TDSRS or landfill space outside of their jurisdiction which will require proper planning, permitting, and logistics by the project team. Having an organizational structure in place that allows for multiple levels of oversight and access to resources provides the flexibility needed to quickly adjust to what works best in each community, ensuring the best possible response and expediting recovery.

Accounting and documentation, quality control, and safety will also be handled separately for each client by each respective project team. P&J understands that the City and our other clients in the area would be separate and distinct applicants/sub-applicants with regard to project documentation and federal reimbursement, and P&J would manage each entity as such. Our established and proven project tracking and accounting systems allow us to isolate the work performed under each contract to ensure efficient resource tracking and documentation for each contract separately, in accordance with FEMA requirements. More information about our project accounting and documentation systems can be found in Tab 4: Understanding and Approach.

4.2. PROVEN TRACK RECORD OF SUCCESSFUL SIMULTANEOUS CONTRACT ACTIVATION

P&J's substantial in-house workforce of highly qualified management and field personnel and our established pool of key and pre-registered subcontractors, 468 are based in South Carolina, provides us with the capability to execute multiple simultaneous disaster debris management missions successfully.

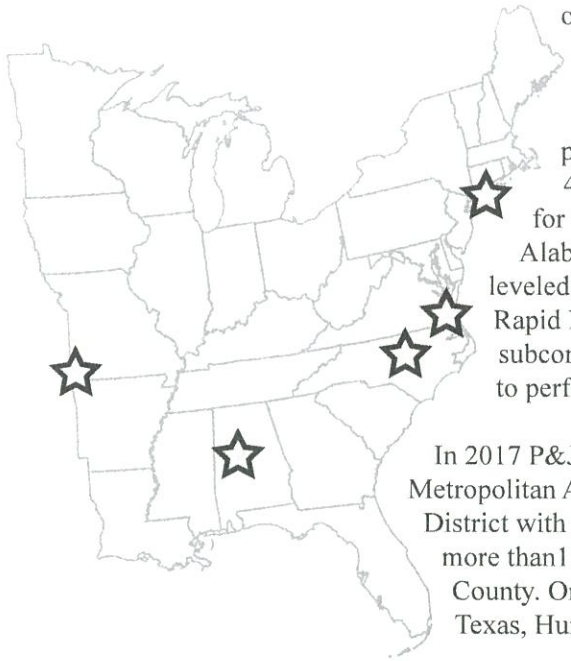
P&J offers the City demonstrated experience simultaneously executing multiple contracts in the following table, which provides an overview of P&J's experience over the past 15 years.

Event Year	FEMA Disaster Number(s)	Nature of Event(s)	Contracts Activated
2018	DR-4393NC	Hurricane Florence	6
2017	DR-4332 TX, DR-4337FL	Hurricanes Harvey and Irma	24
2016	DR-4286SC, DR-4284GA	Hurricane Matthew	6
2015	DR-4240CA, DR-4241SC	California Valley Fire, South Carolina Severe Storms and Flooding	3
2014	DR-4166SC, DR-4167NC	Severe Winter Storms	8
2012	DR-4085NY	Hurricane Sandy	7
2012	DR-4080LA, DR-4084FL	Hurricane Isaac	3
2011	DR-1969NC, DR-1971AL, DR-1980MO	Severe Storms, Tornadoes, Straight-line Winds, and Flooding	42
2011	DR-4019NC, DR-4020NY, DR-4024VA	Hurricane Irene	13
2011	DR-4118ND	North Dakota Flooding	5
2010	DR-1871NC	Severe Winter Storms and Flooding	3
2009	DR-1818KY	Severe Winter Storms and Flooding	6
2008	DR-1786LA, DR-1792LA	Hurricanes Gustav and Ike	9
2005	DR-1603LA, DR-1604MS, DR-1605AL, DR-1607LA, DR-1609FL	Hurricanes Katrina, Rita, and Wilma	47
2004	DR-1545FL, DR-1561FL, DR-1539FL	Hurricanes Frances, Jeanne, and Charley	32
2004	DR-1551FL, DR-1549AL	Hurricane Ivan	5
2003	DR-1491VA	Hurricane Isabel	7

These simultaneous contract activations required P&J to deploy multiple project management teams and utilize available lines of credit and other internal financial resources.

Within two months in 2005, Hurricanes Katrina, Rita, and Wilma all made landfall along the Gulf Coast from Texas to Florida. Following the landfall of Hurricane Katrina, USACE activated ACI in coastal Alabama, and P&J was selected to address debris removal operations in Orleans Parish, including New Orleans. The work area was subsequently expanded to encompass several parishes in Western Louisiana to address damage caused by Hurricane Rita. Collectively a total of 47 individual task orders, valued at more than $700M, were issued for debris operations conducted in Louisiana and Alabama. P&J was also awarded a municipal debris removal contract by the City of Gulfport, Mississippi, to address its Hurricane Katrina response efforts. While operations responding to Hurricanes Katrina and Rita were at full capacity, P&J's pre-position debris removal contract with the Palm Beach County Solid Waste Authority activated in response to the landfall of Hurricane Wilma in South Florida.

On April 16, 2011, a tornado caused large-scale destruction throughout the Raleigh, North Carolina metropolitan area. The City of Raleigh activated P&J's pre-positioned contract to provide debris removal and reduction services. Shortly after P&J completed mobilization to the Raleigh area, a tornado super-



outbreak occurred throughout the Southeastern U.S. with the most devastating concentration in the State of Alabama (292 tornadoes in one day). Because of the widespread destruction, USACE activated P&J's pre-positioned ACI contract and subsequently issued 41 individual task orders, valued at more than $160M, for disaster debris management in 24 counties throughout Alabama. Less than one month later, an EF-5 tornado leveled Joplin, Missouri. In response, USACE activated a Rapid Response Contract held by Weston Solutions, Inc. As a subcontractor to Weston Solutions, P&J mobilized to the area to perform disaster debris management activities.

In 2017 P&J responded to the devastation around the Houston Metropolitan Area by assisting the Harris County Flood Control District with the clearance of storm and flooding debris from more than100 miles of canals and 13 bayous throughout the County. Only two weeks after Hurricane Harvey's impact on Texas, Hurricane Irma hit the state of Florida leaving debris scattered throughout the entire state. P&J simultaneously assisted 23 of our Florida clients with their Hurricane Irma response and recovery efforts involving the removal and disposal of more than 3M CY of debris, in addition to maintaining operations in Harris County.

During the Spring of 2011, P&J simultaneously responded to tornado events in the States of North Carolina, Alabama, and Missouri. Not long after these projects were closed out in September, Hurricane Irene made landfall impacting the Mid-Atlantic and Northeast Coasts of the Atlantic Seaboard and P&J immediately re-mobilized to the States of North Carolina, Virginia, and New York to support response efforts. The total volume of disaster debris managed by P&J for these events exceeded 6,000,000 cubic yards.

These examples demonstrate that P&J has access to the necessary personnel, equipment, and financial resources to successfully respond to simultaneous disaster events or a single disaster event impacting numerous municipalities in a geographic region.

5. STAFFING PLAN

At P&J our greatest resource is our employees, from our operational managers and supervisors with years of experience who keep our crews safe and productive, our crafts who perform the work, to our corporate service teams that manage our fleet, financial and administration, information, and technology systems. We are proud to have many second and third generation employees that have chosen to build their careers with P&J. P&J currently has in excess of 1,200 employees and sufficient bench strength to provide multiple layers of redundancy to a project workforce.

5.1. EXPERIENCE & QUALIFICATIONS OF DEBRIS MANAGEMENT STAFF

5.1.1. KEY FIELD MANAGEMENT PERSONNEL

P&J is a general contractor that employs hundreds of management, operations, and administrative personnel that currently support a wide variety of construction projects at sites located throughout the United States. All of these employees are on a job site today performing various construction management and operational functions in support of current projects. Therefore, in response to a disaster event, P&J has the capability to immediately re-assign personnel with disaster experience to support the response effort without affecting ongoing construction project work. For example, following Hurricane Irma's massive impact on the State of Florida in 2017, Mr. Heath Stone was managing closeout of a water resources project and helping with estimating upcoming bids for the Water Resources Group, and Mr. Eric Hedrick and was managing a hazardous tree removal project being performed by P&J in California. Immediately following receipt of a request for assistance from several pre-positioned contracts in Florida, both of these individuals were immediately deployed to Florida to manage the removal of hurricane-related debris removal efforts.

EXTENSIVE PERSONNEL RESOURCES

P&J currently has in excess of 1,200 employees and sufficient bench strength to provide multiple layers of redundancy to a project workforce.

P&J currently employs an extensive cadre of management and field personnel that have supported disaster debris management missions thus providing our organization with a highly qualified team to support the City during a future disaster event. Our knowledgeable and experienced workforce includes a core response group of individuals that offer demonstrated disaster response experience on multiple missions and have numerous Federal Emergency Management Agency (FEMA), U.S. Army Corps of Engineers (USACE), and Occupational Safety and Health Administration (OSHA) certifications.

The team that would be deployed for most typical, isolated, small disaster events would only consist of an Operations Manager, several Area/Sector/Zone (ASZ) Managers, and a Field Safety Manager. However, a larger, more complex team with additional specialized expertise would be assembled and deployed for a catastrophic disaster event. Selection of the specific key personnel that would support a disaster debris management mission for the City is not realistic at this time given the fact that the timing and magnitude of a future disaster is not known. However, for a typical response scenario the team would primarily consist of individuals selected from P&J's core response group. Identification of the core response group members and a summary of major disaster events supported by these individuals are provided in the paragraphs that follows. Resumes for these individuals are presented in Appendix III to this proposal.

Tommy Webster - Contract Manager: Mr. Webster offers 17 years of disaster experience and has participated in the following disaster events: (Ongoing) California Tree Debris Management Program – (2017) Hurricanes Irma and Harvey – (2016) Harris County Texas Flood, Hurricane Matthew, Multiple Louisiana Parish Flood – (2015) Hurricane Joaquin, Calaveras County California Butte Wildfire, Multiple County South Carolina Flood – (2014) City of Burlington North Carolina Ice Storm, Williamsburg/ Florence County South Carolina Ice Storm – (2013) Multiple County Colorado Flood – (2012) Hurricane Sandy – (2010) Deepwater Horizon Oil Spill – (2008) Hurricane Ike – (2003) San Diego County

California Wildfire, San Bernardino California Wildfire, Hurricane Isabel – (2002) Multiple County North Carolina Ice Storm.

Dudley Orr - Project Manager: Mr. Orr offers 21 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma – (2016) Hurricane Matthew – (2013) U.S. Highway 441 North Carolina Rockslide – (2011) Alabama Spring Tornado Outbreak – (2009) I-40 North Carolina Rockslide – (2005) Hurricanes Katrina, Rita, and Wilma – (2004) Hurricanes Charley, Frances, and Jeanne – (2003) Hurricane Isabel – (2002) Hurricane Lili – (1996) Hurricane Fran.

Eric Hedrick - Project Manager: Mr. Hedrick offers 16 years of disaster experience and has participated in the following disaster events: (2017) Hurricanes Irma and Harvey – (2016) Harris County Texas Flood, Multiple Louisiana Parish Flood – (2015) Calaveras County California Butte Wildfire, Multiple County South Carolina Flood – (2014) Williamsburg/Florence County South Carolina Ice Storm – (2013) Multiple County Colorado Flood – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Dennis – (2004) Hurricane Ivan – (2001) 9/11 World Trade Center Forensic Recovery Mission.

Edd Satterfield - Project Manager: Mr. Satterfield offers 21 years of disaster experience and has participated in the following disaster events: (2016) Hurricane Matthew - (2016) Harris County Flood - (2014) City of Burlington Ice Storm - (2011) City of Joplin Tornado - (2011) Hurricane Irene - (2009) I-40 Rockslide - (2005) Hurricane Katrina - (2001) Hurricane Frances - (2004) Hurricane Charley - (2004) Hurricane Ivan - (2003) Hurricane Isabel - (1999) Hurricane Floyd - (1998) Hurricane Bonnie - (1996) Hurricane Fran.

Heath Stone - Operations Manager: Mr. Stone offers 2 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma [Hillsborough County, Town of Belleair, Kenneth City, and Pinellas Park] – (2014) Williamsburg/Florence County South Carolina Ice Storm.

William Goodgine - Operations Manager: Mr. Goodgine offers 3 years of disaster experience and has participated in the following disaster events: (Ongoing) California Tree Debris Management – (2017) Hurricane Harvey - (2015) Calaveras County California Butte Wildfire

Alan Carver - Operations Manager: Mr. Carver offers 5 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma - (2005) Hurricane Katrina - (1999) Hurricane Floyd - (1996) Hurricane Fran

Rex Wilson - Area/Sector/Zone Manager: Mr. Wilson offers 11 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Harvey – (2016) Harris County Texas Flood, Multiple Louisiana Parish Flood – (2015) Multiple County South Carolina Flood, Calaveras County California Butte Wildfire – (2013) Multiple County Colorado Flood – (2012) Hurricane Sandy, West Liberty Kentucky Tornado – (2011) City of Minot North Dakota Flood, Hurricane Irene, City of Joplin Missouri Tornado, Alabama Spring Tornado Outbreak – (2010) Deepwater Horizon Oil Spill – (2008) Hurricanes Gustav and Ike – (2007) Cherokee County Oklahoma Ice Storm – (2006) City of Buffalo New York Ice Storm – (2004) Hurricane Ivan.

Roger Hatfield - Area/Sector/Zone Manager: Mr. Hatfield offers 2 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma [Town of Belleair, Kenneth City, and Pinellas Park] – (2009) West Virginia Winter Storm.

Kurt Keith - Area/Sector/Zone Manager: Mr. Keith offers 1 year of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma [Town of Belleair, Kenneth City, and Pinellas Park].

Dustin Haunhorst - Field Safety Manager: Mr. Haunhorst offers 13 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma – (2016) Harris County Texas Flood – (2015) Calaveras County California Butte Wildfire – (2012) Hurricane Sandy, West Liberty Kentucky Tornado – (2011) Alabama Spring Tornado Outbreak, City of Joplin Missouri Tornado, Hurricane Irene, City of Minot North Dakota Flood – (2008) Hurricane Ike – (2007) Cherokee County Oklahoma Ice Storm – (2006) City of Buffalo New York Ice Storm – (2005) Hurricanes Katrina, Wilma, and Dennis – (2004) Hurricane Ivan.

Gene Taylor - Field Safety Manager: Mr. Taylor offers 9 years of disaster experience and has participated in the following disaster events: (2013) U.S. Highway 441 North Carolina Rockslide – (2011) Alabama Spring Tornado Outbreak – (2010) Deepwater Horizon Oil Spill – (2008) Hurricanes Gustav and Ike – (2005) Hurricanes Katrina and Rita – (2004) Hurricane Ivan.

Wade Cutshaw - Field Safety Manager: Mr. Cutshaw offers 4 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma [Hillsborough County and Pinellas Park], Hurricane Harvey – (2011) Alabama Spring Tornado Outbreak – (2010) Deepwater Horizon Oil Spill.

5.1.2. CORPORATE RESOURCE PERSONNEL

In addition to the core response group discussed in the previous section, P&J corporate resource personnel that would also support execution of a disaster debris management mission for the City are listed below. Resumes for these individuals are also presented in Appendix III to this proposal.

Steve Thompson - Corporate Environmental, Safety & Health Manager: Mr. Thompson has been employed by P&J since 1990 and offers 22 years of disaster experience. He is responsible for the overall management of P&J's health and safety program, develops and administers policies and procedures regarding employee safety, investigates project accidents and develops preventative measures, and monitors safety programs implemented by subcontractors. Mr. Thompson served as the primary safety manager for the World Trade Center Staten Island Landfill Forensic Recovery Mission, and for recovery efforts associated with Hurricanes Katrina (2005), Gustav & Ike (2008), Irene (2011), and the tornadoes that occurred in Alabama and Joplin, Missouri (2011). To varying degrees, he has supported every disaster contract activation that P&J has managed over the past 22 years.

Clint Stephens - Lead Contract Administrator: Mr. Stephens has been employed by P&J since 2005 and offers 13 years of disaster experience. He is responsible for the financial aspects of contract administration. Relative to disaster recovery projects, Mr. Stephens manages administrative functions including contract compliance, data processing, reporting, audit response, billing, and subcontractor

payments. He also oversees management of field data collection, cost reporting and cost allocation, financial claim resolution, invoicing/billing processes, contract closeout, and other required group support and management. Notable disaster events supported by Mr. Stephens have included Hurricanes Katrina (2005), Rita (2005), Gustav & Ike (2008), the tornadoes that occurred in Alabama (2011), Hurricane Sandy (2012), the South Carolina Ice Storm (2014), and the Butte Wildfire (2015).

Paul Linley – Corporate Quality Control Manager: Paul Linley has been employed by P&J since 2014. He currently serves as the Corporate Quality Control Manager and is responsible for implementation and oversight of all aspects of the Corporate Quality Control Program (QCP). In this role, Mr. Linley's specific duties include ongoing review and update of the Quality Management Program Manual and associated Corporate Quality Implementing Procedures, performance of employee quality control training, auditing of compliance with QCP requirements, maintenance of quality control records, development of project-specific quality control plans, supervision of field quality control representatives, and serving as a member of the Quality Control Committee. Mr. Linley has completed the USACE Quality Management for Contractors training and has served as quality control manager for USACE and other Federal Agency missions, primarily in water resources and hazardous material management projects.

5.1.3. RESUMES OF CORE RESPONSE GROUP

As requested in the City's RFP document, please find resumes for P&J's core response group in this proposal section. As previously explained, selection of the specific key personnel that would support a disaster debris management mission for the City is not realistic at this time given the fact that the timing and magnitude of a future disaster is not known. However, for a typical response scenario the team would primarily consist of individuals selected from P&J's core response group.

The core response group includes the following individuals, and detailed resumes are presented in Appendix III to this proposal.

- Tommy Webster - Contract Manager
- Eric Hedrick - Project Manager
- Dudley Orr - Project Manager
- Edd Satterfield - Project Manager
- Heath Stone - Operations Manager
- William Goodgine - Operations Manager
- Alan Carver - Operations Manager
- Rex Wilson - Area/Sector/Zone Manager
- Roger Hatfield - Area/Sector/Zone Manager
- Kurt Keith - Area/Sector/Zone Manager
- Dustin Haunhorst - Field Safety Manager
- Gene Taylor - Field Safety Manager
- Wade Cutshaw - Field Safety Manager
- Steve Thompson - Corporate Environmental, Safety & Health Manager
- Clint Stephens - Lead Contract Administrator
- Paul Linley – Corporate Quality Control Manager

6. PROJECT MANAGEMENT

6.1. MANAGEMENT STRUCTURE

The management structure utilized by Phillips & Jordan (P&J) for the execution of disaster debris management missions is illustrated on the following page and depicts the positions that would be required for response to a typical isolated small disaster event. However, the management structure may be expanded or contracted depending upon the severity and/or size of a given disaster event.

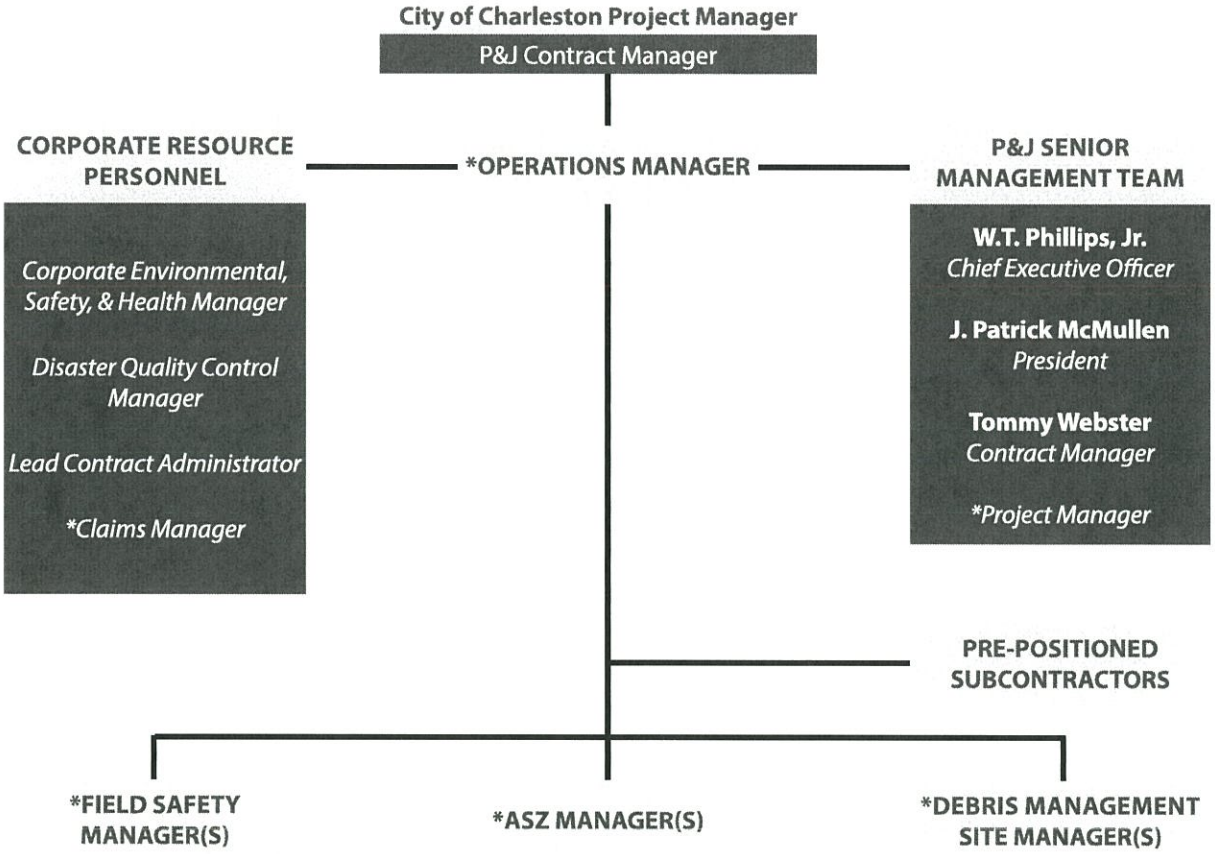
PROJECT TEAM ORGANIZATION

P&J's management structure is designed to facilitate quick decisions and rapid responses to changing client requirements, and to assure the highest quality of service possible.

The P&J management structure is designed to provide superior and seamless support to the City and is based on a simple integrated organization with clear lines of authority, communication, responsibility, and accountability designed to minimize administrative costs and maximize client responsiveness. P&J's management structure is also designed to facilitate quick decisions and rapid responses to changing client requirements, and to assure the highest quality of service possible.

The project management team is led by an operations manager who has the necessary control and autonomy to coordinate resources and align contract activities for the successful completion of all assigned tasking. The operations manager provides management staff supervision and work control for all activities assigned under the contract. This approach assures that our operations manager is fully accountable for all assigned work, has a direct interface with team personnel to facilitate information exchange, and has the authority to allocate resources based on the requirements and complexity of the assignment. The autonomy granted to the operations manager is beneficial to the City in that all team communications and work assignments are managed through a single point of accountability.

Upon activation of the contract by the City, P&J's President, in coordination with P&J's senior management, selects an operations manager for the project who is deployed to the disaster location. The assigned operations manager subsequently selects other disaster qualified P&J management and support personnel necessary to support the various field elements of the disaster debris management mission.



** Denotes positions assigned at the time of contract activation or during mobilization phase.*

After being deployed to the field, the operations manager is responsible for coordinating project operations, ensuring compliance with contract specifications and established work plans, and has the authority to commit P&J resources for all assigned tasking. This individual is also responsible for oversight of field work performed by subordinate management staff that are deployed in response to a disaster event including some or all of the following: area/sector/zone (ASZ) managers, field safety managers, field quality control managers, equipment certification specialists, logistics managers, debris management site (DMS) managers, and environmental compliance specialists.

In addition to P&J's understanding of the management structure required to efficiently perform a disaster debris management mission, we also offer experience related to staffing of project management teams for simultaneous contract activations and/or disaster events. This experience is demonstrated by the examples provided in subsection 4 of this proposal tab, Proven Track Record of Successful Simultaneous Contract Activation.

6.2. PROJECT TEAM ROLES & RESPONSIBILITIES

The roles and responsibilities fulfilled by key P&J field personnel during a disaster debris management mission include, but are not limited to, those presented below. The responsibilities associated with each role may vary depending upon the unique needs and circumstances of the disaster debris management mission. As noted previously, the team deployed for most typical isolated small disaster events would only consist of an operations manager, several ASZ managers, and a field safety manager.

Operations Manager: Coordinates mission operations, oversees development of mission-specific plans, assists with identification of potential DMSs and alternative disposal/recycling options, provides mission progress reports, conducts mission planning meetings, ensures compliance with contract requirements and specifications, and serves a prime mission liaison to the City.

ASZ Manager: Coordinates mission operations at the area, sector, or zone level; assists with development of task-specific operational and geographic area management plans; provides task progress reports; supervises crew foremen; and implements assigned quality control program requirements.

Field Safety Manager: Coordinates implementation of the mission environmental, safety & health program; assists with development of task-specific and/or site-specific health and safety plans and activity hazard analyses; performs training, inspections, and accident/incident investigations; supervises environmental compliance specialists; and serves as a liaison to City and other stakeholder safety representatives.

Field Quality Control Manager: Coordinates implementation of the mission quality control program, assists with development of task-specific quality control plans, ensures that automated debris management system (ADMS) technology is properly deployed and functioning, and serves as a liaison to City and other stakeholder quality representatives.

Equipment Certification Specialist: Performs safety inspection of debris hauling vehicles, measures debris haul truck capacity, and completes vehicle/equipment registration forms.

Logistics Manager: Ensures that safety and environmental control equipment and supplies are available, ensures that mobile communication devices are available and comply with requirements and restrictions, coordinates operational equipment fuel supplies, identifies and oversees preparation of personnel/equipment staging areas, oversees processing of operational personnel reporting to the mission, assigns living quarters if required, and ensures the validity of commercial driver's licenses (if applicable).

DMS Manager: Coordinates operations at DMSs, assists with development of operational plans, supervises debris separation and reduction crews, ensures proper containment and categorization of hazardous material discovered in the debris stream, ensures adherence to safety work rules and environmental monitoring guidelines, oversees loading of reduced debris for transport to final disposal location, ensures debris haul vehicles are loaded in compliance with mission requirements, and implements assigned quality control program requirements.

Environmental Compliance Specialist: Manages special waste operations including waste segregation and household hazardous waste (HHW) collection and transportation, oversees processing of collected

white goods, implements special waste health and safety monitoring, ensures adherence to environmental monitoring guidelines, and implements assigned quality control program requirements.

Crew Foreman: Supervises operations at a specific site, ensures adherence to safety work rules and environmental monitoring guidelines, oversees loading of debris for transport to DMSs, ensures debris haul vehicles are loaded in compliance with mission requirements, and implements assigned quality control program requirements.

Claims Manager: Addresses all claims and/or complaints; meets with the property owner and inspects any damage; facilitates a resolution agreement and claim release with the property owner; and coordinates the distribution of a claims report to the City on a regular basis as dictated by contractual reporting requirements.

Tab E:
Required Forms

P&J presents in this section the forms listed below:

- RFP Cover Page and Certificate of Familiarity
- References
- Vendor Checklist
- Acknowledgement of Addendum 1
- Acknowledgement of Addendum 2
- Acknowledgement of Addendum 3

The following forms have been submitted in Tab C, as requested in the City 's RFP:

- Compliance Requirements
- Affidavit A: City of Charleston, South Carolina Listing of the Good Faith Effort
- Affidavit B: Work to be Performed by Minority/Women-Owned Businesses
- Affidavit C: Intent to Perform Contract with Own Workforce
- Non-Discrimination Statement

The following forms have been submitted in Tab B, as requested in the City 's RFP:

- Fee Proposal
  - Schedule 1 – Hourly Equipment And Labor Price Schedule
  - Schedule 2 - Unit Rate Price Schedule
- Total Estimated Contract Price

The City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, South Carolina 29401
P) 843-724-7312 F) 843-720-3872
www.charleston-sc.gov

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson
Vendor Name: Phillips & Jordan, Inc.	**FEIN/SS#:** 56-0694573
Vendor Address: 10201 Parkside Drive, Suite 300	
City – State – Zip: Knoxville, TN 37922	
Telephone Number: 865-688-8342	**Fax Number:** 865-688-8369
Minority or Women Owned Business: Are you a certified Minority or Women-Owned business in the State of South Carolina? ☐ Yes ☒ No If so, please provide a copy of your certificate with your response.	
Authorized Signature: Dudley Orr	**Title:** Dudley Orr, Vice President
Date: August 13, 2019	

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this bid and certify that I am authorized to sign this bid for the bidder. **This signed page must be included with bid submission.**

IMPORTANT

1. This solicitation seeks proposals responding to the Scope of Work for a **Storm Debris Removal Service**. This solicitation does not commit the City of Charleston to award a contract, to pay any costs incurred in the preparation of applications submitted, or to procure or contract for the services. The City reserves the right to accept or reject any, all or any part of any proposal received as a result of this Solicitation, or to cancel in part or in its entirety this Solicitation if it is in the best interest of the City to do so. The City shall be the sole judge as to whether proposals submitted meet all requirements contained in this solicitation.

2. Offeror may **mail**, or **hand-deliver** response to the Procurement Division. **Do Not Fax** in the proposal response. Please show the solicitation number on the outside of any mailing package. The City of Charleston assumes no responsibility for unmarked or improperly marked envelopes. If directing any other correspondence to the Procurement Division not related to the solicitation, please do not include the solicitation number on the envelope. If the Bidder chooses not to respond to this solicitation, it is recommended to return the "No Bid Response Form" to our office.

3. **DEADLINE FOR SUBMISSION OF OFFER:** Any proposal or offer received after the Procurement Director or his designee has declared that the time set for opening has arrived, shall be rejected unless the offer has been delivered to the designated purchasing office or the governmental bodies' mail room which services that purchasing office prior to the proposal opening.

4. Questions regarding this solicitation **must be submitted in writing to Robin B. Robinson no later than 1:00pm on July 25, 2019**. Questions may either be faxed to 843-720-3872 or emailed to Robin B. Robinson, robinsonr@charleston-sc.gov.

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson

CERTIFICATE OF FAMILIARITY

The undersigned, having fully familiarized himself with the information contained within this entire solicitation and applicable amendments, submits the attached proposal, and other applicable information to the City, which I verify to be true and correct to the best of my knowledge. I further certify that this proposal response is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a proposal for the same materials, supplies, equipment or services in all respects, fair and without collusion or fraud. I agree to proposal by all conditions of this solicitation and certify that I am authorized to sign this proposal. I further certify all prices submitted shall remain effective for a minimum period of ninety (90) days, unless otherwise stated.

Phillips and Jordan, Incorporated Company Name As registered with the IRS	Dudley Orr Authorized Signature
10201 Parkside Drive, Suite 300 Correspondence Address	Dudley Orr Printed Name
Knoxville, TN 37922 City, State, Zip	Vice President Title
disasterservices@pandj.com Email	Phone: 865-688-8342 ; TOLL FREE: 800-955-0876 Telephone Number/Toll Free Also (If Available)
10201 Parkside Drive, Suite 300 Remittance Address	865-688-8369 Fax Number
Knoxville, TN 37922 City, State, Zip	August 13, 2019 Date
56-0694573 Federal Tax ID (FEIN)/SS Number	05488834-4 SC Sales Tax Number

Minority or Women-Owned Business:

Are you a certified Minority or Women-Owned business in the State of SC?

☐ Yes ☒ No

If so, please provide a copy of your certificate with your response.

References

The Contractor will provide the name, title, address and phone number of at least five (5) customers where the proposed services have been utilized of similar size and nature of operation.

Name: South Carolina Department of Transportation - David Cook, State Maintenance Engineer
Address: 955 Park Street, Columbia, SC 29201
Phone/Fax: Phone: 803-737-1290 | Fax: 803-737-2850
Email: cookdb@scdot.org

Name: Town of North Myrtle Beach, South Carolina - Travis Dupree, Public Works
Address: 1018 Second Avenue South, North Myrtle Beach, SC 29582
Phone/Fax: Phone: 843-280-5592 | Fax: 843-280-5521
Email: tedupree@nmb.us

Name: City of Burlington, North Carolina - Eric Hilton, Operations and Projects Engineer
Address: 234 East Summit Avenue, Burlington, NC 27215
Phone/Fax: Phone: 336-229-3172 | Fax: 336-222-5004
Email: ehilton@ci.burlington.nc.us

Name: Boiling Spring Lakes, North Carolina - Jeff Repp, Town Manager
Address: 9 E Boiling Spring Road, South Port, NC 28461
Phone/Fax: Phone: 910-363-0025 | Fax: 910-845-2614
Email: jrepp@cityofbsl.org

Name: City of Coral Springs, Florida - Rich Michaud, Director of Public Works
Address: 9551 W. Sample Road, Coral Springs, FL 33065
Phone/Fax: Phone: 954-344-1165 | Fax: 954-344-5959
Email: rmichaud@coralsprings.org

Vendor's Checklist

1. Did you provide required information and sign the front page of the solicitation?
   _X_ Yes ____ No

2. Did you sign the Certificate of Familiarity form?
   _X_ Yes ____ No

3. Did you sign the City of Charleston M/WBE Compliance Provisions forms?
   _X_ Yes ____ No

4. Did you sign the applicable Affidavit?
   _X_ Yes ____ No

5. Did you mark your "Original" Bid and provide the required # of copies?
   _X_ Yes ____ No

6. Did you complete and include all pricing sheets?
   _X_ Yes ____ No

7. Did you include the required references?
   _X_ Yes ____ No

8. Did you provide a copy of insurance and all other documentation requested?
   _X_ Yes ____ No

9. Did you include and sign any addenda?
   _X_ Yes ____ No

10. Did you double check to make sure you have included everything that is requested?
    _X_ Yes ____ No

If you have any concerns, please do not wait until after opening to raise them. **At that point, it is too late. If this solicitation includes a pre-bid conference or a question & answer period, raise your questions during this time.** Please read the bid carefully.

This checklist is included only as a reminder to help Bidders avoid common mistakes. Responsiveness will be evaluated against the solicitation, ***not*** against this checklist. You do not need to return this checklist with your response.

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #1 – Q&A

T: (843) 724-7314
F: (843) 720-3872

DATE: August 1, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #1 to the solicitation is being made for the following reasons:

Q-1 **Regarding RFP #19-P019R, are we to add disposal fees to our price proposal or are tipping fees a passthrough?**

A-1 Yes, Please include disposal fees in the quote.

Q-2 **Please explain specifically how the pricing of one proposal will be evaluated against the pricing from another proposal, including the answer to these questions:**

a. Will Schedule 1 – Hourly Equipment and Labor Price Schedule be evaluated?

b. Will each pricing proposal be analyzed and refined to become one total number which can then be compared to the other proposals?

c. Will extended totals (unit price multiplied by estimated quantity) be used to evaluate pricing, and if so, what estimated quantities and what line items will be used to derive the extended totals that will be evaluated?

d. Will all pricing line items be evaluated equally or will some line items receive more importance in the evaluation?

A-2
A. Yes
B. Yes
C. No
D. Yes

Q-3 Who will provide the locations of the Debris Management sites (DMS)?

A-3 The City of Charleston has a list of approved sites for storage and Grinding and will provide

Q-4 Is there an existing contract similar to this in place or previously in place? Are the bid tabulations available?

A-4 This will be the first contract like this for the City.

Q-5 Does the City have a Debris Management Plan? If so, how can we obtain a copy?

A-5 No. Currently there is no plan.

Q-6 Has the City identified any DMS? If so, where are they located?

A-6 McMahon Playgound, Charleston Peninsula – Storage and Grinding
Bees Landing Recreational Complex, West Ashley – Storage and Grinding
Ackerman Park, West Ashley – Storage and Grinding
West Ashley Park, West Ashley – Storage and Grinding
Harmon and Herbert St, Charleston Peninsula – Storage and Grinding
Johns Island Park, Johns Island – Storage and Grinding
Governors Park, Daniel Island – Storage and Grinding

Q-7 Which landfill will be the final destination for C&D Debris?

A-7 TBD

Q-8 P.2 states that all pages that require a signature must be included with the bid. Do we include the No Bid for with N/A at the top with no signature to be compliant with the above?

A-8 Any forms that are not applicable to you, do not have to be turned in. Example: No Bid Form, Affidavits that don't apply to you for this RFP.

Q-9 Will Schedule 1 Hourly Equipment and Labor Price Schedule be included in the evaluation in terms of cost? Does it carry the same weight as Schedule 2 Unit Rate Price Schedule? Will all line items be used to form a grand total of unit rates and that number be used to evaluate the proposals in terms of cost?

A-9 Everything will be considered. Please see question 2.

Q-10 Are we to add all line items in Schedule 1 and 2 to form a sum of all unit rates to be used on page 45 for the Total Estimated Contract Price?

A-10 You should include this in the cost of your per unit price that you provide us on page 45.

Q-11 Will the City consider providing the Fee Schedule in a Table Format or an Excel spreadsheet so the line item pricing does not get confused between the various line items?

A-11 No they city will not provide this.

Q-12 Schedule 2 – Line items 1 – 15 asks for an estimated quantity of each unit – are we to enter a value here? Are we to use a value of 1?

A-12 Yes, please base it off of 1.

Q-13 In regard to the "Schedule 2 – Unit Price Schedule" located on page 43 & 44: In order to provide the most accurate quote, would you please provide the location(s) that the City of Charleston will be using as a City approved DMS or other approved designated disposal facility to address the items described in #1, #2, #7, #10, #11, #12, #13, #14, #15 of "Schedule 2 – Unit Price Schedule"?

A-13 Please see answer to question 6 for locations.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

Signature of Acknowledgement

August 13, 2019
Date

Phillips & Jordan, Inc.
Company Name

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #2 – Q&A Clarification

T: (843) 724-7314
F: (843) 720-3872

DATE: August 1, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #2 to the solicitation is being made for the following reasons:

Q-1 **The Scope of Work Number 2.12 found on page 32 of the RFP clearly states that disposal fees/tipping will be a pass through expense. This typically means that disposal fees are not included in the proposed rates. Tip fees typically negotiated at a discounted rate from the posted daily gate rate post-event. The City will not be able to benefit from possible lower disposal fees if disposal fees are to be included in the proposed rates. We will also not be able to guarantee disposal rates for the term of the contract.**

How will the City treat increased disposal fees should the contract be activated and landfill rates are increased?
Please confirm that the City is now requesting disposal fees to be included in the proposed rates and not to be treated as a pass through expense.

A-1 There will be no pass through fees as we are not eligible for this during an event. Please include all disposal fees.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

Signature of Acknowledgement

August 13, 2019
Date

Phillips & Jordan, Inc.
Company Name

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #3 – Q&A Clarification

T: (843) 724-7314
F: (843) 720-3872

DATE: August 5, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #3 to the solicitation is being made for the following reasons:

Q-1 **Can you please elaborate upon your answer on addendum 2 relative to disposal fees where you state "we are not eligible for this during an event." pass thru costs pertaining to disposal fees are not only FEMA eligible, a pass thru mechanism is common and preferred. Contractors performing load and haul activity have no control over movement of disposal fees by landfills; therefore, a "pass through" is the only equitable way to treat disposal fees. Depending on clarification of your initial answer, we respectfully request that you consider your response to addendum 2.**

A-1 We meant that we are not eligible to use the county landfill on Bee's Ferry Rd during an event and you would need to include disposal fees.

Q-2 **Often there are different disposal fees associated with Vegetative Debris & C&D Debris. Will the City consider modifying line item 7 to add for haul out of reduce vegetative debris as a line item and haul out of reduced C&D Debris as a separate line item. If not can we list two separate rates one for veg and one for C&D Debris on line item 7. If listing both rates for line item 7 are we to include both rates in the grand total of all unit rates?**

A-2 Please list the two as separate rates and include in the grand total of all unit rates.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

Signature of Acknowledgement

August 13, 2019
Date

Phillips & Jordan, Inc.
Company Name

Tab F:
Additional Information

P&J presents on the following pages the information listed below:

- Licenses
- Proof of Insurability
- Financial Strength

1. LICENSES

P&J is a national contractor that is licensed in all 50 states. Our headquarters office is located in Knoxville, Tennessee and we have a regional office in Charleston County at 4055 Faber Place Drive, Suite 210, North Charleston, SC 29405. P&J will obtain all required licenses and/or permits prior to the start of any work within the City. No industry-specific licenses or certifications are required to perform disaster debris removal services.

Please find a copy of our State of South Carolina General Contractors License below and a copy of our South Carolina Certificate of Authority on the following page. P&J is also prequalified with the South Carolina Department of Transportation to provide Disaster Debris Removal Services.

CCB1046365

STATE OF SOUTH CAROLINA
DEPARTMENT OF LABOR, LICENSING AND REGULATION
SC CONTRACTOR'S LICENSING BOARD

LICENSE CERTIFICATE

LICENSE# - G13422 The following licensee: LICENSE# - G13422

PHILLIPS & JORDAN INC
10201 PARKSIDE DR STE 300
KNOXVILLE TN 37922-1983

has met the necessary qualifications required by the laws of the state of South Carolina and is duly qualified and entitled to practice as a:

GENERAL CONTRACTOR

for the Classification(s) and Group Limitation shown below:

BD5 AP5 CP5 BR5 GD5 WL5 WP5

EXPIRATION DATE:.....10/31/2020
Effective License Issue:07/19/2018
Initial License Date: 01/08/1992

*** Group Number and Dollar Limitations: ***
The number after your 2-letter classification(s) above is your Group#
Group #1 - $50,000 Group #3 - $500,000
Group #2 - $200,000 Group #4 - $1,500,000
Group #5 - $Unlimited

Administrator

Qualifying Party(s): MAX G MORTON

It is at the discretion of the licensee, not the Board, to authorize officers or employees of the company to pull permits and conduct business.

The State of South Carolina

Office of Secretary of State Mark Hammond

Certificate of Authority

I, Mark Hammond, Secretary of State of South Carolina Hereby Certify that:

PHILLIPS AND JORDAN, INCORPORATED,
a corporation duly organized under the laws of the state of North Carolina and issued a certificate of authority to transact business in South Carolina on June 12th, 1964, has on the date hereof filed all reports due this office, paid all fees, taxes and penalties owed to the State, that the Secretary of State has not mailed notice to the corporation that its authority to transact business in South Carolina is subject to being revoked pursuant to S.C. Code Ann. §33-15-310, and no application for surrender of authority to do business in South Carolina has been filed in this office as of the date hereof.

Given under my Hand and the Great Seal of the State of South Carolina this 31st day of January, 2018.

Mark Hammond

Mark Hammond, Secretary of State

2. PROOF OF INSURABILITY

With regard to insurance coverage, P&J's agent (Scott Insurance) has in place the following policy limits:

- Commercial General Liability - $5,000,000 (each occurrence)
- Automobile Liability - $5,000,000 (combined single limit each accident)
- Umbrella Liability - $25,000,000 (each occurrence)
- Workers Compensation and Employers' Liability - $1,000,000 (each accident)

A sample Certificate of Liability Insurance is presented on the following page. If P&J is awarded a pre-positioned contract with Charleston County, an insurance certificate meeting the requirements outlined in the RFP and naming the County as an additional insured can be submitted prior to contract execution.

P&J also carries Longshoreman's & Harbor Workers & Maritime Insurance as required to perform marine debris removal services.

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 5/28/2019

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
Scott Insurance (Knoxville,TN)
10100 Global Way
Knoxville TN 37932

CONTACT NAME: Anna Anderson
PHONE (A/C, No, Ext): 865-244-3469 FAX (A/C, No): 434-485-8799
E-MAIL ADDRESS: aanderson@scottins.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : American Contractors Insurance (A)	12300
INSURER B : Starr Indemnity & Liability Company (A)	38318
INSURER C : ACIG Insurance Company (A)	19984
INSURER D : National Fire & Marine Insurance Company (A++)	20079
INSURER E :	
INSURER F :	

INSURED PHIL-10
Phillips and Jordan, Incorporated
10201 Parkside Drive, Suite 300
Knoxville TN 37922

COVERAGES **CERTIFICATE NUMBER:** 1057575065 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR X Contractual Liab X XCU GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT LOC OTHER:			GL19A00037	6/1/2019	6/1/2020	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG $	$ 10,000,000 $ 100,000 $ 5,000 $ 10,000,000 $ 10,000,000 $ 10,000,000
A	AUTOMOBILE LIABILITY X ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS X HIRED AUTOS X NON-OWNED AUTOS			AL19000013	6/1/2019	6/1/2020	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) $	$ 5,000,000 $ $ $ $
B	UMBRELLA LIAB X OCCUR X EXCESS LIAB CLAIMS-MADE DED X RETENTION $ 0			1000585144191	6/1/2019	6/1/2020	EACH OCCURRENCE AGGREGATE Add'l limits below	$ 10,000,000 $ 10,000,000 $
A C C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WCA000003519 - All States except Monopolistic WCA000008019 - AL, FL, ME, MI SC, TN, TX, VA, WV WCA000011619 - CA, LA, MO, PA	6/1/2019 6/1/2019 6/1/2019	6/1/2020 6/1/2020 6/1/2020	PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1,000,000 $ 1,000,000 $ 1,000,000
D	Auto Excess Liability Bringing Auto to $10M Limit			42-XSF-305357-02	6/1/2019	6/1/2020	Occurrence Aggregate	5,000,000 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Automobile Liability Limits for Florida Auto Exposure Only effective 6/1/19 - 6/1/20:
$5,000,000 - Zurich American Insurance Company (A+), Policy #BAP9265553-09

Additional Excess Liability Limits effective 6/1/19 - 6/1/20:
$10,000,000 - Allied World National Assurance Company (A), Policy #0311-3675

CERTIFICATE HOLDER

For Insurance Verification Only

CANCELLATION

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
Kam Jones

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3. FINANCIAL STRENGTH

3.1. FINANCIAL CAPACITY

The financial stability offered by P&J assures the City of our ability to manage all financial aspects of the services required for the Storm Debris Removal Services contract. P&J maintains a strong financial position that allows the corporation to provide payroll services for its employees, and to pay subcontractors on a timely basis even in situations where P&J has not been paid by its client.

P&J has experienced an overall increase in annual revenue from $93M in 2000 to approximately $425M in 2018. Over the past five years, the average annual revenue for the corporation was approximately $406M. While there have been some variances in revenue between 2000 and 2018, P&J has experienced consistent and positive growth with regard to both its workforce and infrastructure.

P&J possesses "best in class" financial ratios with respect to liquidity and leverage. We maintain our equity at approximately $120M, our interest-bearing debt to equity ratio is approximately 0.2 to 1, and we have in excess of $70M in working capital. Our existing working capital line of credit is $20M with JPMorgan Chase Bank. We have placed project specific credit facilities for as much as $100M in recent years.

P&J's surety (Liberty Mutual Surety) currently has in place an aggregate bonding capacity line in excess of $1.5B. Our individual contract line exceeds $500M. The current largest single surety bond outstanding is $175M.

P&J's current financial strength provides us with the ability to rapidly deploy the management team, equipment, personnel, and subcontractors required to effectively and efficiently execute a disaster debris management mission. P&J's ability to pay subcontractors on a weekly basis without payment from the City allows us to expedite our response with the best resources possible. The first 30 to 45 days of a disaster debris management mission are challenging due to the large amount of capital outlay to finance mission operations. This challenge is addressed by P&J through the use of our working capital line of credit to pay necessary day-to-day mission expenses. Depending on the size of the disaster debris management mission, P&J may also secure a project-specific line of credit to supplement our working capital line of credit.

In response to the 2011 tornado super-outbreak in Alabama, P&J's U.S. Army Corps of Engineers (USACE) contract was activated and we subsequently deployed resources to 24 counties in the state to perform disaster debris removal and other related activities. This catastrophic event required P&J to self-finance the early stages of the debris management mission. We successfully overcame this challenge by utilizing both our existing line of credit and a project-specific credit facility provided by JPMorgan Chase Bank. Over the course of the mission, P&J had withdrawals and re-payments of over $108 million on the credit facility which was fully paid down on September 7, 2011, approximately two months before completion of the disaster debris management mission.

P&J presents on the following pages a letter from JPMorgan Chase Bank confirming our financial capability to finance a multi-million-dollar disaster debris management project.

3.2. BONDING CAPACITY

P&J's surety (Liberty Mutual Surety) currently has in place an aggregate bonding capacity line in excess of $1 billion. Our individual contract line exceeds $500 million. The current largest single surety bond outstanding is $175 million. For example, P&J's Hurricane Katrina performance and payment bond was initially issued for $500 million and ultimately exceeded $730 million. P&J's attainment of this level of bonding capacity demonstrates that we have the resources and experience to execute our contractual commitments regardless of magnitude.

A letter from J. Smith Lanier & Company, P&J's surety agent, confirming our bonding capacity is presented on the following pages.

3.3. FINANCIAL REFERENCES

P&J's banking and surety points of contact are as follows:

Banking Contact	Surety Contact
Ms. Suzanne Schriver Senior Vice President JPMorgan Chase Bank, N.A. 6312 Kingston Pike, Suite C Knoxville, Tennessee 37919 (865) 330-2600 suzanne.schriver@chase.com	Catherine McMillan Senior Account Manager J. Smith Lanier & Company 413 Northshore Drive, S.W. Knoxville, Tennessee 37919 (865) 588-7200 cmcmillan@jsmithlanier.com

CHASE

Suzanne T.Schriver
Executive Director
JPMorgan Chase Bank, N.A.

January 8, 2019

Mrs. Avis Phillips
Phillips and Jordan, Inc.
10201 Parkside Dr. Suite 300
Knoxville, TN 37922

Dear Avis:

The purpose of this letter is to confirm that Phillips and Jordan, Inc. has been a customer of JPMorgan Chase Bank, N.A. (the "Bank") for 15 years. The Bank has provided project financing to Phillips and Jordan in the past for its disaster recovery efforts relating to ice storms, hurricanes, tornadoes and the World Trade Center disaster. Specifically, the Bank provided financing to Phillips and Jordan in the amount of $100,000,000 with respect to the Hurricane Katrina disaster, as well as $65,000,000 with respect to the tornadoes that occurred in Alabama. As of the date of this letter, Phillips and Jordan has $20,000,000 available through its working capital line with the Bank and is utilizing other project related financings in the mid-eight figures. Phillips and Jordan has maintained depository accounts with the Bank for 15 years. During the 15 year period of the Bank's depository and financing relationship with Phillips and Jordan, it has operated its depository accounts and financing relationships in a satisfactory manner.

The information in this letter is provided as an accommodation to you. This letter and any information provided in connection herewith are furnished on the condition that: (a) they are strictly confidential (provided that this letter and any information provided in connection herewith may be shared in connection with bids on business Phillips and Jordan is pursuing), (b) no liability or responsibility whatsoever in connection herewith shall attach to the Bank or any of its officers, employees, or agents, (c) this letter makes no representations regarding the general condition of the company named herein, its management, or its future ability to meet its obligations, and (d) information provided in this letter or in connection herewith is subject to change without notice.

Please be advised that this letter refers only to facts as they exist as of the date of this letter and the Bank shall have no duty or obligation to inform the addressee hereof, or any other permitted recipient of this letter and any information provided in connection herewith, of any future changes in such facts. This letter is solely for the benefit of the addressee, and may not be relied on by any other person or for any other purpose.

Do not hesitate to contact me at (865) 719-4611 if you have any further questions.

Very truly yours,

JPMORGAN CHASE BANK, N.A.

Name: Suzanne T. Schriver
Title: Executive Director
JP Morgan Chase Bank, N.A.
1111 N. Northshore Drive Suite N-560
Knoxville, TN 37919
Phone: (865)719-4611
Fax: (865)-444-8524

J. Smith Lanier & Co.
a Marsh & McLennan Agency LLC company

January 8, 2019

Re: Phillips and Jordan, Incorporated

To Whom It May Concern:

J. Smith Lanier & Co. and the Liberty Mutual Insurance Company, Boston, MA (Phone 617-357-9500) are proud to handle have handled the bonding needs of Phillips and Jordan, Incorporated the past 11 years. The Liberty Mutual Insurance Company is an **A** "Excellent" AM Best Rated Company and are US. Treasury Listed, licensed in all states. We constantly monitor the manner in which Phillips and Jordan, Incorporated meets their construction and financial obligations to owners, subcontractors, suppliers and the credit community. We are pleased to report that Phillips and Jordan, Incorporated is an extremely strong and stable company in financial terms and handle these obligations in an exemplary manner.

While we would certainly give consideration to higher limits should specific conditions require doing so, we currently have in place for Phillips and Jordan, Incorporated a single program exceeding $150,000,000 with an aggregate exceeding $1,000,000,000 bonding line, with approximately $800,000,000 available capacity. We anticipate no problems in issuing 100% Performance and Payment Bonds for any project Phillips and Jordan, Incorporated chooses to pursue. Naturally, the execution of any final bonds will be subject to a mutually satisfactory review of the bonds, final contract terms, conditions and financing by our client and us.

Should you have questions or if we may be of assistance, please feel free to contact us.

Sincerely,

Catherine L. McMillan

Catherine L. McMillan
Attorney-In-Fact

413 Northshore Drive, S.W. • Knoxville, Tennessee 37919
865.588.7200 • Fax 865.588.7224
www.jsmithlanier.com

Appendix I:
Sample Accident Prevention Plan and Health and Safety Plan

Sample Accident Prevention Plan and Health and Safety Plan for Debris Management Activities

Prepared for
Phillips & Jordan, Inc.
by
Eugene Taylor, MS, CSHM
Director, EH&S Compliance

Version 1.0

PLAN CONTENTS

Accident Prevention Plan for Debris Management Activities.....Section 1

- Statement of Safety and Health Policy
- Scope and Applicability of the Plan
- Site Description
- Administration and Organization
- Hazard Assessments
- Emergency Action and Evacuation Plan
- Safety and Health Training
- Hazard Communication
- Accident Investigation
- Site Hazards

Health and Safety Plan for Debris Management.....Section 2

- Introduction and Scope for Site Safety and Health Plan
- Site Control
- Activity Hazard Analyses (AHAs)
- Hazard Control Program
- Respiratory Protection Program
- Communication and Accident Prevention

Crew Metric Form..... Appendix 1

PLAN APPLICABILITY

This plan is applicable to all response activities related to debris management work performed by Phillips & Jordan and all subcontractors. Elements of the plan are intended to be a starting point for the identification, evaluation, and mitigation of hazards unique to each project response. Where these elements cannot be implemented, alternate controls and Best Management Practices have been identified in this plan. We believe these guidelines are helpful in the development and implementation of an effective Accident Prevention Plan (AAP) and Health and Safety Plan (HASP).

This plan is considered a living document. As such, Phillips & Jordan reserves the right to amend this plan at any time, especially after a thorough risk assessment is performed relative to unique considerations of the work to be performed.

SECTION 1

ACCIDENT PREVENTION PLAN
FOR
DEBRIS MANAGEMENT

VERSION 1.0

This Accident Prevention Plan has been written for the use of employees and subcontractors on this project. The information contained in this document is furnished pursuant to certain requirements of the Contract Specifications and may be reviewed for the sole purpose of evaluating its acceptability for use on the referenced Contract. The requirements of this plan are in addition to the requirements of the Phillips & Jordan *Safety and Accident Prevention Program Manual (June 2012).* All information contained herein and its use, disclosure or duplication by any means is prohibited without the express written permission of the author.

_____
Eugene Taylor, MS, CSHM
Director, EH&S Compliance
Preparer

_____
Site Safety & Health Officer

_____
Project Manager

EMERGENCY PHONE NUMBERS

Contact Information	Email	Direct/Cellular
Eugene Taylor, MS, CSHM Director, EH&S Compliance	etaylor@pandj.com	865.310.8767

1. STATEMENT OF SAFETY AND HEALTH POLICY

This Accident Prevention Plan (APP) defines general applicability and responsibilities with respect to compliance with health and safety programs associated with the recovery work as a result of natural and man-made disasters. Safety awareness combined with safe working conditions and safe work habits can in fact achieve the fulfillment of our safety commitment. Superintendents and foremen will enforce these safety rules; instruct personnel in performing duties in a safe manner; put personnel to work in places only when sure that no dangerous conditions exists, instruct new personnel in regard to these safety rules and conduct weekly safety/tool box talks.

2. SCOPE AND APPLICABILITY OF THE PLAN

This plan covers environmental, safety and health issues related to debris management activities. This plan will cover the debris management associated with natural and man-made disasters and associated clean-up activities. All personnel on site, contractors, and subcontractors, involved in this project shall be informed of the site emergency response procedures and any fire, explosion, safety or health hazards on the project.

During the development of this plan, consideration was given to current safety standards as defined by the Occupational Safety and Health Administration (OSHA), and the National Institute for Occupational Safety and Health (NIOSH) and the Phillips & Jordan *Safety and Accident Prevention Program Manual (June 2012)* (provided as an attachment to this plan)

3. SITE DESCRIPTION

The project site will be anywhere within the boundaries of the City of Charleston (City), as directed, within their areas of responsibility and management to include roadways, right of ways (ROW), and certain waterways.

4. ADMINISTRATION AND ORGANIZATION

The purpose of this document is to provide an outline of the safety policies, procedures, and corporate guidelines promulgated by Phillips & Jordan and intended to further amplify and augment the requirements set forth in the federal, state, local, project requirements under which the contractor is to prosecute the work.

The APP will be updated by the Project Safety Manager Designee utilizing appropriate resources. The APP will be available for employee reference at various locations on the job site and in the specific area. The APP will be available to all subcontractors upon request.

Specific hazards are highlighted which are associated with individual elements of the types of processes performed during, or are relevant to, construction. This APP endeavors to encompass all facets of the work without simply restating federal regulations. The APP also endeavors to identify the scope of the Project's operations and to correlate the hazards identified in the plan with specific operations.

4.1 DUTIES AND RESPONSIBILITIES

Phillips & Jordan, hereinafter referred to as "the Prime Contractor", is responsible for the work and oversees all operations on the Contract. Subcontractors are specifically directed to perform all their operations in accordance with all applicable Federal, State, Local, and project requirements. In the event the Prime Contractor discovers operations which are not in conformance with applicable regulations, the Prime Contractor will inform the subcontractor verbally and/or via written notification that they must perform the work in accordance with the regulations. If a subcontractor continues to perform the work in violation, additional measures will be taken which may include removal from the project.

As noted above, the APP will be located at the Prime Contractor emergency operations field office and any area offices for anyone to review for guidance. However, it is the responsibility of the subcontractor to ensure that the workers under their employ are aware of the hazards on the site. The Prime Contractor shall require all on-site Prime Contractor personnel, regardless of position, and each subcontractor to attend a pre-mobilization meeting for the purpose of site-orientation, schedule coordination, and activity hazard analysis to ensure full understanding of this plan and Phillips & Jordan safety requirements. The Prime Contractor shall require, and assist in the development of, an activity hazard analysis specific to the task(s) to be performed by each subcontractor. The activity hazard analysis shall be reviewed and approved by the Project Safety Manager Designee prior to the commencement of each subcontractor's work. Subcontractor's shall be responsible for orienting their employees to the site configuration, reviewing general safety requirements as outlined in the APP and reviewing task specific safety requirements as outlined in their activity hazard analysis. Each subcontractor shall be responsible for providing employees with the appropriate training and personal protection equipment (PPE) necessary to perform their intended task(s). Subcontractors, including all supervisory personnel, ground personnel, truck drivers and any other crafts, are required to attend the "tool-box" talks and encouraged to provide insight on aspects of a particular operation. The Prime Contractor believes that the experienced worker can provide the most relevant instruction on the dangers associated with an individual task. The Project Safety Manager Designee shall be responsible for ensuring subcontractor compliance with all state, local, and federal regulations. The Prime Contractor shall host a mandatory monthly subcontractor site coordination meeting to review compliance of ongoing as well as upcoming subcontractor activities. Key sub-contractor personnel, as identified by the Project Manager and/or the Project Safety Manager Designee, must attend.

For protection of both the Prime Contractor and the project, the Prime Contractor discourages visitors from entering the work site. Since the site is an ever-changing assemblage of workers, materials and equipment, the presence of anyone not intimately involved with the daily operations of the site shall not be allowed in the area for their own protection unless authorized and escorted by a project representative.

4.2 PROJECT PERSONNEL

Safety is the responsibility of everyone involved with the project at all levels. However, certain key individuals have recognized specific roles. Upon award of contract, resumes and qualifications of designated safety personnel will be submitted separately. The following is a list of personnel assigned to this project:

Title	Name
Project Manager	
ES&H Representative	
Site Safety & Health Officer (Project Safety Manager Designee)	

All subcontractors are subject to the safety requirements of this project.

5.0 HAZARD ASSESSMENTS

Safety inspections will be a routine and integral part of this plan and will be carried out at several different levels. The designated Project Safety Manager Designee will ensure that

regular inspections are conducted.

Activity Hazard Analysis

The Prime Contractor shall utilize task-specific activity hazard analysis (AHA) to identify and control the hazards associated with the work to be performed. An AHA shall be completed, approved, and reviewed with employees prior to the commencement of each specific task, including subcontractor operations. All employees' shall be trained in basic hazard identification techniques and empowered to notify supervision of the existence of any hazards in the workplace. The Prime Contractor, and subcontractors employed by the Prime Contractor, shall employ administrative, engineering, and personal protective measures to eliminate and/or control workplace hazards. Supervisors shall be responsible for the continuous monitoring of work operations and individual employee activities. Supervisors shall be empowered to ensure safety compliance and to implement corrective actions and/or disciplinary measures. Completed AHA's for anticipated tasks are located in Sections 2 and 3 of this plan.

Hazards associated with these tasks are addressed under various subheadings. These hazards must be considered when planning the work and should be made known to all site personnel. Proper education on safe practices and procedures will minimize the injury and/or property damage potential of the listed hazards. It is important that supervisors review these hazards with their crews and safeguard workers, visitors, and subcontractors from them.

Pre-construction Safety Checklist

- Review plans and specifications, type of work
- Applicable safety standards - OSHA, state, local
- Review special safety requirements for each activity – Activity Hazard Analysis (AHA)
- Review traffic control requirements
- Review and accept Subcontract Safety and Health Program

Insurance Review

- Subcontractor's scope of work, certificate of insurance, limits
- Pre-job planning and safety meeting considerations

Exposure to Public: Present and Future

- Proximity of operations to children and general public; schools, playgrounds, parks, churches, residential areas, hospitals, commercial or business areas, etc.
- Maintenance of protection during non-working hours and in adverse weather
- Consider "attractive nuisances" caused by excavations, water holes, pipes, ladders, scaffolds, heavy equipment, etc.

Adjacent Property

- Proximity, type and values of adjacent property exposures, potential for business interruption
- Trespassing - employees, material, supplies, equipment operations, spoil disposal, parkways, fences, sidewalks driveway, etc.
- Safe procedures for installing and removing temporary support systems
- Effects of weather on various phases of project (Snow, ice, rain, wind, floods etc.)

- Employees shall be reminded through toolbox talks of the importance of good housekeeping procedures when working so closely to adjacent properties.

Housekeeping Practices

- Material storage
- Equipment - trucks, knuckle booms, equipment yards, security, parking, etc.
- Job layout - clean up procedure, traffic patterns
- Adjacent work in progress - other contract work
- Employees shall be reminded through toolbox talks of the importance of good housekeeping procedures when working so closely to adjacent properties.

5.1 EMPLOYEE INVOLVEMENT IN HAZARD IDENTIFICATION

The safety and health of Phillips & Jordan's and our subcontractors' employees are of utmost concern. It is imperative that all employees follow safe practices and procedures while at work.

Each employee shall receive an overview of the generals hazards associated with this particular project prior to working on the project in their new-hire orientation session. Task-specific hazards and recommended controls as identified in the AHA process shall be reviewed with all involved employees prior to the start of a particular operation in the forum of a toolbox safety meeting. The Prime Contractor shall encourage the active involvement of its employees in hazard identification and correction through regular participation in weekly toolbox safety meetings.

Employees will report all unsafe conditions and acts and near misses to their foreman or supervisors through verbal communication. An open line of communication will always be maintained for employees.

5.2 PERSONAL PROTECTIVE EQUIPMENT

Due to the nature of construction activities in general, PPE is often the most feasible exposure control for employees. The following is a list of general safety rules as they relate to construction activities. Many of these topics are discussed in details in further subheadings. The following is the Personnel Protection Equipment Hazard Assessment that all employees must follow:

- All personnel, visitors, and vendors shall wear hard hats at all times to include inside the cab of equipment. Hard hats shall meet specifications contained in American National Standards Institutes Safety Requirements for Industrial Head Protection
- Safety glasses with side shields or wrap around protection shall be 100% of the time while on any work site. Additional protection including goggles and face shields may be required for operations involving flying debris, chemical splashes and welding, use of chain saws, etc. The Project Safety Manager Designee shall determine the specific protection to be worn.
- High visibility safety vests and or clothing with reflective stripes shall be worn by all personnel at all times, including during safety meetings held outdoors. Class 2 or 3 retro-reflective vests consistent with the Manual on Uniform Traffic Control Devices (MUTCD) are the only vests permitted.
- Hearing protection in the form of ear muffs or foam earplugs shall be worn in all designated high noise locations. Other materials should never be inserted into your ear. Where hearing protection is required, these areas shall be posted.

- Safety boots with 6 inch leather uppers meeting the requirement of American National Standard Institute (ANSI) Z-41 (1999). Personnel using chain saws shall wear Kevlar lined boots. Tennis shoes or similar type footwear shall not be permitted. This policy applies to employees, guests, visitors, and vendors.
- Leather work gloves shall be worn when handling debris, rough and abrasive materials, concrete, and other abrasive materials that may cause injury to the hands or when the work subjects hands to lacerations, puncturing or burns. Additional hand protection may be designated by the Project Safety Manager Designee, job superintendent or foreman. Leg Protectors shall be worn while using chain saws.
- Minimum clothing requirements are long pants and a shirt with a minimum four-inch sleeve

5.3 GENERAL SAFETY RULES

General safety rules are outlined in the project AHA's and further defined by the Prime Contractor's safety program.

- All accidents or injuries, no matter how minor, must be reported to the foreman or superintendent for immediate treatment or first aid care to prevent serious infection or complication. No matter how minor in nature, a written accident report is to be completed and forwarded to the Project Safety Manager Designee within 8 hours of notification of the incident. A verbal notification shall be provided to the Project Safety Manager Designee immediately.
- Employees are cautioned about the danger of loose clothing, rings, bracelets, and jewelry around moving equipment. Loose hair and dangling jewelry must be restrained.
- Fall protection for heights greater than six feet requires proper guard rails, toe boards and proper flooring except when proper precautions such as lifelines with harnesses, barricades, etc., have otherwise been made.
- Gasoline is prohibited for cleaning of equipment or tools. Small quantities of gasoline shall be transported only in approved metal safety containers. All engines must be shut off when refueling unless provided otherwise in the original manufacturer's manual. No Smoking rules shall be observed in posted areas. Use of plastic gas cans for any purpose is prohibited.
- Traffic vests (Type 2 or 3), or other suitable garments marked with retro-reflective or high visibility material of the same rating, shall be worn by workers at all times when in work zones.
- Fire extinguishers shall have an ABC rating and shall be located in close proximity of flammable material and gases and shall be present on all transport vehicles, construction equipment and in company trucks. Daily inspection of fire extinguishers is mandatory to determine proper charge by the user. Damaged or discharged extinguishers shall be removed from service immediately and sent out for service – a replacement shall be installed immediately. Annual inspection by a competent inspector of all rechargeable units shall be performed.
- Compressed fuel gas and oxygen shall be separately secured and stored in racks twenty feet or more apart with a cover that protects them from direct sun light. All hoses and fittings shall be checked for wear and leaks. Treat all empty cylinders as if they were full and mark them "MT".
- The storage, transportation and use of flammable, combustible, or corrosive materials shall

be conducted in accordance with pertinent local, state, and federal regulations. In addition, all necessary permits for such shall be obtained.

- Seat belts shall be worn when operating equipment or in vehicles. No more than one person, the operator, shall ride in or on equipment or in vehicles unless the equipment/vehicle has seats and seat belts to accommodate the riders.
- Reverse signal alarms shall be audible over surrounding noise for a distance of 25 feet. If the reverse signal alarm becomes disabled, the equipment shall be immediately shut down until repaired.
- When equipment is left unattended, is not in use and/or is subject to sudden lowering, such as backhoes, loaders, etc., all implements shall be grounded, the brake engaged and the equipment shift mechanism shall be placed in the "park" or "neutral" position and the equipment shall be secured. Keys shall not be left in equipment that is unattended. Maintenance work on such equipment shall not begin until all movable components are secured and energy sources are locked out.
- Company vehicles and/or equipment shall not be operated by unauthorized personnel.
- Company vehicles cannot be left in idle mode or with the keys in the ignition if the driver will be farther than 5' from the vehicle.
- Passengers are not allowed to ride in the bed of pickups.
- Personal vehicles are allowed only in designated areas.
- Hand tools shall only be used for their intended purpose. All damaged tools or worn parts shall be reported to the foreman for replacement or repair. All required guards shall be affixed to hand tools during operation.
- Inoperative tools, vehicles, and safety devices shall be tagged as faulty to prevent further use and removed from service.
- Unshored trenches or excavations greater than four feet in depth shall not be entered unless a ladder is available every 25 feet for means of egress and exit. All trenches over 5 feet shall either be shored or sloped (benching is not permitted) or a trench box shall be used. All trenches shall be inspected daily by a competent person. Evidence of competency must be available.
- No employee shall remove a cover, guardrail, or barricade from any opening without an alternative plan for protection of all persons.
- Employees are not permitted to use or possess any intoxicants or drugs on this project or any property or equipment/vehicles associated with this project or to be under the influence of any intoxicants or drugs.
- Tools, equipment, machinery, and work areas shall be maintained in a clean and safe manner. Defects and unsafe conditions should be reported to your foreman.
- Nails shall be removed or bent over on disassembled lumber immediately.
- Horseplay, including reckless driving of vehicles or equipment, will not be tolerated.
- Proper lifting procedures (back as straight as possible and with knees bent) should be practiced. If the load is too heavy to lift safely, get help.
- Electric power operated tools shall be equipped with three-wire cord having the ground wire permanently connected to the tool frame and means for the grounding the other end or be of

the double insulated type and permanently labeled as "Double Insulated".

- Any employee observing an unsafe practice or condition shall immediately report the unsafe practice or condition to his immediate foreman and superintendent.
- All protruding rebar or similar shall be protected to prevent employees from impalement.
- Posted safety rules and safety signs shall not be removed except under management's authorization. Only authorized personnel shall install or remove posted signage.

5.4 RESPIRATORY PROTECTION

Respiratory protection is not anticipated as necessary for use as defined by the Scope of Work. If the Certified Industrial Hygienist (CIH) determines that respiratory protection is needed for any particular aspect of work, use of respirators shall be in accordance with Section 6.0.K of the Phillips & Jordan *Safety and Accident Prevention Program Manual (June 2012)* and specific requirements specified by the CIH.

5.5 NOISE CONTROL & HEARING PROTECTION

The Prime Contractor acknowledges the hazards associated with construction related noise to its employees and subcontractor employees. The Prime Contractor is committed to safeguarding workers from high noise levels as well as mitigating the nuisance factor to abutters.

The Prime Contractor and all subcontractors will provide noise protection for employees whenever the noise level exceeds 90 dB for an eight-hour average. Noise levels will typically be determined by measuring the noise on the A-scale of a standard sound level meter at slow response. If the instrument is not capable of logging data for a time weighted, use formula as listed in 29 Code of Federal Regulations (CFR) 1926.52(d)(2).

If employee noise exposure exceeds 90 dBA, the Prime Contractor and all subcontractors will implement engineering, administrative and/or personal protective equipment control as is appropriate. When feasible, engineering controls will be the first choice for noise reduction. Some of the options include:

- Distance equipment/source from employees
- Provide/ensure mufflers on equipment are working properly.
- Place sound barriers/curtains/blankets around equipment/source

Engineering and administrative controls may be used to limit employee exposure via equipment design, job rotation and/or limiting employee exposure to excessive noises.

Hearing protective devices include ear muffs (banded and helmet mounted) and inserts (disposable and corded). Employees exposed to noises louder than 90 dB are required to wear one of these two devices. Combining both earmuffs and inserts will typically add 3-8 dB of protection to the rating of the higher device (consult manufacturer for exact Noise Reduction Rating [NRR]). Activities that require hearing protection are (but not limited to):

- Power saws (circular, concrete, air)
- Powder activated equipment
- Open cab construction equipment

5.6 FIRE PROTECTION/FIRE PREVENTION

Class A - Ordinary combustible materials, wood, paper, rubbish

Class B - Flammable liquids, greases, oils, paints gasoline

Class C - Electrical equipment (energized)

To use, direct at the base of the fire and sweep slowly until all the fire is contained and then put out. Continue to use and coat all areas so as to prevent the fire from starting up again.

On this project all fire extinguishers shall be of Dry Chemical Type rated ABC and sized per application.

- All construction equipment and transport vehicles shall have an ABC fire extinguisher on board.
- Smoking shall be prohibited at or in the vicinity of operations which constitutes a fire hazard and shall be conspicuously posted.
- Additional fire extinguishers shall be added in areas where welding, cutting or burning is taking place for the purpose of a fire watch. All fire extinguishers shall be conspicuously posted with proper signage.
- Users shall inspect extinguishers in their area prior to commencing work.
- Extinguishers on site shall be inspected by a competent person on a monthly basis and inspections shall be documented.
- Extinguishers on site shall be inspected, serviced and certified at least annually by a competent third party.
- Damaged or discharged extinguishers shall be tagged and removed from service immediately. A replacement shall be installed and a rotation of service will be conducted on a monthly basis.

5.7 DEBRIS CHIPPING AND GRINDING

If applicable, grinding of vegetative debris will be by means of small to medium commercial grinders at designated points to reduce the vegetation. It is possible that smaller chip-grinders could be utilized to grind in-place vegetative debris. Where grinding operations are permitted and established, access control points and boundaries will be established to limit personnel in the area. As a minimum, only grinding operations personnel will be permitted within 200' of grinding operations while grinding is in progress.

5.7.1 Vegetation Staging

Vegetation piles staged for chipping will be limited to a height of 20' at any given point. The length of piles shall not exceed 300' and a fire control zone of 8' shall be maintained at all times. It is not anticipated piles will ever exceed this size.

5.7.2 Chip Management

Once the vegetation has been reduced to chips, chip piles shall be limited to no higher than 20' and shall be monitored while in piles to ensure that the chips do not combust through internal heat transfer

5.8 HOUSEKEEPING

Poor housekeeping on construction projects may cause unsafe working conditions such as tripping hazards and potential fire hazards. The Superintendent shall plan his housekeeping program at the start of the project and assign responsibilities for clean up and removal of debris to the foremen for his/her work area and all other parties involved in the project. The following housekeeping rules shall be enforced:

- Subcontractors are responsible under their contractual obligations for clean-up and disposal of construction debris and/or equipment servicing debris, resulting from their work activities.
- Plan and schedule the emptying of rubbish containers. Full containers will be emptied promptly.
- Hoses, extension cords, welding leads, etc., will not be laid on the ground in occupied areas outside of construction areas. If possible, such lines will be strung overhead.
- Combustible or flammable debris will be cleaned up and disposed on a regular basis. Accumulations of this type of debris are prohibited.
- Other construction debris generated from construction activities will be cleaned up and disposed on a regular basis as necessary.
- Walkways, aisles, stairways, ladder ways, ramps, doorways, entrances will be kept clear of debris at all times.
- Employee lunch areas, shanties, storerooms, field offices, and entrances will be provided with trash receptacles or other debris containers. All trash barrels shall be equipped with rodent proof covers and emptied on a regular basis to reduce the potential for rodents and fire hazards.
- Where containers for debris are not readily available, debris must be placed into isolated piles ready for disposal rather than left scattered and strewn about the work site.
- Oil and grease spills shall be cleaned up at once. All spills, regardless of size, shall be reported to the supervisor immediately. Spill containment materials shall be available in all zones for immediate containment of spills.

5.9 FALL PROTECTION

Fall protection is required whenever a worker is 6 feet or more above a lower surface except on those vehicles and equipment exempted under the OSHA standard. Fall protection must be provided for employee exposure to unprotected sides and edges, leading edges, hoist areas, holes, form work and reinforcing steel, ramps, runways, and other walkways or excavations.

The Project Safety Manager Designee shall consult with project engineers to determine if the walking/working surfaces on which the employees are to work have strength and structural integrity to support employees safely.

If the employee is exposed to falling objects, the Prime Contractor and/or subcontractor will implement one of the following:

- Toeboards, screens, or guardrails to prevent objects from falling from higher levels
- Canopy the structure and keep potential fall objects far enough from the edge of the higher level so that those objects would not go over the edge if they were accidentally displaced
- Barricade the area to which the objects could fall, prohibit the employees from entering the barricaded area, and keep objects that may fall far enough away from the edge of a higher level so that those objects would not go over the edge if they were accidentally displaced

Fall Protection Systems

The Prime Contractor and its subcontractors shall provide and install fall protection systems as necessary to protect workers from falls over six feet in height. **The Prime Contractor recognizes that fall hazards are extremely serious in the construction industry and has a zero tolerance policy for violations of the six-foot rule.** The following is a list of systems that

may be incorporated into the Work:

- Guardrails
- Safety Net Systems
- Personal Fall Arrest Systems
- Position Device Systems
- Warning Line Systems
- Aerial Lifts
- Personnel Baskets
- Scaffolds
- Ladders

The Prime Contractor and subcontractors shall strive to utilize passive fall protection systems whenever possible and revert to personal fall arrest systems only when necessary. Hazards associated with working at heights shall be addressed in a task specific manner via AHA's.

If elevating work platforms are used as observation towers, positioning lanyards shall be used with fall protection harness systems to prevent those on the platform from crawling on the top rail of falling from the platform. Double lanyards may be necessary. Lanyards shall be attached to the attachment points provided on the work platforms.

Training

Where fall protection is used, all affected employees, including subcontractor employees, shall be provided training in the requirements of the standard and proper use, care and maintenance of fall protection equipment. The employee shall also be trained to recognize those hazards of falling and the procedures to be followed in order to minimize these hazards. Employees required to don personal fall arrest equipment shall be trained on the proper fitting, use, care, and inspection of the equipment.

The Project Superintendent and/or the Project Safety Manager Designee shall review all fall protection systems to ensure the safety of the employee. Employees shall inspect all equipment before use and report any problems/defects to their supervisor.

If elevated work platforms are used as observation points, all personnel who must occupy the platform, including subcontractors and government personnel, shall be instructed in the proper use of the platform and the use of fall protection systems applicable to the platform. Fall protection systems shall be provided to and worn by such personnel prior to accessing the work platform.

5.10 COLD STRESS MONITORING PLAN

Hypothermia is also considered a medical emergency and requires immediate medical attention. If workers exhibit symptoms of hypothermia, call 911 and take the following immediate first aid measures:

- Get the person indoors.
- Remove any wet clothing and dry the person off, if needed.
- Warm the person's trunk first, not hands and feet. Warming extremities first can cause shock. Warm the person by wrapping them in blankets or putting on dry clothing. Do not immerse in warm water. Rapid warming can cause heart arrhythmia.
- If using hot water bottles or chemical hot parka, wrap them in cloth first. Do not apply directly to the skin.
- Begin cardiopulmonary resuscitation (CPR) if necessary and continue until emergency medical personnel arrive or the person begins breathing.

- If the person begins breathing and remains conscious, give them a warm drink. Avoid caffeine or alcohol.
- Once the body temperature begins to rise, keep the person dry and wrapped in a warm blanket or similar. Wrap the person's head and neck as well.
- Do not leave the person until emergency medical personnel arrive.

6.0 EMERGENCY ACTION & EVACUATION PLAN

The Emergency Action plan shall address the coordination and implementation of emergency response for all project areas. The Prime Contractor shall coordinate emergency response with the state and local fire, police, and emergency medical services (EMS). Appropriate regulatory agencies will also be involved. Procedures shall address the handling of general evacuation of the work site, fire, and confined space rescue, personal injury, explosion, bomb threats, severe weather, public demonstrations, damage or interruption of utilities, excavation collapse, equipment incidents or other catastrophic events.

The Project Safety Manager Designee shall establish a specific response location for each of the project work areas to which emergency response personnel shall be directed. If emergency response is required and a 911 call is made, the crew leader shall post a flag person at the response location to meet the emergency personnel and escort them directly to the incident scene. This procedure will greatly reduce confusion about where the response should be and shall expedite the arrival of the emergency personnel and equipment where they are needed.

Crews shall use radio and cellular phone communication to notify the workforce of the situation and assign response duties as well as to call for emergency response.

The crew chief of each crew shall have a copy of this emergency action & evacuation plan as well as the location of medical facilities for the area.

6.1 WORK SITE EVACUATION

In the event that a work site evacuation is required, the Project Safety Manager Designee and/or Project Superintendent will notify all employees via cell phone, hand held radios and/or air horns. Employees will be told where to meet and a head count will be taken to account for all employees. Any subcontractors on the job will be notified to take similar actions as required. As the site configuration changes, employees will be periodically updated of any changes in the plans.

6.2 PERSONAL INJURY

In case of an emergency, the Project Safety Manager Designee and the Project Superintendent will be notified immediately. A severely injured employee should not be moved unless the danger of additional injury is imminent. Ensure the injured employee is kept as comfortable as possible until the emergency responders arrive. A foreman shall accompany the injured employee to the hospital to assist in providing necessary information to hospital staff. Follow local emergency response protocol and inquire with staff whether an emergency response plan is in place for hazardous material incidents.

6.3 BOMB THREATS

Any bomb threat will be treated as genuine. The police will be called immediately and all personnel evacuated from the area. Adjacent contractors will also be notified to take appropriate action.

6.4 SEVERE WEATHER

In the event that severe weather is forecast, the Project Manager will mobilize sufficient personnel to secure the site and all unnecessary operations should be canceled/ halted. Severe weather includes: Severe thunder/lightning, hurricane, tornado, and excessive heat temperature.

6.5 PUBLIC DEMONSTRATIONS

Should there be a public demonstration or protest at the site, police will be called and secure access ways in and out of the site will be established. Employees are not to have contact with the protesters and should be removed from any area where this may be likely.

6.6 SITE SECURITY

The Prime Contractor and its subcontractors shall ensure the security of the various work areas at all times.

- Access/egress points from the workzones shall be via one or two access points.
- Visitors to the site must be authorized and escorted at all times. Unescorted visitors or unauthorized entrants to the site should be stopped and asked to leave the property.
- Signage shall be posted at all work zone access/egress points restricting access to authorized construction personnel only. This signage should direct visitors to report to the field office.
- Employees shall be instructed to be watchful of suspicious personnel attempting to enter the workzones and report these observations to a supervisor immediately.

6.7 DISCOVERY OF HUMAN REMAINS; ANIMAL REMAINS; AND ARMS, AMMUNITION AND EXPLOSIVES

Crew leaders shall observe debris before disturbance for the presence of human remains; animal remains; and arms, ammunition and explosives (AA&E). If any are observed before loading, the crew leader shall immediately notify the zone supervisor in their area who will contact the Project Safety Manager Designee. The debris area shall be marked with red flagging and left undisturbed. The Project Safety Manager Designee shall notify the proper response agency and the Project Manager.

If human remains, animal remains or AA&E are discovered while loading debris, all work shall stop immediately. The crew leader shall immediately contact the zone supervisor for the area who will notify the Project Safety Manager Designee to contact the proper response agency. The Project Safety Manager Designee shall advise the Project Manager.

6.8 CONFINED SPACE RESCUE

Confined space entry is not included in the scope of work for this contract and shall be avoided.

7.0 SAFETY AND HEALTH TRAINING

Training takes place at staging areas based on the following outline:

The following outline is not a complete checklist or a complete potential hazard analysis. Individuals using this data are urged to apply their initiative and personal knowledge of the industry in developing effective controls. Employees are encouraged to refer to applicable Federal, State and Local codes and regulations. Subcontractors must have an APP and/or Safety and Health plan and remain in compliance with its provisions.

The following are an example of the general and specific topics that Phillips & Jordan and subcontractor personnel may be trained in:

- New hire site-specific safety & health orientation
- Supervisors orientation
- Traffic and work zone safety
- Heavy equipment operations
- Hazards of emergency work – debris reduction
- Asbestos awareness – if applicable
- Fall protection – if applicable
- Emergency procedures
- First aid/CPR – minimum number per crew trained
- Lockout/tag-out

7.1 TOOL BOX TALKS

- Conducted by the Project Safety Manager Designee or designee
- Five to fifteen minutes in length each week and documented, including attendance roster signed by all employees, including subcontractor employees
- Work tasks and related hazards
- Past accidents
- Worker participation
- New subjects provided by Project Safety Manager Designee

7.2 REGULAR TRAINING MEETINGS FOR SUPERVISORS (INCLUDING FOREMAN)

- Conducted by the Project Safety Manager Designee or designee
- Training sessions shall be documented

7.3 CONTRACTOR SAFETY PLANNING MEETINGS

- Conducted by the Project Safety Manager Designee or designee
- Conducted monthly or as necessary with the Resident Engineer
- Management/supervisory personnel and foremen and a representative from each subcontractor will be required to attend

7.4 SPECIAL TRAINING FOR EMPLOYEES WHEN APPLICABLE

- Conducted by the Project Safety Manager Designee or Designated Area Safety Manager
- Subjects include:
  - Signs and signals
  - Hand tools and power tools
  - Electrical hazard awareness
  - Material handling
  - Hazardous materials
  - Personal protective equipment
  - First aid/medical
  - Ground fault circuit interrupters (GFCI)
  - Fall protection (6' rule)
  - Traffic work zone safety

As noted elsewhere in the APP, subcontractors are required to adhere to applicable regulations and attend "tool box" talks. Subcontractors shall furnish employees with training appropriate to the tasks to be performed (e.g., fall protection, hazard communication, material handling, etc.)

Additional safety and health instruction will be provided prior to performance of particularly hazardous or unfamiliar tasks as necessary.

The use of known hazardous products by personnel is strictly regulated. Training in the use of proper personal protective equipment (PPE), use of product and product application techniques, are provided to individuals utilizing the products. Acknowledgment of receipt of training by the individual shall be documented.

The Project Safety Manager Designee will maintain records of all safety meetings at the project office.

All employees attending the safety meeting shall personally sign the weekly safety talk form. Subcontractor cooperation in educating your employees is essential.

Each foreman and superintendent shall hold a weekly toolbox safety meeting in the work area and with their entire crew. Subject matter shall cover specific safety matters pertinent to the crew's on-going activity. Project Management and supervisors shall attend and participate in these meetings. The Project Safety Manager Designee and Project Manager shall attend at least one of the meetings each week. Attendance shall be recorded along with the topics discussed. Safety related concerns should be solicited from the employees. Safety concerns and hazards discussed in the tool box meetings shall be corrected as soon as possible and the corrective action shall be reported back to the employees in the next meeting. Prompt management attention and correction of such concerns is critical.

8.0 HAZARD COMMUNICATION

The purpose of this instruction is to ensure that each employee is fully aware of the hazards of the materials to be used in the workplace and knowledgeable in the controls to be utilized to safeguard themselves against these hazards.

The Project Safety Manager Designee or other technically qualified designee is the overall coordinator of the hazard communication program.

8.1 HAZARDOUS CHEMICALS

The Project Safety Manager Designee will maintain a list of all hazardous chemicals used on the job site and update the list as necessary. The list is electronic and available upon request.

8.2 MATERIAL SAFETY DATA SHEETS

The Project Safety Manager Designee or designated Area Safety Manager is responsible for acquiring and updating Material Safety Data Sheets (MSDS)/Safety Data Sheets (SDS). They will review each MSDS/SDS for accuracy and completeness. All new procurement of materials, which may contain hazardous substances, for the job site must be cleared by the Project Safety Manager Designee. Whenever possible, the least hazardous substance will be procured.

MSDS/SDSs that meet the requirements of Hazard Communication Standard (HCS)-Globally Harmonized System (GHS) of Classification and Labeling of Chemicals must be fully completed and received at the job site either prior to, or at the time of receipt of the first shipment of any potentially hazardous chemical purchased from a vendor. It may be necessary to discontinue procurement from vendors failing to provide MSDS/SDSs in a timely manner.

Employees involved with the handling and use of new materials will review the MSDS/SDS with their foreman and Project Safety Manager Designee/Area Safety Manager in the forum of a toolbox meeting prior to working with the product.

A binder or electronic file of MSDS/SDSs for all chemicals on the project will be located in the field office and will be available upon request for all employees.

In most cases, MSDS/SDSs for all hazardous chemicals to be used on the job site will be received prior to the first shipment of such chemicals. In the event that MSDS/SDSs have not been received, the supplier will be contacted immediately for the document. If the MSDS/SDS can not be produced, then that chemical will not be used until such time that all hazards associated with the chemicals can be identified and the MSDS/SDS procured.

8.3 LABELS AND OTHER FORMS OF WARNING

The Project Safety Manager Designee/Area Safety Manager or designated representative has the responsibility to ensure that all hazardous chemicals on the job site are properly labeled. Labels should list at least the chemical identity, appropriate hazard warnings, and the name and address of the manufacturer, importer, or other responsible party. The Project Superintendent will refer to the corresponding MSDS/SDS to verify label information. Immediate use containers or small containers into which materials are drained for use on a shift by the employee drawing the material from do not require labeling. To meet the labeling requirements of HCS-GHS for other in-house containers, refer to the label supplied by the manufacturer. All labels for in-house containers will be approved by the Project Safety Manager Designee or designee prior to their use.

The Project Safety Manager Designee will check on a periodic basis to ensure that all containers in the facility are labeled and that the labels are up to date.

8.4 TRAINING

Each employee who works with or might be exposed to hazardous chemicals will receive initial training on the HCS-GHS standard and the safe use of those hazardous chemicals. Additional training will be provided for employees whenever a new hazard is introduced into their work area. Hazardous chemical training is conducted by the Area Safety Manager or designee.

Training will emphasize these elements:

- A summary of the standard and this written program, including those changes enacted under the GHS
- Hazardous chemical properties including visual appearance and odor and methods that can be used to detect the presence or release of hazardous chemicals
- Physical and health hazards associated with potential exposure to workplace chemicals
- Procedures to protect against hazards (e.g., personal protective equipment), work practices and emergency procedures
- Hazardous chemical spill and leak procedures; the location of MSDSs on site, how to understand their content, and how employees may obtain and use appropriate hazard information

The Project Safety Manager Designee will monitor and maintain records of employee training and advise the Area Safety Manager on training needs.

Toolbox talks will be used to update employees from time to time on hazard communication.

8.5 SUBCONTRACTOR'S EMPLOYEES

Subcontractors are required to submit copies of MSDS/SDSs for any substance to which employees are, have been, or may be exposed. Electronic MSDS/SDSs are acceptable. Subcontractors shall incorporate the use of such materials, their hazards, and the appropriate controls into their task-specific AHAs.

The Project Safety Manager Designee or designee will advise subcontractors of any chemical

hazards which may be encountered in the normal course of their work on the premises as part of the pre-work orientation. He/she should make available the MSDS/SDSs for these substances and inform them of the Hazardous Materials Identification System (HMIS) labeling used to identify the potential exposure hazard and required PPE.

Exposure to employees from adjacent contractors is not anticipated, but in the event it occurs, coordination with adjacent work sites and contractors will take place to inform employees with new hazards associated with working on or near another employer's works site. Hazards introduced onto the work site by subcontractors (e.g., blasting/explosives) shall be communicated to all employees via toolbox meetings.

8.6 NON-ROUTINE TASKS

Workers contemplating a non-routine task (i.e., a task which they do not typically perform) will consult with the Project Safety Manager Designee or designee who will ensure that these employees are informed of chemical hazards associated with the performance of these tasks and appropriate protective measures. This will be accomplished by a meeting of foreman and the Project Safety Manager Designee with the affected employees before such work is begun.

8.7 WASHING AND SANITARY FACILITIES

The Prime Contractor recognizes that a sound employee sanitation program is crucial to minimizing employee illnesses associated with poor hygiene practices. All workers shall be educated on sound hygiene practices and the hazards associated with poor hygiene on the worksite.

8.8 EMPLOYEE DRINKING WATER FACILITIES

Proper hydration is vital to employee performance, in warm or cold weather. Potable water shall be provided to each Foreman for their use in supplying drinking water for their crew in the work area. Subcontractors are responsible for providing potable drinking water for its employees.

8.9 FIRST AID FACILITY AND STAFFING REQUIREMENTS

The Prime Contractor will rely on the local fire department and EMS to respond to major accidents on the Project.

For emergency treatment, dial 911 from a landline or from a cellular phone. 911 services are operational in the impacted area.

Industrial first aid kits will be strategically located throughout the job-site, well marked and well maintained for employees use.

All Foreman and Job-site vehicles will be equipped with first aid kits and emergency procedures for those employees working too far from the office to receive immediate first aid.

If an injury other than cut or scrape occurs on the evening/night/weekend shifts requiring medical attention, the injured person must be transported to a predetermined emergency medical treatment facility.

Emergency Phone Numbers: All phone numbers will be posted conspicuously in the job site office. These numbers will also be given out during safety orientations.

All employees, both field and office personnel, should be trained on the proper emergency response procedures as part of the initial indoctrination.

For Accidents Requiring On-Site Medical Attention: The local fire department/EMS must be contacted as the first responder for all accidents in the area of the Job Site. Verify that 911 is functional. If not, obtain the phone number for emergency contact and post accordingly.

All injuries (regardless of how serious) shall be reported to the project safety manager designee immediately.

9.0 ACCIDENT INVESTIGATION

Investigation of workplace incidents including injury, illness, property damage and significant near misses is critical to improving the safety and health on the job site and shall be conducted by the foreman and/or superintendent with oversight from the Project Safety Manager Designee/Area Safety Manager.

9.1 REPORTING

Each worker, Superintendent and Subcontractor is responsible for reporting immediately all accidents which involve personal injury or property damage to the Project Safety Manager Designee regardless of how minor or serious the incident may be. Any serious injury or substantial property damage will also be reported immediately to SCDOT in accordance with the Emergency Notification Plan.

9.2 EMERGENCY NOTIFICATION PLAN

For all serious incidents or accidents which are defined as follows:

- Fatalities
- Multiple Injuries
- Major utility breaks
- Major accidents in the public way
- Major accidents involving equipment and or property damage
- Cave-ins or collapses of any kind
- Fires or explosions
- Natural disasters
- Drownings
- Other significant incidents which may attract media attention

The emergency notification procedure will be followed:

1. If a 911 call is made, the caller shall provide the following information in a clear and concise manner and document actions taken:
    - Nature of incident: personal injury, car accident, fire, hazardous spill, etc.
    - Location: street address (and cross street if available)
    - Number of injured persons
    - Nature of injuries: heart attack, bleeding, broken bones, and are they conscious or unconscious
2. After making a 911 call, contact the field office and take the following actions:
    - The nearest Phillips & Jordan employee with a cell phone or radio will notify the project office of the incident and request all unnecessary radio communications to cease.
    - The Project Safety Manager Designee and supervisory personnel will respond to the scene. The Project Safety Manager Designee will document the details of the incident with photographs and documentary.
    - All supervisors in the emergency area will be notified of the emergency to request appropriate emergency assistance while awaiting arrival of emergency responders. All non-essential radio traffic will cease until the emergency is under control.

- Ensure the SCDOT Manager is notified of the injury, including the name of the injured, the extent of the injury, location and actions taken through time of notification.

10.0 SITE HAZARDS

10.1 EQUIPMENT SAFETY (MECHANIZED)

The use of construction equipment will be limited to specific activities and areas during this clean up activity. Where used, all mobile equipment, hired or owned, shall have a back-up alarm that meets project noise specifications. Any equipment without an alarm shall be reported to the Project Safety Manager Designee immediately and the equipment will not be used until repaired. For equipment owned by others, the operator will be notified to repair the unit immediately. All equipment without a back-up alarm shall put out of service until repaired.

- All operators or truck drivers shall be properly licensed and shall wear all required personal protective equipment when outside the cab.
- No operator shall allow any person to ride in the bucket of a loader or excavator nor shall it carry equipment or any object that it is not specifically designed to carry.
- All hired trucks must carry the proper insurance coverage.
- Personnel shall not ride on machinery unless there is a seat in such equipment for this purpose.
- All equipment shall be equipped with a fire extinguisher.
- All equipment/vehicles shall be visually inspected by the operator prior to operation each shift and the inspection shall be documented on the Phillips & Jordan equipment inspection form.
- All equipment shall be properly maintained per the manufacturer's recommendations.

10.2 EXCAVATING AND TRENCHING

Excavation and trenching is not part of this contract. If trenching or excavation becomes necessary of trenches and/or excavations are discovered, the provisions of Section 6.0.I of the Phillips & Jordan *Safety and Accident Prevention Program Manual (Jan 2012)* shall apply.

10.3 ELECTRICAL REQUIREMENTS

Portable Generators

Portable generators will be suitably grounded as required by the manufacturer.

The placement of generators will be such to minimize the build up of fumes in work areas. When used at observation towers, generators shall be located at least 50 feet from the towers and protected against the elements. Generators will be protected with Ground-fault Circuit Interrupters (GFCI), either internal as installed by the manufacturer or external by means of a GFCI pigtail.

Portable generators shall be shut down prior to refueling. Fuel cans (approved metal containers) will be stored away at least 10' away from portable generators while the generators are in use. Fire extinguishers shall be located adjacent to combustion engine generators at all times.

Ground Fault Protection

This construction site will use GFCI's per OSHA 29 CFR 1926.404 (ii). The workers will be

instructed in their proper use and be required to attach them to all portable electric tools. Only double insulated tools may be used unless specifically approved by the Project Safety Manager Designee. Each cord set and related attachments will be inspected prior to its use.

10.4 RIGGING

- All rigging must be inspected daily by a rigging competent person. Evidence of qualification must be provided.
- Tag lines shall be used whenever lifting materials or equipment. If tag line use cannot be accomplished, the Project Safety Manager Designee must approve alternate procedures.
- Rigging equipment will be inspected prior to each use so as to ensure that it is safe to use. Rigging equipment that is missing manufacture's tags shall not be used and shall be removed from the work area immediately.
- Rigging equipment will not be loaded in excess of its recommended safe working load.
- Rigging equipment, when not in use, will be removed from the immediate work area so as not to present a tripping hazard to employees.
- Makeshift fasteners, formed from bolts, rods, wire, etc., will not be used.
- Wire rope cables, used in hoisting, lowering or pulling loads, will consist of one continuous piece without knots, kinks, or splices.
- When U-bolt wire rope clips are used to form eyes or loops in any load bearing cable, a minimum of three (3) clips may be used. Clips will be applied so that the "SADDLE" portion of the clip is not in contact with the dead end of the cable.
- Hooks used for lifting will be equipped with a positive safety latch.
- The use of job-made rigging or attachment points is prohibited unless designed by a Project Engineer.
- Softeners shall be used to protect rigging from sharp edges.
- Weights of rigging and crane attachments shall be calculated into the weight of the load to be picked.
- All rigging shall be stored properly following use to protect it from weathering and/or damage.
- Rigging shall be of equal capacity and length on all picks.

10.4.1 Alloy Steel Chain

10.4.2 Synthetic Webbing (Nylon, Polyester and Polypropylene)

Nylon and Polyester are the most popular and best general purpose synthetic webbing slings. Polypropylene slings are intended for specific controlled applications, which require resistance to strong acids and alkalis.

Each application must be evaluated, taking into consideration the following:

- Type of acid, alkali, or other chemical
- Concentration
- Exposure conditions
- Temperature

All synthetic webbing slings are subject to cutting when lifting items with sharp edges. Sharp

edges in contact with the sling should be padded with material sufficient in strength to prevent damage to the sling. Wear pads give extra protection to the sling where the most wear occurs.

All defective nylon and polyester slings shall be removed from service when there are visible signs of wear, any cuts or frays, when the interior colored (red) webbing is exposed, or if it is stretched or damaged in any other way. Each foreman and superintendent shall be trained in the inspection criteria of rigging to ensure their competency in this function.

10.4.3 Wire Rope

Safe operating practices for general use of wire rope slings shall be followed.

10.5 STAIRWAYS AND LADDERS

Ladders may be required to provide safe access to work areas on the debris management project. As a general rule, ladders shall be used only for temporary access.

The contractor shall purchase only heavy duty construction grade extension and step ladders for use on the project. Manufactured ladders shall be used in accordance with the manufacturer's recommendations. Job-made ladders are not allowed. In general, all ladders shall be inspected prior to use and removed from service if damaged. All ladders shall be secured prior to their use and shall be used properly.

Each employee shall be trained in the safe usage of ladders during new-hire orientation and these requirements shall be re-iterated regularly via toolbox safety meetings.

10.6 SIGNS, TAGS & BARRICADES

All workers shall adhere to the following standards relative to the proper use of signs, tags and barricades on the project:

- Foreman shall be responsible for erecting and maintaining barricades used to protect workers or the public from a hazard, protect materials from damage, or maintain access/clearance where appropriate.
- Barricade tape shall be used appropriately as a warning of a hazard, rather than a physical barricade to protect from a physical hazard.
- Yellow barricade or flagging tape shall be used to signify caution.
- Red barricade or flagging tape shall be used to signify danger. Persons entering areas barricaded with red tape who are not authorized to do so shall be subject to disciplinary action.
- Swing radius protection barricades shall be either red barricade tape or some other physical barrier to prevent workers from entering into the swing path of the machine.
- Physical barricades meant to provide fall protection must be able of withstanding 200 lbs. of force in the outward and downward direction.
- Wire rope guardrails/barricades shall be flagged with high visibility material every six feet.
- Signage shall be posted throughout the job to communicate information to employees and the public.
- Yellow signage shall communicate to the reader to proceed with caution.
- Red signage shall communicate to warn the reader of an area of imminent danger and restrict access to such areas to authorized personnel only.
- Orange signage shall be used to communicate to the public relative to construction zones

and hazards.

- Green signage shall be used to communicate general information (e.g., first aid station locations) to the workers.
- The use, color coding, posting, wording, and size shall conform to regulatory requirements.
- Combustible, flammable, compressed gas, caustic/acidic, and other hazardous storage facilities shall be placarded on all four sides in accordance with local fire department regulations.
- Equipment, tools, etc. tagged as unsafe and out-of–service shall not be used; violators shall be subject to disciplinary action.
- The location of fire extinguishers shall be conspicuously marked with red signage.
- The location of fire department standpipe hookups and fire hydrants shall be conspicuously marked and flagged. Barricades shall be erected around these to ensure a five foot diameter of space for use by the responding fire department during emergency response.

10.7 WELDING/BURNING/CUTTING

Welding, cutting or burning will not be permitted on this project except for burning required by the contract. If equipment requires welding or cutting to effect repairs, the equipment shall be removed from the project area before repairs are made.

10.8 CONFINED SPACE

While confined space work is not anticipated on this contract, it is important to identify confined space properties to avoid inadvertent personnel entry into such areas.

A confined space:

1. Has limited or restricted means of entry or exit, AND
2. Is large enough for an employee to enter and perform assigned work, AND
3. Is not designed for continuous occupancy by the employee.

These spaces may include, but are not limited to, cofferdams, underground vaults, tanks, storage bins, pits and diked areas, vessels, and silos.

A permit-required confined space is one that meets the definition of a confined space and has one or more of these characteristics:

1. Contains or has the potential to contain a hazardous atmosphere
2. Contains a material that has the potential for engulfing an entrant
3. Has an internal configuration that might cause an entrant to be trapped or asphyxiated by inwardly covering walls or by a floor that slopes downward and tapers to a smaller cross section
4. Contains any other recognized serious safety or health hazards

If any space is identified that meets these requirements, personnel SHALL NOT enter the space and must contact the Project Safety Manager Designee immediately.

10.9 WORK IN TRAFFIC

The Project Safety Manager Designee shall visit each area and determine what controls are necessary, define the controls and ensure those controls are implemented using the Manual on

Uniform Traffic Control Devices (MUTCD) and South Carolina Rules on Work Zone Safety and Mobility.

SECTION 2

HEALTH AND SAFETY PLAN
FOR
DEBRIS MANAGEMENT

VERSION 1.0

SIGNATURE PAGE

This Health and Safety Plan (HASP) was developed to establish the minimal level of health and safety protection that will be implemented at the project location during any and all operations. Each entity will be responsible for the protection of the health and safety of its own employees and/or subcontractors.

Acknowledged by:

Entity	Health & Safety Officer Name	Health & Safety Officer Signature

ADDENDUM PAGE

The following addendums have been added to this Health and Safety Plan (HASP) in the form of authorized position statements. These statements will be accepted by all entities/agencies prior to final publication and inclusion as an attachment to this document.

Position Statement Number	Date Published	Date Attached to HASP

1.0 INTRODUCTION

1.1 SCOPE AND APPLICABILITY OF THE PLAN

This Health and Safety Plan (HASP) provides onsite personnel with guidance for identifying unique or significant safety and health hazards that may be associated with debris management efforts. For the purposes of this document, the work site will include four distinct yet related activities:

- Removing vegetative debris from right of ways (ROW)
- Removing debris from waterways, bridge abutments, culverts, etc.
- Transport of the debris to reduction site.

1.2 PLAN OBJECTIVES

The primary objectives of this plan are as follows:

- Identify potential hazards at the work site.
- Establish a minimum basis for assessing that the personal protective equipment (PPE) provided is adequate to protect onsite workers within controlled areas.
- Provide a set of minimum safety and health standards to be followed by personnel onsite.

While onsite, health and safety – related practices will be governed by Occupational Safety and Health Administration (OSHA) regulations.

1.3 COMMUNICATION

Onsite communication flow will be accomplished utilizing a series of meetings and/or briefings. It is understood that City representatives, contractors, and supervisory employers will disseminate appropriate information to their own employees.

2.0 SITE CONTROL

The minimum acceptable level of PPE for this project includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, leather gloves, reflective safety vests, and sturdy leather boots. Additional activity-specific PPE requirements are listed under Section 3.0.

2.1 DEBRIS COLLECTION ACTIVITIES

Work activities will include the loading and hauling of vegetative wastes and possibly construction and demolition material. Segregation of waste is not included in the scope of this contract

2.1.2 Debris Collection from ROW

All vegetative and construction and demolition materials will be collected using loading equipment such as self-loaders, wheel loaders, or other loading type equipment. Material will be loaded in trucks and hauled to the staging area for reduction.

2.2 DEBRIS REDUCTION AND DISPOSAL SITES

Debris removed from the project ROW will be transported to approved disposal sites or landfills for final disposal as directed by the City.

3.0 ACTIVITY HAZARD ANALYSIS

The evaluation of hazards will be based upon the knowledge of site background presented in

this section and anticipated risks posed by specific operations. Activity hazard analysis specific to a task shall be developed and included in this section and shall be updated as necessary to identify potential hazards associated with tasks performed.

3.1 MATERIAL HAULING AND TRUCKING

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Access and Egress on Equipment	1) Falling off of equipment	1) Operators and drivers must use three points of contacts at all times when getting on and off equipment. Keep access points free and clear of grease and oils. Keep these areas clean.
Loading	1) Failure of equipment 2) Improper loading	1) All equipment must be inspected and documented prior to use. Equipment must also be inspected daily by the operator. 2) Laborers must pick up all debris that falls off of truck as it is being loaded. The road must be cleaned up prior to letting traffic pass.
Hauling	1) Improper equipment 2) Improper loads 3) No traffic control 4) Improper license for vehicle 5) Speeding	1) All equipment must be inspected and documented prior to hauling. 2) All loads must be inspected and properly secured prior to leave the loading. 3) Any equipment in the roadway shall only work within a traffic control zone with proper traffic control devices and flagmen. 4) All drivers must present a valid drivers license matching the class of vehicle that they will be driving. 5) Drivers must control their speeds and drive defensively.
Traffic Exposure	1) Personnel, vehicles, or equipment struck by vehicles and/or equipment	1) Traffic control devices shall be set up, where appropriate as identified in the Traffic Plan. Spotters required when backing up in confined areas, in the vicinity of overhead utility lines, or where similar hazards exist. Install back-up alarms on vehicles/equipment where required. Vehicles/equipment equipped with hazard lights shall energize hazard lights when operating in work zones.

Equipment to be Used:

The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, reflective safety vests, and steel-toed/thick-soled safety boots. In addition to minimum PPE required, personnel should wear hearing protection.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness. Trailer gates must be locked or secured from two locations. Tailgates must have two permanent attachment points to preclude debris from falling from the truck.

Training Requirements:

All operators, drivers and ground personnel shall be qualified by their employer for each specific task. Drivers must have appropriate license for the vehicle which is being driven.

General Requirements:

Personnel receive project-specific safety indoctrination prior to work performed in the field.

General Safety Requirements for Hauling and Trucking:

- All trucks used to haul debris must be capable of rapidly dumping its load without the assistance of equipment, be equipped with a tailgate that will effectively contain the debris during transport and that will permit the truck to be filled to capacity. Sideboards or other extensions to the bed are allowable provided they meet all applicable rules and regulations, cover the front and both sides, and are constructed in a manner to withstand severe operating conditions. The sideboards are to be constructed of 2" by 6" boards or greater and not to extend more than two feet above the metal bedsides and are subject to approval by Phillips & Jordan and the contracting agency. It is the contractor's responsibility to report any adjustments of the sideboards to Phillips & Jordan for re-measurement.
- All hauling units must be in good working order.
- All lights and turn indicators shall be in a working condition.
- Brake lights shall be in good working order.
- Back up alarms shall be present and audible to anyone behind the truck/trailer.
- Tires shall be in good condition with no gouges and plenty of tread.
- Gates must be able to close and lock in a way that will prevent debris from falling out during transport.
- Inspections will occur during the sign in process and periodically in the field by Phillips & Jordan management. Trucks found not to be in compliance with any of the above will be placed out of service and not allowed to resume hauling until proof is provided to Phillips & Jordan management that the proper repairs have been made.
- All hauling units shall be inspected daily prior to use by the operator. Drivers should conduct a pre-trip and post-trip inspection each day prior to starting work and at the end of each work day.

3.2 TREE TRIMMING OPERATIONS (DOWNED TREES, LEANERS AND HANGERS)

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Access and Egress on Equipment, Stability of Equipment	1) Falling off of equipment 2) Bucket truck or elevated work platform tipping over	1) Operators and drivers must use three points of contacts at all times when getting on and off equipment. 2) Outriggers must be extended and level prior to boom or platform extension.

Principal Steps	Potential Hazards	Recommended Controls
Work from Elevated Platform	1) Falling platform or bucket 2) Electrocution hazards 3) Cuts and abrasions from tree limbs	1) Fall restraint equipment must be properly used. Personnel performing elevated work must wear an approved full body harness with a D-ring and an attached lanyard equipped with double locking safety hooks. The lanyard must be secured to an approved anchorage point inside the bucket at all times. Personnel may not use shock absorbing lanyards. One point tie off is required for bucket movement and work. Fall protection equipment and anchorage points shall be manufactured with a minimum breaking strength of 5000 pounds. 2) The annual dielectric testing certification must be current. All power lines must be assumed to be "live." No elevated work shall be performed within 10 feet of power lines, excepting work performed by Qualified Line Clearance Tree Trimmers (QLCTT) or Qualified Line Clearance Tree Trimmer Trainee (under the direct supervision of qualified personnel). Only certified "Line Clearance Tree Trimmers" shall be used to remove limbs from a tree in contact with a power line. 3) Leather gloves should be worn where gloves do not create a hazard. Limbs shall only be cut outside of the bucket.
Chainsaw Operations	1) Cuts, abrasions, and other injuries from kick-backs or incidental contact with the saw 2) Exposure to noise in excess of 85 dB(A)	1) Chain saws shall only be inspected and fueled on the ground. Saws will meet minimum safe operational requirements per manufacturer's directions prior to use. Lumberjack chaps shall be worn while performing sawing operations. Chaps are not required for personnel sawing from inside the bucket or climbing operations. 2) Inclusion in the hearing conservation program and the use of hearing protection.
Climbing	1) Fall hazard 2) Electrocution hazard 3) Cuts and abrasions from tree limbs	1) Fall restraint equipment must be properly used. Personnel performing tree climbing work must wear a safety belt "tree saddle" approved for tree climbing, a positioning lanyard that is equipped with double locking safety latches, synthetic fiber climbing rope, with a minimum nominal breaking strength of 5400 lb when new and approved climbing gaffs. Only qualified tree workers, and qualified line clearance tree trimmers/trainees may perform this function. 2) Personnel may not trim trees where power lines are within 10 feet of the point of operation, excepting QLCTT qualified personnel and QLCTT Trainee (under the direct supervision of qualified personnel). 3) Long pants and shirts with a minimum 4" sleeve are required dress for this project. Gloves will be worn where they do not present a hazard.
Ground Operations	1) Personnel struck by falling objects 2) Outrigger crushing hazard	1) Personnel performing elevated work and ground personnel must maintain frequent verbal and visual communication. 2) Operators will not move equipment without an "all clear" from ground support personnel.

Principal Steps	Potential Hazards	Recommended Controls
Traffic Exposure	1) Personnel, vehicles, or equipment struck by vehicles and/or equipment	1) Traffic control devices shall be set up, where appropriate as identified in the Traffic Plan for SCDOT. Spotters required when backing up in confined areas, in the vicinity of overhead utility lines, or where similar hazards exist. Install back-up alarms on vehicles/equipment where required. Vehicles/ equipment equipped with hazard lights shall energize hazard lights when operating in work zones.

Equipment to be Used:

The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, reflective safety vests, and steel-toed/thick-soled or spiked safety boots (as applicable). In addition to minimum PPE required, personnel should wear hearing protection.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness.

Training Requirements:

All operators, drivers and ground personnel shall be qualified by their employer for each specific task. Drivers must have appropriate license for the vehicle which is being driven. Climbers shall display demonstrated safe climbing practices. Tree trimming subcontractors must submit worker qualifications on company letterhead to Phillips & Jordan. Qualifications must be approved by a Senior Safety Technician prior to commencement of work by each qualified employee.

General Requirements:

Personnel receive project-specific safety indoctrination and special orientation prior to work performed in the field.

3.3 LOADING AND HAULING MATERIAL USING A SELF-LOADER:

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Positioning Equipment	1) Impediment to traffic flow 2) Truck tipping under load 3) Injury during positioning	1) Ensure self-loader is positioned in an established work zone with Manual on Uniform Traffic Control Devices (MUTCD) flags and/or cones 2) Where equipped and required by manufacturer, position outriggers prior to climbing into load position. 3) No personnel allowed near equipment until outriggers are positioned and driver is ready to climb into loader seat
Access and Egress on Equipment	1) Falling off of equipment	1) Operators and drivers must use three points of contact at all times when getting on and off hauling units. Keep access points free and clear of grease and oils. Keep these areas clean. Loader seats must be securely attached to load platform.

Principal Steps	Potential Hazards	Recommended Controls
Loading	1) Failure of equipment 2) Improper loading 3) Struck by loading equipment 4) Hidden utilities 5) Overhead utility lines 6) Overhanging debris 7) Fall from equipment	1) All equipment must be inspected and documented prior to use. Equipment must also be inspected daily by the operator. 2) Hauling units must be properly loaded. The road must be cleaned up prior to letting traffic pass. 3) Workers must stay a safe distance from loading operations. Make eye contact with and receive acknowledgement from operator prior to approaching equipment. 4) Conduct pre-assessment before loading to ensure no utilities are hidden by debris or downed wires entangled. 5) Maintain minimum 10' clearance of ALL overhead lines. DO NOT set up under utility lines 6) Use loader to place ALL materials inside truck. No overhanging limbs or other debris. No debris sticking up above load. Compress with loader. 7) Remain within seat area when loading. Do not climb on truck or get outside of access area. No riders on seat when moving truck; even for short distances.
Hauling	1) Improper equipment 2) Improper loads 3) No traffic control 4) Improper license for vehicle 5) Speeding	1) All equipment must be inspected and documented prior to hauling. 2) All loads must be inspected and properly secured prior to loading and leaving. 3) Any equipment in the roadway shall only work within a traffic control zone with proper traffic control devices and flagmen. 4) All drivers must present a valid driver's license matching the class of vehicle that they will be driving. 5) Drivers must control their speed and drive defensively.
Traffic Control	1) If working near active roadways personnel, vehicles, or equipment struck by vehicles and/or equipment	1) Traffic control devices shall be set up, where appropriate per the MUTCD. Place qualified flaggers as necessary within the work zone. Flaggers will use stop/slow paddles. Block one lane of traffic only, if possible. Place warning signs along work zone to warn oncoming traffic in both directions. Spotters required when backing up in confined areas, in the vicinity of overhead utility lines, or where similar hazards exist. Install back-up alarms on vehicles/equipment. Vehicles/equipment equipped with hazard lights shall energize hazard lights when operating in work zones.

Equipment to be Used:

The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, reflective safety vests, and thick-soled safety boots. In addition to minimum PPE required, personnel should wear hearing protection when required.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness.

Training Requirements:

All operators, drivers and ground personnel shall be qualified by their employer for each specific task. Drivers must have appropriate license for the vehicle which is being driven.

General Requirements:

Personnel receive project-specific safety indoctrination prior to work performed in the field. All work will be conducted in accordance with applicable health and safety regulations and in accordance with the existing site Health and Safety Plan.

General Safety Requirements for Hauling and Trucking:

- All hauling units must be in good working order.
- All lights and turn indicators shall be in a working condition
- Brakes shall be in good working order
- Back up/movement alarms shall be present and audible to anyone working around the equipment
- All hauling units shall be inspected daily prior to use by the operator. Drivers should conduct a pre-trip and post trip inspection each day prior to starting work and at the end of each work day.
- Any deficiencies need to be identified and supervision notified to expedite needed repairs.

3.4 GRINDING OPERATIONS: HORIZONTAL AND STUMP GRINDING

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Equipment Mounting and Demounting	1) Exposure to noise in excess of 85 dB(A) 2) Fall hazard 3) Contusion from frame of cab 4) Injury from other vehicles	1) Inclusion into hearing conservation program. Use appropriate hearing protection. 2) Use of 3-point mounting techniques. Don't carry anything in hands. 3) Use of hard hat. 4) Use of reflective vests.
Equipment Start-Up	1) Exposure to noise in excess of 85 dB(A) 2) Injury by flying debris	1) Inclusion into hearing conservation program. 2) Use of safety glasses, hard hats, etc. 3) Operator shall verify that all employees are in the clear before start up.

Principal Steps	Potential Hazards	Recommended Controls
Horizontal Grinding	1) Struck by debris 2) Amputations, death 3) Lacerations 4) Struck by equipment 5) Fire	1) Keep all personnel away from operations per manufactures specifications. Position equipment to allow debris to stay out of interstate. Trees shall not be swung into traffic at any time. 2) Proper clearing equipment shall be used to load debris into grinder and all windows and door shall stay shut. 3) No employee shall be near the hopper or intake of the grinder. During maintenance operations machine shall be locked out and tagged out by following Phillips & Jordan procedures. 4) Appropriate gloves shall be worn when changing teeth or any other maintenance. 5) Operators shall know what's going on around them at all times when loading and moving equipment. Excavator loading grinder shall have a functional horn and travel alarm which can be heard from a minimum of 25' away. 6) All equipment shall have proper ABC fire extinguishers with annual and monthly inspections.
Stump Grinding	1) Struck by debris 2) Lacerations 3) Struck by equipment 4) Fire 5) Amputation	1) Keep all personnel away from operations per manufactures specifications. Position equipment to allow debris to stay out of interstate. 2) Gloves shall be worn at all times during maintenance operations while changing teeth. 3) Operators shall know what's going on around them at all times when loading and moving equipment. Equipment shall have a functional horn and travel/backup alarm. 4) Equipment shall have appropriate ABC fire extinguishers with annual and month inspections. 5) No employee shall be near the hopper or intake of the grinder. During maintenance operations machine shall be Locked out and tagged out by following Phillips & Jordan procedures

Equipment to be Used:

The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, face/eye protection, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility reflective safety vests when required, and thick-soled leather work boots or spiked safety boots (as applicable). In addition to minimum PPE required, personnel should wear hearing protection when applicable. Lock out/tag out procedures shall be followed. All energy sources shall be locked out or removed (e.g.; keys, master switches, batteries, etc.). "Do not operate" tags shall be placed on machines.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness.

General Requirements:

All operators, drivers and ground personnel shall be qualified by their employer for each specific task. Drivers must have appropriate license for the vehicle which is being driven. Climbers shall display demonstrated safe climbing practices. Qualifications and work experience must be approved by a Phillips & Jordan safety professional prior to commencement of work by each

qualified employee. Firewatchers shall have fire extinguisher training

3.5 SITE MANAGERS AND FIELD SUPPORT STAFF

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Collection of Air Samples	1) Exposure to noise in excess of 85dBA 2) Injury by flying debris 3) Exposure to carbon monoxide in excess of 10 ppm (only at debris/incineration sites) 4) Exposure to chemical and biological agents 5) Injury by vehicles	1) Use of hearing protection 2) Use of safety glasses and hard hats 3) Limit access to site or utilize supplied air in areas of burn pits 4) Use of respiratory protection and protective clothing, as appropriate 5) Use of reflective vests
Inspection of Work Site	1) Exposure to noise in excess of 85dBA 2) Injury by flying debris 3) Exposure to carbon monoxide in excess of 10 ppm 4) Injury by vehicles 5) Exposure to asbestos, heavy metals, polycyclic aromatic hydrocarbons (PAHs) and volatile organic compounds (VOCs)	1) Use of hearing protection 2) Use of safety glasses and hard hats 3) Use of respiratory protection, as appropriate 4) Use of reflective vests 5) Same as 3 (above)
Visiting Residences Requesting Right of Entry	1) Non-construction work in a construction zone	1) Personnel performing door-to-door visits with homeowners should wear safety vests, sturdy shoes, shirts with a minimum 4" sleeve, and long pants.

Equipment to be Used:

The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, reflective safety vests, and steel-toed/thick-soled safety boots. Exception: Door-to-door contact with homeowners for right-of-entry (ROE), see above. Level of protection will vary based on work zone and activities. The use of respiratory protection and protective clothing will be based on the activity being supported. Reference the activity hazard analysis (AHA) for the job task occurring in the work area to determine the proper use of respiratory protection and protective clothing.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness.

General Requirements:

Personnel will receive project-specific safety indoctrination prior to work performed in the field.

3.6 CHAINSAW OPERATIONS

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Chainsaw Operations	1) Cuts, abrasions, and other injuries from kick-backs or incidental contact with the saw 2) Face and eye hazards 3) Exposure to noise in excess of 85 dB(A)	1) Saws will meet minimum safe operational requirements per manufacturer's directions prior to use. Lumberjack chaps shall be worn while performing sawing operations. Two hands will remain on the saw at all times. No cuts shall be made above shoulder height. See additional requirements below under General Safety Requirements for Chainsaw Operations. 2) Face, eye, and head protection must be worn while performing sawing operations. 3) Use of hearing protection while performing sawing operations.
Traffic Control	1) Personnel, vehicles, or equipment struck by vehicles and/or equipment	1) Traffic control devices shall be set up, where appropriate per the MUTCD. Flaggers at either end of the work zone. Flaggers will use stop/slow paddles. Block one lane of traffic only, if possible. Place warning signs along work zone to warn oncoming traffic in both directions. Spotters required when backing up in confined areas, in the vicinity of overhead utility lines, or where similar hazards exist. Install back-up alarms on vehicles/equipment. Vehicles/equipment equipped with hazard lights shall energize hazard lights when operating in work zones.

Equipment to be Used:

The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, reflective safety vests, and steel-toed/thick-soled safety boots. In addition to minimum PPE required, personnel should wear hearing protection, eye and face protection, and chainsaw chaps.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness.

Training Requirements:

All operators, drivers and ground personnel shall be qualified by their employer for each specific task. Drivers must have appropriate license for the vehicle which is being driven.

General Requirements:

Personnel receive project-specific safety indoctrination and special orientation prior to work performed in the field.

General Safety Requirements for Chainsaw Operations:

- Properly sharpen chainsaw blades and properly lubricate the blade with bar and chain oil. Additionally, the operator will periodically check and adjust the tension of the chainsaw blade to ensure good cutting action.
- Work in a cleared work area (i.e., clear loose debris before cutting).
- Do not smoke when handling a chainsaw.
- Choose the proper size of chainsaw to match the job, and include safety features such as a chain brake, front and rear hand guards, stop switch, chain catcher and a spark arrester.
- Wear the appropriate protective equipment, including hard hat, chainsaw face shield, hearing protection, heavy work gloves, long sleeve shirt, cut-resistant legwear (chainsaw

chaps) that extend from the waist to the top of the foot, and steel-toed boots which cover the ankle.

  - An object the size of a pea traveling at six miles an hour can knock your eyes out, so flying wood chips have the potential to cause even more damage.
  - Operating a chainsaw for longer than 12 minutes without hearing protection can damage your hearing.

- Clothing should fit well (not baggy) and be free of dangling or ragged edges which can become tangled in the saw.
- Never drop start a chainsaw. Start the saw by placing it on firm ground. Make sure the guide bar and chain are clear of any obstructions.
- Always hold a running saw firmly with both hands. Whether you are right or left-handed, your right hand should be at the rear handle and trigger and your left hand should be on the front handle bar.
- Make sure your feet are firmly planted on the ground.
- Do not cut around power lines until the lines are verified as being de-energized.
- Always cut at waist level or below to ensure that you maintain secure control over the chainsaw.
- Cut to minimize kickback, the cause of many chainsaw accidents. Kickback is the reactive force that happens when the nose or tip of the guide bar comes in contact with a solid object or is pinched and recoils toward the operator. To avoid kickback:
  - Never cut with the tip of the saw.
  - Stand at an angle when cutting, so the saw will miss your head and neck.
  - Keep your left elbow stiff while cutting.
- Do not cut on old wood unless you are positive the wood is free of nails, screws, and other metal objects.
- Take frequent breaks. Many injuries occur because the operator got tired or withstood long periods of saw vibration.
- Keep bystanders or coworkers at least two tree lengths (at least 150 feet) away from anyone felling a tree and at least 30 feet from anyone operating a chainsaw to remove limbs or cut a fallen tree.
- Allow saw to cool and vent fuel dispensing container before refueling.
- If injury occurs, apply direct pressure over site(s) of heavy bleeding; this act may save lives.

3.7 VEGETATIVE LOAD TRIMMING

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Extract Saw from Storage Location	1) Cuts, abrasions, and other injuries from kick-backs or incidental contact with the saw 2) Face and eye hazards 3) Exposure to noise in excess of 85 dB(A)	1) In addition to minimum required PPE, operators shall wear gloves to prevent cuts and abrasions. The saw shall be stored in a safe and secure location for ease of access and to prevent damage or injury while traveling.
Fueling of Gas Powered Saw	1) Personnel, vehicles, or equipment struck by vehicles and/or equipment	1) Only fuels approved by the manufacturer shall be used. Fuel must be stored in an approved container. Funnels should be used to minimize spills. Fueling shall not take place near open flames or ignition sources. Smoking within 50 feet a fueling location is strictly prohibited. 2) In the event that fuel is spilled, appropriate measure shall be taken to ensure that the spill is cleaned up completely. It shall not be assumed that the spilled material will evaporate. When fuel is spilled on clothing, clothing shall be removed and replaced and cleaned before being worn again.
Gasoline Powered Saw Start-up	1) Cuts, abrasions, and other injuries from kick-backs or incidental contact with the saw 2) Face and eye hazards 3) Exposure to noise in excess of 85 dB(A)	1) The pole saw operator shall refer to the manufacturer's operations manual as to the proper start up position. The pole saw shall be started on a solid surface where the operator has balance and control balance. Operators shall have prior experience. 2) The operator shall start the pole saw away from other employees.
Traffic Control	1) Personnel, vehicles, or equipment struck by vehicles and/or equipment	1) Traffic control devices shall be set up, where appropriate per the MUTCD. Flaggers at either end of the work zone. Flaggers will use stop/slow paddles. Block one lane of traffic only, if possible. Place warning signs along work zone to warn oncoming traffic in both directions. Spotters required when backing up in confined areas, in the vicinity of overhead utility lines, or where similar hazards exist. Install back-up alarms on vehicles/equipment. Vehicles/equipment equipped with hazard lights shall energize hazard lights when operating in work zones.
Trimming loads	1) Cuts, abrasions, and other injuries from kick-backs or incidental contact with the saw 2) Face and eye hazards 3) Exposure to noise in excess of 85 dB(A)	1) The pole saw operator shall never cut directly overhead. The operator must cut limbs even with the side boards of the hauling unit. All employees must remain clear of the trimming area unless they are performing a spotter or flagger operation. Hauling unit driver/operators shall remain in the cabs of the vehicles. At no time shall trimming occur when the possibility exist for debris to fall on them. The traffic control zone shall be so established to allow for safe dropping of trimmed debris. The hauling unit operator shall position the unit in the optimum position to ensure the safety of employees and passing vehicles.

Equipment to be Used:

- The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, reflective safety vests, and steel-toed/thick-soled safety boots. In addition to minimum PPE required, personnel should wear hearing protection and gloves.

- A gasoline powered or manual pole saw shall only be used for this operation. Chainsaws or other cutting instruments that require operators to climb and use the saw from elevated positions are prohibited. Chainsaws shall not be operated above shoulder level.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness. Pole saws shall be inspected prior to use to ensure that the tool functions properly and is maintained per the manufacturer recommendations. Saw teeth or blades must be sharpened according to manufacturer's instructions and to a degree that will ensure the most efficient cut. The pole and structural apparatus must be inspected to ensure no cracks or visible damage exists. If any damage is discovered during inspection the pole saw shall be removed from service and tagged out-of-service as "damaged" or "defective". The pole saw shall not be allowed back in service until it is repaired per the manufacturer's specifications and re-inspected.

Training Requirements:

All operators shall be qualified by their employer for each specific task. Saw operators shall have experience in the use of the saw and be familiar with the manufacturer's requirements for safe use.

General Requirements:

Personnel shall receive project-specific safety indoctrination prior to work performed in the field.

General Safety Requirements for Vegetative Load Trimming:

- Whenever possible, the loading unit shall trim the load as safe as possible to reduce the amount of trimming necessary by a pole saw operator.
- Refer to the table above for trimming activity.
- All vegetative loads shall be trimmed to prevent debris from extending beyond the side boards of the hauling unit. Vegetative material shall not extend beyond two feet above the top edge of the side boards.
- Whenever possible and will not create a greater hazard, Trucks should be moved to a safe location for the pole saw operator to trim the load. Loads shall not be hauled on publicly traveled roads without trimming before moving.

APPENDIX 1

Debris Management Safety Metric Form

Debris Management Safety Metric Form

Date: _____ Time: _____ Area/Section: _____
Address (Streets): _____ Contractor: _____ Crew Number: _____
Number of Contractor Personnel on Crew: _____

Item No.	PPE Safety Requirement	RAC Code	# in Crew	Item No.	Work Practices Safety Requirement	RAC Code	# in Crew
a.	Personnel not wearing appropriate foot protection.	3		r.	Chainsaw operators are not stopping equipment operation in the presence of unprotected pedestrians.	2	
b.	Workers handling materials are not wearing gloves.	3		s.	Chainsaw operators are not wearing chaps.	2	
c.	Crew are not wearing appropriate PPE for work activities.	3		t.	Chainsaw operators are not wearing gloves.	2	
d.	Personnel are not wearing eye protection.	3		u.	Chainsaw operators are not wearing hearing protection.	2	
e.	Personnel are not wearing protective suits.	3		v.	Chainsaw operators are not wearing eye/face protection.	2	
f.	Personnel are not wearing shirts with a minimum 4" sleeve.	3		w.	Chainsaw operators are cutting materials inappropriately, e.g., inside equipment/vehicles.	1	
g.	Personnel are not wearing long pants.	3		x.	Work crews are not avoiding electrical hazards.	1	
h.	Personnel are not donning/doffing PPE correctly.	3		y.	Employees are riding on equipment or in the rear of pick-up trucks.	2	
i.	Personnel are not following requested safety corrections.	4		z.	Area to be cleaned was not properly assessed for utilities, fencing, electrical, or other hazards.	2	
j.	Personnel are not wearing respirators or wearing the proper respirator.	3		aa.	Personnel are standing under or too close to equipment or vehicles in operation/motion.	2	
k.	Personnel are not wearing head protection.	3		bb.	Equipment is not in good repair.	2	
Item No.	**Equipment/Vehicle Safety Requirement**	**RAC Code**	**# in Crew**	**Item No.**	**Traffic Control Safety**	**RAC Code**	**# in Crew**
l.	Equipment operators are not wearing seatbelts or seatbelts are not installed.	3		cc.	Traffic control devices, including signage/cones are not properly placed.	4	
m.	Equipment is operated in an unsafe manner.	2		dd.	Flaggers are not present or not using proper signaling devices (paddle signs).	2	
n.	Back-up alarms are not installed or not operating.	2		ee.	Personnel are not wearing safety vests.	4	
o.	Trucks are loaded with brush overhangs (not trimmed).	2		ff.	Spotters are not present and directing equipment/ vehicle movement properly.	2	
p.	Trucks have inadequate means to prevent falling debris.	2		gg.	Trucks are dumping too close to other vehicles/equipment at debris sites.	2	
q.	Equipment/vehicles are equipped with lights and windshield.	3					

Completed items denotes corrective action implemented ----------RAC Codes - Risk Assessment Codes: 1 (Critical Risk) 2 (Serious Risk), 3 (Moderate Risk), 4 (Minor or Procedural). RAC Codes 1 and 2 require additional information under comments below.

Corrective Action/Comments:

_____

_____

_____

P&J Site Safety Officer: _____

Appendix II:
Letters of Commendation and Performance Evaluations

Town of Trent Woods
898 Chelsea Road
Trent Woods, NC 28562-7146
(252) 637-9810
townhall@trentwoodsnc.org

MAYOR:
Charles F. Tyson, Jr.

COMMISSIONERS:
Billy R. Joiner
M. Shane Turney
Daniel E. Murphy

June 11, 2019

Phillips and Jordan
10201 Parkside Drive, Suite 300
Knoxville, TN 37922

To Whom It May Concern:

Phillips and Jordan (P&J) provided debris removal services for the Town of Trent Woods following Hurricane Florence which hit in September 2018. The Town was severely impacted during the disaster, but had proactively contracted with P&J before the hurricane arrived. This allowed for a much quicker response to our situation.

P&J removed vegetative debris, transported it to temporary staging sites, chipped the vegetative debris, and hauled it to the final disposal location. Construction and demolition debris was also removed and transported to the designated landfill.

Their managers were readily available to handle special requests and answer questions. P&J also worked well with the debris monitoring contractor which resulted in timely completion of the project. FEMA guidelines were followed by P&J which allowed for expedited grant preparation.

Some of our residents are still restoring their homes and property, but all were greatly assisted during the initial aftermath of the hurricane by the services provided by P&J.

Sincerely,

Abra Cullen

Abra Cullen
Finance Officer

TOWN OF RIVER BEND

45 Shoreline Drive
River Bend, NC 28562

T 252.638.3870
F 252.638.2580

www.riverbendnc.org

May 20, 2019

To whom it may concern:

In September, 2018 our town was hit by Hurricane Florence. It was the worst natural disaster in the history of our town. We were fortunate to have a pre-event contract in place with Phillips & Jordan (P&J) of Knoxville, Tennessee.

Within 48 hours of the hurricane, I was in contact with P&J staff developing a strategy to respond. At my request, they waited 10 days to begin both vegetative and construction and demolition (C&D) debris removal. They quickly mobilized a fleet of trucks and personnel to begin work in our town. Throughout the entire project they were very responsive and pleasant to work with. They seemed genuinely interested in getting River Bend back to normal as soon as possible.

They managed the project very well and worked me to coordinate their efforts in line with our local needs and input. I was also pleased with their record keeping and documentation, as that is an important component for FEMA reimbursement requests. In the end our project included removal of 24,000 cubic yards of vegetative debris and 3,500 tons of C&D, along with hundreds of leaning/hanging trees/limbs. They completed the project in 30 days.

Based on my experience, I would recommend P&J to anyone; and in the event of another disaster, they will be the first call I make for help.

Sincerely,

Delane Jackson

Delane Jackson
Town Manager

YOUR PARTNER FOR
SOLID WASTE SOLUTIONS

December 13, 2017

To: Whom it May Concern

From: John Archambo, Director
Customer Relations

Subject: Phillips & Jordan Emergency Debris Management Services

---

Palm Beach County was impacted by Hurricane Irma on Sunday, September 10, 2017, which generated approximately 3 million cubic yards of storm debris to be collected, reduced and transported to a final disposal (recycling) destination.

The Solid Waste Authority of Palm Beach County (SWA) is the agency responsible for the cleanup of storm debris impacting the County. Phillips & Jordan has and continues to play a key role removing, processing and transporting eligible storm debris material to a final destination in a very safe and timely manner.

Phillips & Jordan's constant communication before, during and after Hurricane Irma provided a true sense of confidence in the task before us. Their management team began certifying collection equipment the following day. In addition, they opened and began operating five (5) temporary debris sites (TDRS) within a two day period. Their proactive approach put Palm Beach County well ahead of many other counties impacted by Irma's landfall in terms of cleanup.

They are a proven and experienced disaster response team that will exceed a customer's expectations at every turn. Phillips & Jordan always provides a very high quality team of managers that communicate and organize an outstanding cleanup effort.

The Phillips & Jordan team are also well aware of all FEMA eligibility requirements, responding immediately to any and all challenges presented during a natural disaster.

It is truly a pleasure working with the Phillips & Jordan team and I can assure you this company will not disappoint.

You may feel free to contact me at 561-697-2700, ext 4725 if you require any further information.

7501 North Jog Road, West Palm Beach, Florida 33412 • (561) 640-4000 • FAX (561) 640-3400
Customer Information Services: (561) 697-2700 • Toll-Free: 1 (866) 792-4636

Recycled Paper

Horry County Solid Waste Authority, Inc.

"Protecting Tomorrow's Environment Today"

Pam J. Creech
Chairman

W. Norfleet Jones
Vice-Chairman

Sanford C. Graves
Secretary

J. Michael Campbell
Treasurer

Dan P. Gray

Michael H. Hughes

M. Lance Thompson

Danny Knight
Executive Director

June 27, 2017

Mr. Dudley Orr, Vice President
Phillips & Jordan, Inc.
10201 Parkside Drive, Suite 300
Knoxville, TN 39722

Subject: Hurricane Matthew Disaster Debris Management Services

Dear Mr. Orr:

Hurricane Matthew made its only US landfall just 70 miles south of Horry County (County), bringing tropical storm-force winds that took down trees and widespread historic flooding to the County. The Horry County Solid Waste Authority (HCSWA) activated Phillips & Jordan's pre-positioned contract for disaster debris management following this devastating event.

Phillips & Jordan worked closely with the HCSWA and other project stakeholders to determine how best to execute the project based on the County's unique needs and circumstances. For example, the project team was able to execute a land application solution when the question was raised of how to handle vegetative debris that was not suitable for fuel in the local biomass facility which would have cost the HCSWA additional money to either screen or dispose of in the landfill.

Phillips & Jordan also worked closely with the HCSWA to determine the best way to clear out the debris that had collected in the County's watersheds. As the 180-day FEMA Public Assistance eligibility period approached, they were able to fast-track FEMA Public Assistance eligible watershed debris removal operations and then switch gears to complete additional watershed work in compliance with the Natural Resources Conservation Service (NRCS) Emergency Watershed Protection Program (EWP). Their knowledge of both the PA and EWP programs helped save the County money by maximizing our eligibility for Federal reimbursement.

Post Office Box 1664
Conway, South Carolina
29528-1664
Tel: 843-347-1651
Fax: 843-347-3653

Printed on Recycled Paper

The HCSWA appreciates Phillips & Jordan's exceptional support throughout the debris management effort and would absolutely call on this firm again to assist with our response and recovery efforts if the County is impacted again in the future by a debris-generating event.

Best Regards,

J. Michael Bessant

Director of Recycling Services & Special Projects

SCDOT
South Carolina
Department of Transportation

August 8, 2016

Phillips & Jordan, Inc.
10201 Parkside Drive, Suite 300
Knoxville, TN 39722

Subject: Phillips & Jordan's Past Performance Providing Disaster Debris Management to the South Carolina Department of Transportation

To Whom It May Concern:

In October of 2015, an unusual and complex weather pattern brought heavy, continuous rainfall to South Carolina, equivalent to a 1000-year rain event. This record precipitation resulted in catastrophic flooding when numerous dams were breached or collapsed and rivers burst their banks washing away roads, bridges, vehicles, and homes. As a result, the South Carolina Department of Transportation (SCDOT) activated Phillips & Jordan's pre-positioned contract for Disaster Recovery Assistance to provide debris management services to Berkeley and Dorchester Counties. Phillips & Jordan also previously assisted SCDOT with debris management in Williamsburg and Florence Counties following the 2014 ice storm.

In both activations, Phillips & Jordan quickly mobilized and began debris management operations. The project team was accessible, responsive, knowledgeable, and professionally implemented a recovery plan. In both disaster responses, the Phillips & Jordan team has been flexible and able to address evolving project plans, and successfully executed the scope of work in each assigned county.

We appreciate Phillips & Jordan's continued support with post-event clean-up and are pleased to have them as a part of our disaster response and recovery team. Please feel free to use this letter as a positive recommendation attesting to Phillips & Jordan's ability to successfully provide disaster debris management services.

Sincerely,

David B. Cook, PE
State Maintenance Engineer
(803) 737-1290

COLORADO
Department of Transportation
Region 4
10601 West 10th Street
Greeley, CO 80634
(970) 350-2149 (Fax) (970) 350-2181

March 2, 2016

Phillips & Jordan, Inc.
10201 Parkside Drive, Suite 300
Knoxville, TN 39722

ER 0341-078
US 34, Loveland – Estes Park
Subaccount 19802

Subject: Phillips & Jordan's Performance on 2013 Flood Debris Removal Project

To whom it may concern:

In September of 2013, historic rains along Colorado's Front Range resulted in catastrophic flooding to seventeen counties and over a dozen towns and cities from Colorado Springs north to Fort Collins. From September 9 through September 15, 2013, the storms brought record rainfall totals of above 600% of the average precipitation for September, causing six major rivers/tributaries to flood.

Phillips & Jordan was awarded a contract by the Colorado Department of Transportation (CDOT) to provide debris management services in six affected counties in North-Central Colorado, including Boulder, Jefferson, Larimer, Logan, Morgan, and Weld Counties. Phillips & Jordan quickly mobilized to begin operations, removing flood-generated debris from the right-of-way of state-maintained roads in the assigned counties, an area covering over 200 square miles. Phillips & Jordan was also tasked with debris removal from beneath state-maintained bridges, to reduce the threat of additional damage from spring-thaw flood waters anticipated to later impact these same waterways. Phillips & Jordan also assisted the State in crushing over 5,000 cubic yards of rock and sediment to be re-used by CDOT.

I would highly recommend Phillips & Jordan's response and recovery services supporting disaster debris management to other entities. The firm's depth of resources allowed the project team to come up with innovative solutions to meet our specific project needs. Additionally, Phillips & Jordan's ability to quickly mobilize and ramp up operations, combined with the firm's knowledge of and ability to comply with federal guidance and regulations, was essential to CDOT's meeting critical deadlines and receiving the maximum allowed reimbursement for our flood response efforts.

Sincerely yours,

Gray Currier, PE
Project Engineer

825 East Third St | Phone: 909.367.8010 Fax: 909.367.8066

SAN BERNARDINO COUNTY

Department of Public Works
Operations

Christopher Danyow
Operations Department
County Arborist

February 23, 2016

Phillips & Jordan, Inc.
10201 Parkside Drive, Suite 300
Knoxville, TN 39722

Subject: Phillips & Jordan's Performance on the San Bernardino County Hazardous Tree Removal Program

To Whom It May Concern:

After the devastating fires of 2003, the County of San Bernardino received $40 million in funding from the USDA Natural Resource Conservation Services and the U.S. Forest Service to remove hazardous trees and complete fuels modification in and around the "wildland-urban interface." From 2004 until 2013, the County released projects to not only remove dead trees, but also thin smaller live trees and brush to create a defendable space near homes and communities that would otherwise be susceptible to wildfires.

Phillips and Jordan completed 24 of these projects covering almost 2100 acres. Through the use of masticators, helicopters, skid steers and hand crews, hundreds of homes are less vulnerable to wildfires than they would have been if left untreated. The Phillips & Jordan Project Team was responsive, professional and helpful in determining the best path forward to execute the scope of work in each assigned project. We appreciate Phillips & Jordan's assistance and would recommend their services to other agencies who might find themselves facing a similar situation.

Salutation,

Christopher Danyow
County of San Bernardino Arborist
(909) 801-9564

BOARD OF SUPERVISORS

ROBERT A. LOVINGOOD, Vice Chairman, First District
JANICE RUTHERFORD, Second District
JAMES RAMOS, Chairman, Third District
CURT HAGMAN, Fourth District
JOSIE GONZALES, Fifth District

GREGORY C. DEVEREAUX, Chief Executive Officer

COUNTY OF SUFFOLK

STEVEN BELLONE
SUFFOLK COUNTY EXECUTIVE

DEPARTMENT OF PUBLIC WORKS

VINCENT FALKOWSKI, P.E.
CHIEF DEPUTY COMMISSIONER

GILBERT ANDERSON, P.E.
COMMISSIONER

PHILIP A. BERDOLT
DEPUTY COMMISSIONER

January 28, 2013

Edd Satterfield, Asst. Vice President
Phillips & Jordan
PO Drawer 604
191 P&J Road
Robbinsville, NC 28771

Sir:

As you know, Suffolk County along with the State of New York suffered so much tremendous destruction due to Super Storm Sandy. In times like these with so much going on people often get overlooked. I did not want that to happen in the case of Rex Wilson. Although there were many people from your company that played a part of our recovery, Rex's efforts were outstanding. His efforts on so many levels to help lessen that burden on Suffolk County were outstanding.

He helped to coordinate the collection of over 1 million yards of vegetative debris. His efforts and dedication to detail, along with the knowledge was pivotal in our debris management efforts. Every day Rex would advise us on details of the operation including checking on all crews, following FEMA and Local Government rules and assisting with checking trucks in, stump removal, brush cleanup and burn box operation. All of this was handled with extreme professionalism.

You can be proud of Rex and his representation of your company. Again our sincere thanks to Rex as well as Phillips & Jordan for a job well done.

Very truly yours,

Gilbert Anderson, P.E.
Commissioner

GA/bd
cc: Phil Berdolt, Deputy Commissioner, DPW
Bob Polaski, Principal Engineering Aide
Ed Barnes, Maintenance Mechanic IV

SUFFOLK COUNTY IS AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

335 YAPHANK AVENUE ■ YAPHANK, N.Y. 11980 ■ (631) 852-4010
FAX (631) 852-4150

CITY OF MOODY

670 PARK AVENUE • MOODY, ALABAMA 35004
TELEPHONE (205) 640-5121 • FAX (205) 640-2528

MAYOR
JOE LEE

COUNCIL MEMBERS
LINDA CROWE
LYNN TAYLOR
PHILLIP DEASON
BOBBY CLEMENTS
PAUL JOHNSON

CITY CLERK
PATSY BEARD
POLICE CHIEF
BOBBY BREED
FIRE CHIEF
JOE NOBLES
BUILDING INSPECTOR
WAYNE TAYLOR
PARK DIRECTOR
MIKE STAGGS
LIBRARY DIRECTOR
PATSY SPRADLEY

August 31, 2011

To whom it may concern,

The City of Moody Alabama was seriously impacted by tornados in April 2011. We selected the USACE to manage the debris removal from our public roads and streets. The USACE contracted with Phillips and Jordan (P&J) to manage this program.

P&J did an excellent job, they were on site and operating within 10 days, and executing an outstanding program meeting and exceeding our expectations. All operations met or exceeded OSHA safety standards. Their site manager, Mr. David Everhart, was the link that kept our debris removal program on track and operating smoothly for 13 weeks.

The P&J team has superb customer service skills. They were very sensitive to stress that our citizens were going through and handled each resident with the utmost respect and consideration. The city received numerous calls from residents expressing their appreciation for the professionalism displayed by the P&J team.

P&J helped the city get back to a normal mode of operation faster than we ever thought possible. I highly recommend Phillips and Jordan and their management team should you find your self or city in need of their services.

Sincerely

Joe Lee
Mayor

Walker County Commission

PO Box 1447
Jasper, AL 35502

Bruce Hamrick
Chairman

Open Meeting 9:30 a.m.
First & Third Mondays
Telephone (205) 384-7230
Fax (205) 384-7003

Commissioner District One
Dual Tubbs
789 Alexander Tubbs Road
Jasper, AL 35501

Commissioner District Two
Dan Wright
1019 Pleasant Grove Road
Oakman, AL 35579

Commissioner District Three
Ben Huggins
30 Huggins Road
Cordova, AL 35550

Commissioner District Four
James R. Bridges
2826 Piney Woods Sipsey Rd.
Jasper, AL 35504

August 8, 2011

To Whom It May Concern:

On April 27, 2011 numerous tornadoes struck Walker County, Alabama with devastating results. After President Obama declared Walker County a Federal Disaster, Walker County contracted with the U.S. Army Corp of Engineers to provide site management, removal and reduction for all eligible vegetative, construction and demolition debris.

The U.S. Army Corp of Engineers utilized Phillips & Jordon, Inc. as their Prime Contractor to accomplish the cleanup in Walker County. Having worked very closely with Mr. JW Culbreth and other personnel with this corporation for the past three months, I can attest to the outstanding integrity and capabilities of their personnel.

In addition to providing site management and debris cleanup services, Mr. JW Culbreth provided valuable information and guidance concerning FEMA requirements. His thorough knowledge of FEMA rules and regulations enabled Walker County to make decisions during the cleanup process that ensured compliance with the rules.

As a result of the above noted outstanding services performed by Mr. JW Culbreth and other personnel with Phillips & Jordon, Inc. the Walker County Commission does hereby highly recommend this corporation for all of your disaster debris removal needs.

Sincerely,

Bruce Hamrick
Chairman

David C. Edgil
County Engineer

CONTRACTOR PERFORMANCE ASSESSMENT REPORT (CPAR) **NONSYSTEMS**

INCOMPLETE-RATED

1. Name/Address of Contractor (Division):
Company Name: PHILLIPS & JORDAN, INCORPORATED
Division Name:
Street Address: 8940 GALL BLVD
City, State, Zip Code: ZEPHYRHILLS FL 33541
Province/Country: US
CAGE Code:
DUNS+4 Number: 139664932
PSC: R799
NAICS Code: 562119
2. Report Type: Final Report
3. Period of Performance Being Assessed: 05/07/2011 - 09/30/2011
4a. Contract Number: W912P808D0052 CK03
4b. Business Sector & Sub-Sector: Prof/Tech/Mng Support
5. Contracting Office: XU W074 ENDIST MOBILE
6. Location of Contract Performance:
Tuscaloosa, AL
7a. Contracting Officer: SONYA D RODGERS
7b. Phone Number: 251-441-5406
8a. Contract Award Date: 05/07/2011
8b. Contract Effective Date:
9. Contract Completion Date: 09/30/2011
10. N/A
11. Awarded Dollar Value: $21,181,866
12. Current Contract Dollar Value: $21,181,866
13. Competitive
14. Contract Type: FFP
Mixed/Other:
15. Key Subcontractors and Effort Performed:
16. Program Title:
Right of Way Debris Removal - Emergency Contract to remove eligible debris from public Rights of Way at the request of the local government as a result of the Federal Disaster Declaration for the Disaster Response to Alabama Spring Tornados.

17. Contract Effort Description:
The contract required the removal and disposal of eligible debris from public Rights of Way according to the guidelines established by FEMA under the Federal Disaster Assistance program. The Contractor had to segregate, load, haul and dispose of eligible debris from designated streets and roads in the County. This was an Emergency Contract requiring a quick ramp up to begin work and an aggressive schedule to complete the work.

Small Business Utilization
Does this contract include a subcontracting plan? Yes
Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR): 09/30/2011

18. Evaluate the following Areas:	**Past Rating**	**Rating**	**Trend**
a. Quality of Product or Service	N/A	Exceptional	N/A
b. Schedule	N/A	Exceptional	N/A
c. Cost Control	N/A	N/A	N/A
d. Business Relations	N/A	Exceptional	N/A
e. Management of Key Personnel	N/A	Exceptional	N/A
f. Utilization of Small Business	N/A	Exceptional	N/A
g. Other Areas:			
(1):		N/A	
(2):		N/A	
(3):		N/A	
(4):		N/A	
(5):		N/A	
(6):		N/A	
(7):		N/A	
(8):		N/A	

19. N/A
20. Assessing Official Narrative:
QUALITY OF PRODUCT OR SERVICE: Contractor demonstrates quality considerations in all aspects of job performance. The Contractor selected and managed numerous top quality subcontractors to execute the work requirements. Their automated data management system (STORM) provided timely and accurate data to assist in managing all aspects of debris management. The Contractor modified the STORM system to provide additional data at our request numerous times. The Contractors performance for the contract was excellent, they stayed on top of all the issues that would come up. They did a great job dealing with local governments. They went above and beyond to meet our demands to complete the clean-up. They required little technical assistance from the government.

SCHEDULE: The Contractor managed the schedule in an exceptional manner. They faced the challenge of staffing for an unknown completion date for many weeks. During this period, they continued to prosecute the work in a responsive and focused manner. The Contractor effectively managed the relatively high turnover of first and second level subcontractors to ensure no loss of production.

BUSINESS RELATIONS: All personnel demonstrated a high level of professionalism and ability. They were a cooperative partner that faced daily challenges with enthusiasm and problem solving skills. In the final weeks of the debris removal effort, the contractor effectively managed multiple punch lists for city and county work efforts. When the Government reps added or revised listings, the requests were met with enthusiasm and cooperation. The contractor was very helpful in coordinating with the local entities in acceptance/ completion of the project. P&J did an excellent job of Quality Control with their own QC staff. They made an effort to hire local businesses.

MANAGEMENT OF KEY PERSONNEL: The key personnel that were with P&J were all very professional in their jobs and worked well with us.

Everyone knew their job and were well trained to perform it. There was minimal turnover of key staff during the contract period.

UTILIZATION OF SMALL BUSINESS: Phillips and Jordan did an excellent job of hiring local small businesses for the debris removal work. Many of the first tier subs for debris removal were local small businesses as were the subs that managed the debris sites.

ADDITIONAL/OTHER: Phillips and Jordan provided quality service. They aggressively implemented their contract schedule, while satisfactorily controlling cost. P&J¿s business management executed a very organized contract. Project Managers for each location were very organized, knowledgeable, and responsive to requests. They were staffed adequately, were responsive to requests and conducted business in a professional manner. They have great personnel with effective skill sets selected for key positions especially when working with local entities. P&J hired multiple small businesses and assisted those small businesses with contract obligations. The Automated Data Management System they employed was an excellent resource for tracking the progress of the work and assisting in reconciling the invoicing requirements.

RECOMMENDATION: Given what I know today about the Contractor's ability to execute what they promised in their proposal, I definitely would award to them today given that I had a choice.

21. Name and Title of Assessing Official:
Name: CECIL JERNIGAN
Title: MISSION MANAGER
Office: CECO-C
Phone Number: 251-690-3558 Fax Number:
Email Address: cecil.l.jernigan@usace.army.mil
Date: 04/25/2012

22. Contractor Comments:

23. Name and Title of Contractor Representative:
Name:
Title:
Phone Number: Fax Number:
Email Address:
Date:

24. Review by Reviewing Official:

25. Name and Title of Reviewing Official:
Name:
Title:
Office:
Phone Number: Fax Number:
Email Address:
Date:

CITY OF JOPLIN MISSOURI

Public Works Department
602 S. Main Street
Joplin, MO 64801
(417) 624-0820 ext. 530
(417) 625-4738 (Fax)

March 8, 2012

To Whom It May Concern:

On May 22, 2011, The City of Joplin was devastated by a historic EF-5 Tornado that wreaked havoc throughout the community, destroying over 4500 homes and claiming the lives of 161 people. President Obama declared The City of Joplin as well as Duquesne and Jasper County Federal Disaster Areas. We were given 75 days to clean up as much debris as possible. FEMA mission assigned the U.S. Army Corp of Engineers to manage the removal of all eligible vegetative, construction and demolition debris. The U.S. Army Corps of Engineers utilized the services of Weston who used Phillips & Jordan, Inc. as their contractor to manage this program.

As the Assistant Public Works Director, I was placed in charge of the cleanup operations at the direction of the City Manager, Mark Rohr. It was my responsibility to insure that we met the deadline set forth by the President. Thanks to the efforts of Weston and their contractor Phillips and Jordan, we were able to meet the deadline for cleanup.

Weston's contractor, Phillips and Jordan, performed the initial cleanup. Due to a historic tornado and an unprecedented timeframe for cleanup, a historic and unprecedented effort would be needed to meet the deadline. Phillips and Jordan were not only up to the challenge; they set the bar for speed, efficiency, and professionalism. It has been said that to whom much is asked, much is expected, and Phillips and Jordan delivered a cleanup effort worthy of the ages. Their hard work and dedication were greatly appreciated. It was the efforts of the Phillips and Jordan team that enabled The City of Joplin to meet its deadline. Their customer service skills were outstanding as the staff was respectful and sensitive to the concerns and stress of our citizens.

The City of Joplin is very grateful for the exceptional services of Phillips and Jordan and I highly recommend their team for all of your disaster removal needs.

Sincerely,

Jack Schaller

Jack Schaller, P.E.
Asst. Director of Public Works

Print Close

CONTRACTOR PERFORMANCE ASSESSMENT REPORT For Official Use Only - (Source Selection Sensitive Information, See FAR 2.101 , 3.104, AND 42.1503)	CONSTRUCTION

Contract Number: W912P805D0022

Order Number:

CEC/DUNS Number: 139664932

Evaluation Type: FINAL100% Completed

Termination Type: NONE

Contractor Type:

Contractor Name and Address

Company Name: PHILLIPS & JORDAN, INCORPORATED
Division Name:
Street Address: 8940 GALL BLVD
City, State, Zip Code: ZEPHYRHILLS FL 33541
Country: USA
NAICS: 562910
SIC Code:

Procurement Method: NEGOTIATED

Type of Contract: FIRM FIXED PRICE

Description and Location of Work:

DEBRIS REMOVAL, SITE MANAGEMENT AND DEBRIS REDUCTION, HURRICANE KATRINA FOR THE STATES OF LOUISIANA AND MISSISSIPPI.

Type and Percent of Subcontracting:

SMALL BUSINESS 73.5% TOTAL SDB 10.6% TOTAL WOSB 11% TOTAL HUBZ 3.2% TOTAL SDV 3%

Amount of Basic Contract	Total Amount of Modifications	Liquid Damages Assessed	Net Amount Paid Contractor
$1,000,000,000.000			$448,485,358.000
Award Date	**Original Completion Date**	**Revised Completion Date**	**Date Work Accepted**
2005-09-15	2007-09-30		2007-09-30

A common five level assessment rating system is used to evaluate a contractor's performance. Ratings range from Unsatisfactory to Outstanding. Here's a breakdown of each category:

Rating	Definition
Outstanding	Performance meets contractual requirements and exceeds many to the Government's benefit. The element being assessed was accomplished with few minor problems for which corrective actions taken by the contractor were highly effective.
Above Average	Performance meets contractual requirements and exceeds some to the Government's benefit. The element being assessed was accomplished with some minor problems for which corrective actions taken by the contractor were effective.
Satisfactory	Performance meets contractual requirements. The element being assessed contains some minor problems for which corrective actions taken by the contractor appear or were satisfactory.
	Performance does not meet some contractual requirements. The element being assessed reflects a serious

Marginal	problem for which the contractor has not yet identified corrective actions.
Unsatisfactory	Performance does not meet most contractual requirements and recovery is not likely in a timely manner. The element being assessed contains a serious problem(s) for which the contractor's corrective actions appear or were ineffective.

Performance Evaluation of Contractor

Overall Rating:OUTSTANDING

Evaluated By:
Organization: U.S.ARMY CORPS OF ENGINEERS, MEMPHIS DISTRICT
Phone: 901-544-3047
FTS: Autovon:
Name: RICHARD T. WISDOM
Title: CONTRACTING OFFICER
Date: 2008-10-06

Reviewed By:
Organization: MEMPHIS DISTRICT COE
Phone: (901)544-3117
FTS: Autovon:
Name: JEAN TODD
Title: CHIEF, DISTRICT CONTRACTING
Date: 2008-12-01

Quality

Quality of Workmanship:	OUTSTANDING
Adequacy of the CQC Plan:	OUTSTANDING
Implementation of the CQC Plan:	OUTSTANDING
Quality of QC Documentation:	ABOVE AVERAGE
Storage of Materials:	
Adequacy of Materials:	ABOVE AVERAGE
Adequacy of Submittals:	OUTSTANDING
Adequacy of QC Testing:	OUTSTANDING
Adequacy of As-Builts:	ABOVE AVERAGE
Use of Specified Materials:	
Identification/Correction of Deficient Work:	OUTSTANDING

Effectiveness of Management/Business Relations

Cooperation and Responsiveness:	OUTSTANDING
Management of Resources/Personnel:	OUTSTANDING
Coordination and Control of Subcontractors:	ABOVE AVERAGE
Adequacy of Site Cleanup:	OUTSTANDING
Effectiveness of Job Site Supervision:	OUTSTANDING
Compliance with Laws and Regulations:	ABOVE AVERAGE
Professional Conduct:	OUTSTANDING
Review/Resolution of Subcontractor's Issues:	ABOVE AVERAGE

Implementation of Subcontracting Plan: OUTSTANDING

Timeliness of Performance

Adequacy of Initial Progress Schedule: OUTSTANDING

Adherence to Approved Schedule: OUTSTANDING

Resolution of Delays: OUTSTANDING

Submission of Required Documentation: OUTSTANDING

Completion of Punchlist Items: ABOVE AVERAGE

Submission of Updated and Revised Progress Schedules: OUTSTANDING

Warranty Response: ABOVE AVERAGE

Compliance with Labor Standards

Correction of Noted Deficiencies: OUTSTANDING

Payrolls Properly Completed and Submitted: OUTSTANDING

Compliance with Labor Laws and Regulations: ABOVE AVERAGE

Compliance with Safety Standards

Adequacy of Safety Plan: OUTSTANDING

Implementation of Safety Plan: OUTSTANDING

Correction of Noted Deficiencies: OUTSTANDING

Remarks:

Small Business Utilization:

Does this contract include a subcontracting plan?

Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR):

EVALUATOR REMARKS: Phillips and Jordan worked over 3,000,000 manhours without a lost time accident. Considering the working conditions in Louisiana after hurricane Katrina that is a truly amazing accomplishment. Attention to detail and proper training of employees and subcontractors was a paramount consideration in their overall management plan. Their response to change was superb. Differing conditions and unexpected discoveries were everyday occurences. Their response time on these emergencies left nothing to be desired. After the physical completion of the 47 task orders issued under the basic contract, the Corps had the job of reconciling the differences between P&J ticket data bas and USACE data base. The contractor was extremely cooperative and responsive to requests for clarification or additional data.

CONTRACTOR REMARKS: The report was delivered/received by the contractor on 10/06/2008. The contractor neither signed nor offered comment in response to this evaluation.

REVIEWER REMARKS: Contract exceeded all expectations of this contract. Recording keeping was great and assisted in the close out of approx a $1B contract. Contract was closed withing 12 months of final action.

NAVFAC/USACE PAST PERFORMANCE QUESTIONNAIRE (Form PPQ-0)

CONTRACT INFORMATION (Contractor to complete Blocks 1-4)

1. Contractor Information

Firm Name: Phillips & Jordan, Incorporated
CAGE Code: 0GGP5
Address: 10201 Parkside Drive, Suite 300, Knoxville, TN 37922
DUNs Number: 003845336
Phone Number: 865.688.8342
Email Address: cpatterson@pandj.com
Point of Contact: Cecil Patterson
Contact Phone Number: 865.392.3081

2. Work Performed as: ☑ Prime Contractor ☐ Sub Contractor ☐ Joint Venture ☐ Other (Explain)

Percent of project work performed: 15%
If subcontractor, who was the prime (Name/Phone #): Not applicable

3. Contract Information (Detailed Questions are located on page 3 of attachment)

Contract Number: W912P8-05-D-0022
Delivery/Task Order Number (if applicable): 0047
Contract Type: ☑ Firm Fixed Price ☐ Cost Reimbursement ☐ Other (Please specify):
Contract Title: Hurricane Katrina Structural Demolition and Debris Management
Contract Location: Orleans Parish, Louisiana

Award Date (mm/dd/yy): September 30, 2006
Contract Completion Date (mm/dd/yy): September 29, 2007
Actual Completion Date (mm/dd/yy): September 29, 2007
Explain Differences: Not applicable

Original Contract Price (Award Amount): $60,000,000
Final Contract Price (*to include all modifications, if applicable*): $27,662,636
Explain Differences:
Original quantities included in this task order were substantially reduced by the stakeholders (FEMA and the City of New Orleans) due to original over-estimation of structures requiring demolition.

4. Project Description:

(1) Complexity of Work ☑ High ☐ Med ☐ Routine
(2) How is this project relevant to project of submission? (*Please provide details such as similar equipment, requirements, conditions, etc.*)
(3) This project involved a time-sensitive response to a natural disaster (Hurricane Katrina) in New Orleans, Louisiana in
(4) support of a federal agency (USACE) to complete demolition of 1,200 structures damaged by the storm and subsequent
(5) removal and disposal of the demolition debris.
(6)

CLIENT INFORMATION (Client to complete Blocks 5-8)

5. Client Information

Name: US Army Corp of Engineers, Memphis District, Memphis TN
Title: Jean F. Todd, Contracting Officer
Phone Number: 540-665-3717
Email Address: jean.f.todd@usace.army.mil

6. Describe the client's role in the project:

Contracting Chief and Contracting Officer for this Mission

7. Date Questionnaire was completed (mm/dd/yy): 12/17/2013

8. Client's Signature:

ADJECTIVE RATINGS AND DEFINITIONS TO BE USED TO BEST REFLECT YOUR EVALUATION OF THE CONTRACTOR'S PERFORMANCE

RATING	DEFINITION	NOTE
(E) Exceptional	Performance meets contractual requirements and exceeds many to the Government/Owner's benefit. The contractual performance of the element or sub-element being assessed was accomplished with few minor problems for which corrective actions taken by the contractor was highly effective.	An Exceptional rating is appropriate when the Contractor successfully performed multiple significant events that were of benefit to the Government/Owner. A singular benefit, however, could be of such magnitude that it alone constitutes an Exceptional rating. Also, there should have been NO significant weaknesses identified.
(VG) Very Good	Performance meets contractual requirements and exceeds some to the Government's/Owner's benefit. The contractual performance of the element or sub-element being assessed was accomplished with some minor problems for which corrective actions taken by the contractor were effective.	A Very Good rating is appropriate when the Contractor successfully performed a significant event that was a benefit to the Government/Owner. There should have been no significant weaknesses identified.
(S) Satisfactory	Performance meets minimum contractual requirements. The contractual performance of the element or sub-element contains some minor problems for which corrective actions taken by the contractor appear or were satisfactory.	A Satisfactory rating is appropriate when there were only minor problems, or major problems that the contractor recovered from without impact to the contract. There should have been NO significant weaknesses identified. Per DOD policy, a fundamental principle of assigning ratings is that contractors will not be assessed a rating lower than Satisfactory solely for not performing beyond the requirements of the contract.
(M) Marginal	Performance does not meet some contractual requirements. The contractual performance of the element or sub-element being assessed reflects a serious problem for which the contractor has not yet identified corrective actions. The contractor's proposed actions appear only marginally effective or were not fully implemented.	A Marginal is appropriate when a significant event occurred that the contractor had trouble overcoming which impacted the Government/Owner.
(U) Unsatisfactory	Performance does not meet most contractual requirements and recovery is not likely in a timely manner. The contractual performance of the element or sub-element contains serious problem(s) for which the contractor's corrective actions appear or were ineffective.	An Unsatisfactory rating is appropriate when multiple significant events occurred that the contractor had trouble overcoming and which impacted the Government/Owner. A singular problem, however, could be of such serious magnitude that it alone constitutes an unsatisfactory rating.
(N) Neutral	No information or did not apply to your contract	Rating will be neither positive nor negative.

TO BE COMPLETED BY CLIENT

PLEASE CIRCLE THE ADJECTIVE RATING WHICH BEST REFLECTS YOUR EVALUATION OF THE CONTRACTOR'S PERFORMANCE.

1. QUALITY:						
a) Quality of technical data/report preparation efforts	E N	VG	S	M	U	
b) Ability to meet quality standards specified for technical performance	E N	VG	S	M	U	
c) Timeliness/effectiveness of contract problem resolution without extensive customer guidance	E N	VG	S	M	U	
d) Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance)	E N	VG	S	M	U	
2. SCHEDULE/TIMELINESS OF PERFORMANCE:						
a) Compliance with contract delivery/completion schedules including any significant intermediate milestones. *(If liquidated damages were assessed or the schedule was not met, please address below)*	E N	VG	S	M	U	
b) Rate the contractor's use of available resources to accomplish tasks identified in the contract	E N	VG	S	M	U	
3. CUSTOMER SATISFACTION:						
a) To what extent were the end users satisfied with the project?	E N	VG	S	M	U	
b) Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication)	E N	VG	S	M	U	
c) To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	E N	VG	S	M	U	
d) Overall customer satisfaction	E N	VG	S	M	U	
4. MANAGEMENT/ PERSONNEL/LABOR						
a) Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force?	E	VG	S	M	U	N
b) Ability to hire, apply, and retain a qualified workforce to this effort	E	VG	S	M	U	N
c) Government Property Control	E	VG	S	M	U	N
d) Knowledge/expertise demonstrated by contractor personnel	E	VG	S	M	U	N
e) Utilization of Small Business concerns	E	VG	S	M	U	N
f) Ability to simultaneously manage multiple projects with multiple disciplines	E	VG	S	M	U	N
g) Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes	E	VG	S	M	U	N
h) Effectiveness of overall management (including ability to effectively	E	VG	S	M	U	N

lead, manage and control the program)						
5. COST/FINANCIAL MANAGEMENT						
a) Ability to meet the terms and conditions within the contractually agreed price(s)?	E	VG	S	M	U	N
b) Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client	E	VG	S	M	U	N
c) If this is/was a Government cost type contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back-up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns)	E	VG	S	M	U	N
d) Is the Contractor's accounting system adequate for management and tracking of costs? *If no, please explain in Remarks section.*		Yes			No	
e) If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? *Indicate if show cause or cure notices were issued, or any default action in comment section below.*		Yes			No	
f) Have there been any indications that the contractor has had any financial problems? *If yes, please explain below.*		Yes			No	
6. SAFETY/SECURITY						
a) To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the users rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)	E	VG	S	M	U	N
b) Contractor complied with all security requirements for the project and personnel security requirements.	E	VG	S	M	U	N
7. GENERAL						
a) Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	E	VG	S	M	U	N
b) Compliance with contractual terms/provisions *(explain if specific issues)*	E	VG	S	M	U	N
c) Would you hire or work with this firm again? *(If no, please explain below)*		Yes			No	
d) In summary, provide an overall rating for the work performed by this contractor.	E	VG	S	M	U	N

Please provide responses to the questions above (*if applicable*) and/or additional remarks. Furthermore, please provide a brief narrative addressing specific strengths, weaknesses, deficiencies, or other comments which may assist our office in evaluating performance risk *(please attach additional pages if necessary)*

This was a firm fixed price contract that was executed in an excellent manner.

U.S. Army Corps of Engineers
Louisiana Recovery Field Office
New Orleans, Louisiana

Certificate of Appreciation

Presented To

Phillips and Jordan, Inc.

For contributions to the safety program during Hurricanes Katrina and Rita recovery operations in south Louisiana by executing the hazardous debris mission for 4,329,000 man-hours without a lost-time accident from September 18, 2005 to January 9, 2006. Your efforts reflect great credit on your commitment to safety and the quality of your management and workforce.

Charles O. Smithers III
Colonel, EN
Commanding

May 9, 2007
Date

Michael F. Park
Director
Louisiana Recovery Field Office

BRENT WARR
Mayor

WILLIAM W. POWELL, P.E.
Director of Engineering

ENGINEERING DEPARTMENT
4050 Hewes Avenue
Gulfport, Mississippi 39507
Telephone (228) 868-5815
Fax (228) 868-5822

CITY *of* GULFPORT

April 7, 2006

To Whom It May Concern:

On August 29, 2005 our City was hit head-on by Hurricane Katrina, one of the worst natural disasters in U. S. history. The destruction was widespread and catastrophic

Phillips and Jordan was one of the initial contractors retained by the City for street clearing/debris hauling. They mobilized immediately with a large inventory of equipment and trucks, clearing more streets and moving more debris than all other contractors during the initial short-term contract.

When the City-wide debris contract was bid, Phillips and Jordan submitted the low bid. Again, the Company responded immediately with vast resources, including heavy equipment, trucks, manpower, technical support and management expertise to address the emergency situation.

I have found Phillips and Jordan's management to be always accessible, highly credible and very responsive to the numerous and varied problems that have arisen during the debris operations. My entire staff and I have been very please with their commitment and efficiency in moving more than 2,000,000 cubic yards of debris, both vegetative and construction and demolition, from the City of Gulfport.

Phillips and Jordan has a detailed working knowledge of FEMA rules, policies and documentation. They are also very experienced in working with all State and Federal agencies having jurisdiction, as well as with elected officials

We in the City of Gulfport have been very pleased with the performance of this Company and can, without reservation, recommend Phillips and Jordan to other municipalities facing similar problems.

I would like to particularly commend Mr. Dudley Orr and Mr. Brian Howle of Phillips and Jordan on this project. Their leadership, commitment and dedication to solving the debris-related problems in the aftermath of this catastrophe has proved invaluable to the recovery of this community, and speaks well of both themselves and Phillips and Jordan.

If additional information is needed, please call me at 228-868-5816.

Sincerely,

William W. Powell, P.E.
Director of Engineering
City of Gulfport, Mississippi

WP/cb

FOR OFFICIAL USE ONLY *(WHEN COMPLETED)*

PERFORMANCE EVALUATION (CONSTRUCTION)

1. CONTRACT NUMBER: DACW29-03-D-005
2. CEC NUMBER:

IMPORTANT: Be sure to complete Part III - Evaluation of Performance Elements on reverse.

PART I - GENERAL CONTRACT DATA

3. TYPE OF EVALUATION *(X one)*: [ ] INTERIM *(List percentage _____%)* [X] FINAL [ ] AMENDED
4. TERMINATED FOR DEFAULT: [ ]

5. CONTRACTOR *(Name, Address, and ZIP Code)*
Phillips & Jordan, INC.
8940 Gall BLVD
Zephyrhills, FL 33541

6.a. PROCUREMENT METHOD *(X one)*: [ ] SEALED BID [X] NEGOTIATED

b. TYPE OF CONTRACT *(X one)*: [X] FIRM FIXED PRICE [ ] COST REIMBURSEMENT [ ] OTHER *(Specify)*

7. DESCRIPTION AND LOCATION OF WORK
Hurricane Katrina recovery for the state of Alabama. Load and haul storm generated debris, removal of hazardous limbs and trees, and wet debris removal. Total of 1,803,849.00 CY of debris. Also performed beach sand removal, screening, and replacement. Removed hazardous limbs in trees for approximately 60 parks.

8. TYPE AND PERCENT OF SUBCONTRACTING
Small business goal 40%, Actual 93%

	a.	b.	c.	d.
9. FISCAL DATA ▶	a. AMOUNT OF BASIC CONTRACT $ 44,827,834.00	b. TOTAL AMOUNT OF MODIFICATIONS $	c. LIQUIDATED DAMAGES ASSESSED $	d. NET AMOUNT PAID CONTRACTOR $ 44,827,834.00
10. SIGNIFICANT DATES ▶	a. DATE OF AWARD 20050830	b. ORIGINAL CONTRACT COMPLETION DATE 20060106	c. REVISED CONTRACT COMPLETION DATE	d. DATE WORK ACCEPTED 20060106

PART II - PERFORMANCE EVALUATION OF CONTRACTOR

11. OVERALL RATING *(X appropriate block)*: [X] OUTSTANDING [ ] ABOVE AVERAGE [ ] SATISFACTORY [ ] MARGINAL [ ] UNSATISFACTORY *(Explain in Item 20 on reverse)*

12. EVALUATED BY

a. ORGANIZATION *(Name and Address (Include ZIP Code))*
US Army Corps of Engineers. 109 St. Joseph Street, Mobile, AL 36602

b. TELEPHONE NUMBER *(Include Area Code)*: (251) 694-3760

c. NAME AND TITLE: Laura S. Sharpless, EM Specialist

d. SIGNATURE: Laura S. Sharpless

e. DATE: 20130828

13. EVALUATION REVIEWED BY

a. ORGANIZATION *(Name and Address (Include ZIP Code))*
US Army Corps of Engineers. 109 St. Joseph Street, Mobile, AL 36602

b. TELEPHONE NUMBER *(Include Area Code)*: 2516902027

c. NAME AND TITLE: Hubert R. Ansley, Chief, Readiness Branch

d. SIGNATURE:

e. DATE: 20130828

14. AGENCY USE *(Distribution, etc.)*

PART III - EVALUATION OF PERFORMANCE ELEMENTS

N/A = NOT APPLICABLE O = OUTSTANDING A = ABOVE AVERAGE S = SATISFACTORY M = MARGINAL U = UNSATISFACTORY

15. QUALITY CONTROL	N/A	O	A	S	M	U
a. QUALITY OF WORKMANSHIP			X			
b. ADEQUACY OF THE CQC PLAN			X			
c. IMPLEMENTATION OF THE CQC PLAN			X			
d. QUALITY OF QC DOCUMENTATION			X			
e. STORAGE OF MATERIALS	X					
f. ADEQUACY OF MATERIALS	X					
g. ADEQUACY OF SUBMITTALS	X					
h. ADEQUACY OF QC TESTING	X					
i. ADEQUACY OF AS-BUILTS	X					
j. USE OF SPECIFIED MATERIALS	X					
k. IDENTIFICATION/CORRECTION OF DEFICIENT WORK IN A TIMELY MANNER			X			
17. TIMELY PERFORMANCE						
a. ADEQUACY OF INITIAL PROGRESS SCHEDULE			X			
b. ADHERENCE TO APPROVED SCHEDULE			X			
c. RESOLUTION OF DELAYS	X					
d. SUBMISSION OF REQUIRED DOCUMENTATION			X			
e. COMPLETION OF PUNCHLIST ITEMS			X			
f. SUBMISSION OF UPDATED AND REVISED PROGRESS SCHEDULES			X			
g. WARRANTY RESPONSE	X					

16. EFFECTIVENESS OF MANAGEMENT	N/A	O	A	S	M	U
a. COOPERATION AND RESPONSIVENESS			X			
b. MANAGEMENT OF RESOURCES/ PERSONNEL			X			
c. COORDINATION AND CONTROL OF SUBCONTRACTOR(S)			X			
d. ADEQUACY OF SITE CLEAN-UP			X			
e. EFFECTIVENESS OF JOB-SITE SUPERVISION			X			
f. COMPLIANCE WITH LAWS AND REGULATIONS			X			
g. PROFESSIONAL CONDUCT			X			
h. REVIEW/RESOLUTION OF SUBCONTRACTOR'S ISSUES			X			
i. IMPLEMENTATION OF SUBCONTRACTING PLAN			X			
18. COMPLIANCE WITH LABOR STANDARDS						
a. CORRECTION OF NOTED DEFICIENCIES			X			
b. PAYROLLS PROPERLY COMPLETED AND SUBMITTED			X			
c. COMPLIANCE WITH LABOR LAWS AND REGULATIONS WITH SPECIFIC ATTENTION TO THE DAVIS-BACON ACT AND EEO REQUIREMENTS			X			
19. COMPLIANCE WITH SAFETY STANDARDS						
a. ADEQUACY OF SAFETY PLAN			X			
b. IMPLEMENTATION OF SAFETY PLAN			X			
c. CORRECTION OF NOTED DEFICIENCIES			X			

20. REMARKS *(Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)*

Contractor exceeded all expectations for what proved to be a very challenging debris removal mission. Work expanded through multiple counties in south and west Alabama and included the removal of marine debris. Contractor proved to be timely and reasonable with response. Expectations were managed well. Subcontractors were held to a high standard and problems corrected timely. Negotiations were non-confrontational with reasonable pricing and adequate documentation. Stakeholders (state and local partners) were pleased with work quality and contractor performance. Would recommend utilizing contractor again if given the option.

SWA
SOLID WASTE AUTHORITY

YOUR PARTNER FOR
SOLID WASTE SOLUTIONS

December 12, 2005

Mr. Dudley Orr
Assistant Vice President
Phillips & Jordan, Inc.
16 Court Street
Robbinsville, NC 28771

Dear Mr. Orr,

For the second consecutive year the Solid Waste Authority (SWA) had to implement its County Wide Debris Management Plan following the landfall of Hurricane Wilma on October 24, 2005.

Within 45 days nearly 3 million cubic yards of hurricane debris had been collected county-wide and delivered to 8 strategically placed temporary disposal sites throughout Palm Beach County. Within the same time frame more than 280,000 cubic yards of mulch and 331,000 cubic yards of mixed and C&D had been removed from the sites.

Mr. Greg McDonald operated the Wallis Road site and his outstanding communication, grinding efforts and overall site management exceeded all expectations. Many times he went beyond the call of duty to provide the highest level of services possible and we are proud to have been a cooperative partner.

On behalf of SWA and all residents of unincorporated Palm Beach County, please allow me to thank you and members of your team like Greg for an incredible job.

Sincerely,

John D. Booth, P.E., DEE
Executive Director

Cc: Greg McDonald, Classic Transport Inc./McDonald Trucking
Ted Williams, Phillips & Jordan, Inc.

7501 North Jog Road, West Palm Beach, Florida 33412 (561) 640-4000 Fax (561) 640-3400
Customer Information Services: (561) 697-2700 • South and West County: 1-(866) 792-4636

FOR OFFICIAL USE ONLY *(WHEN COMPLETED)*

PERFORMANCE EVALUATION (CONSTRUCTION)

1. CONTRACT NUMBER: DACW29-03-D-005
2. CEC NUMBER:

IMPORTANT: Be sure to complete Part III - Evaluation of Performance Elements on reverse.

PART I - GENERAL CONTRACT DATA

3. TYPE OF EVALUATION *(X one)*

[ ] INTERIM *(List percentage _____%)* [X] FINAL [ ] AMENDED

4. TERMINATED FOR DEFAULT [ ]

5. CONTRACTOR *(Name, Address, and ZIP Code)*

Phillips & Jordan, Inc.
8940 Gall Blvd.
Zephyrthills, FL 33541

6.a. PROCUREMENT METHOD *(X one)*

[ ] SEALED BID [X] NEGOTIATED

b. TYPE OF CONTRACT *(X one)*

[ ] FIRM FIXED PRICE [ ] COST REIMBURSEMENT
[X] OTHER *(Specify)* IDIQ

7. DESCRIPTION AND LOCATION OF WORK

Following Hurricane Ivan's landfall on September 16, 2004, Phillips and Jordan's (P&J) US Army Corps of Engineers contract was activated for disaster response in Alabama. P&J immediately mobilized equipment and personnel to multiple locations throughout Alabama, including Baldwin County, Mobile County, Monroe County, Escambia County, Clark County, Washington County, and Butler County. P&J provided diverse services such as emergency road clearance, sand removal, debris removal (vegetative and C&D), Temporary Debris Storage and Reduction Site setup, operation, management, and closeout, burning, grinding, beach rebuilding, white goods pickup and processing, and health and safety services. Ultimately, P&J loaded, hauled, and disposed of over 3,000,000 cubic yards of debris and met all timetables established by the local municipalities, the State of Alabama, and the US Army Corps of Engineering in partnership with the Federal Emergency Management Agency.

8. TYPE AND PERCENT OF SUBCONTRACTING

Small business goal 40%, Actual 84%

	a.	b.	c.	d.
9. FISCAL DATA ▶	a. AMOUNT OF BASIC CONTRACT $ 54,837,051.00	b. TOTAL AMOUNT OF MODIFICATIONS $ 0.00	c. LIQUIDATED DAMAGES ASSESSED $ 0.00	d. NET AMOUNT PAID CONTRACTOR $ 54,837,051.00
10. SIGNIFICANT DATES ▶	a. DATE OF AWARD 904	b. ORIGINAL CONTRACT COMPLETION DATE 305	c. REVISED CONTRACT COMPLETION DATE	d. DATE WORK ACCEPTED 505

PART II - PERFORMANCE EVALUATION OF CONTRACTOR

11. OVERALL RATING *(X appropriate block)*

[X] OUTSTANDING [ ] ABOVE AVERAGE [ ] SATISFACTORY [ ] MARGINAL [ ] UNSATISFACTORY *(Explain in Item 20 on reverse)*

12. EVALUATED BY

a. ORGANIZATION *(Name and Address (Include ZIP Code))*
US Army Corps of Engineers, 69 Darlington Ave., Wilmington, NC 28403

b. TELEPHONE NUMBER *(Include Area Code)*
(910) 251-4546

c. NAME AND TITLE
Ben D. Lackey Jr, PE, COR/Assist. Area Engineer

d. SIGNATURE
Ben D Lackey Jr

e. DATE
Aug 28, 2013

13. EVALUATION REVIEWED BY

a. ORGANIZATION *(Name and Address (Include ZIP Code))*

b. TELEPHONE NUMBER *(Include Area Code)*

c. NAME AND TITLE

d. SIGNATURE

e. DATE

14. AGENCY USE *(Distribution, etc.)*

PART III - EVALUATION OF PERFORMANCE ELEMENTS

N/A = NOT APPLICABLE O = OUTSTANDING A = ABOVE AVERAGE S = SATISFACTORY M = MARGINAL U = UNSATISFACTORY

15. QUALITY CONTROL	N/A	O	A	S	M	U
a. QUALITY OF WORKMANSHIP		X				
b. ADEQUACY OF THE CQC PLAN			X			
c. IMPLEMENTATION OF THE CQC PLAN		X				
d. QUALITY OF QC DOCUMENTATION		X				
e. STORAGE OF MATERIALS	X					
f. ADEQUACY OF MATERIALS	X					
g. ADEQUACY OF SUBMITTALS		X				
h. ADEQUACY OF QC TESTING	X					
i. ADEQUACY OF AS-BUILTS	X					
j. USE OF SPECIFIED MATERIALS		X				
k. IDENTIFICATION/CORRECTION OF DEFICIENT WORK IN A TIMELY MANNER		X				
17. TIMELY PERFORMANCE						
a. ADEQUACY OF INITIAL PROGRESS SCHEDULE		X				
b. ADHERENCE TO APPROVED SCHEDULE		X				
c. RESOLUTION OF DELAYS		X				
d. SUBMISSION OF REQUIRED DOCUMENTATION		X				
e. COMPLETION OF PUNCHLIST ITEMS		X				
f. SUBMISSION OF UPDATED AND REVISED PROGRESS SCHEDULES			X			
g. WARRANTY RESPONSE	X					

16. EFFECTIVENESS OF MANAGEMENT	N/A	O	A	S	M	U
a. COOPERATION AND RESPONSIVENESS		X				
b. MANAGEMENT OF RESOURCES/ PERSONNEL		X				
c. COORDINATION AND CONTROL OF SUBCONTRACTOR(S)		X				
d. ADEQUACY OF SITE CLEAN-UP		X				
e. EFFECTIVENESS OF JOB-SITE SUPERVISION		X				
f. COMPLIANCE WITH LAWS AND REGULATIONS		X				
g. PROFESSIONAL CONDUCT		X				
h. REVIEW/RESOLUTION OF SUBCONTRACTOR'S ISSUES		X				
i. IMPLEMENTATION OF SUBCONTRACTING PLAN		X				
18. COMPLIANCE WITH LABOR STANDARDS						
a. CORRECTION OF NOTED DEFICIENCIES		X				
b. PAYROLLS PROPERLY COMPLETED AND SUBMITTED		X				
c. COMPLIANCE WITH LABOR LAWS AND REGULATIONS WITH SPECIFIC ATTENTION TO THE DAVIS-BACON ACT AND EEO REQUIREMENTS		X				
19. COMPLIANCE WITH SAFETY STANDARDS						
a. ADEQUACY OF SAFETY PLAN		X				
b. IMPLEMENTATION OF SAFETY PLAN		X				
c. CORRECTION OF NOTED DEFICIENCIES		X				

20. REMARKS *(Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)*

P&J expedited the mobilization of equipment and personnel to multiple locations throughout Alabama, including Baldwin County, Mobile County, Monroe County, Escambia County, Clark County, Washington County, and Butler County to begin removing debris and allow for the safe response of emergency personnel and equipment immediately after Hurricane Ivan made landfall in September 2004. They coordinated and executed all work in a professional manner. The P&J personnel were a pleasure to work with and performed the work very timely and efficiently. They worked diligently to satisfy all the customers with the quality of their work. They set the standard for clean up of the Temporary Debris Storage and Reduction Site. Their work and personnel were outstanding.

U. S. Army Corps of Engineers

Letter of Recognition

is presented to

Phillips and Jordan, Inc.

Civil Works Construction Contractor of the Year 2002

Phillips and Jordan, Inc. has demonstrated exceptional performance as prime contractor for the World Trade Center Disaster Forensic Recovery Operation. Your response in this unprecedented recovery effort following the tragedy on September 11, 2001 was exemplary. Your partnering approach and contributions to the project of multiple city, state and federal agencies was instrumental in the execution of the recovery operation. On behalf of the U.S. Army Corps of Engineers, I want to personally thank you for a job well done.

2 December 2003

Robert B. Flowers
Lieutenant General, USA
Commanding

Appendix III:
Key Field Management & Resource Personnel Resumes

Tommy Webster

Contract Manager

Home Office: Knoxville, Tennessee

Overall Experience

Mr. Webster has been employed by Phillips & Jordan since 2014 and offers over 30 years of construction experience, 17 years of which is related to disaster response and debris management. In 1999, he was the General Contractor in charge of the first Federal Emergency Management Agency (FEMA) Hazard Mitigation Elevation program in the United States. He has also served as project manager for multiple response and recovery projects, including disaster debris management missions, in response to a wide range of events across the nation including ice storms, hurricanes, flood events, wildfires, and environmental incidents.

Mr. Webster has worked in direct coordination with FEMA, local and state governments, public utilities, volunteer organizations, and the Departments of Transportation for North Carolina, Virginia, Florida, Texas, California, South Carolina, and Colorado. These engagements occurred during debris removal missions in order to aid in the overall recovery following disaster events, and to achieve maximum eligible reimbursement for clients. Mr. Webster is well versed in FEMA 325, FEMA Public Assistance Program and Policy Guide (PAPPG) regulations, applicable Code of Federal Regulations (CFR) guidelines, as well as being U.S. Army Corps of Engineers Construction Quality Management (CQM) for Contractors-certified. His responsibilities also include assisting contracted municipalities with the development of disaster preparedness plans, as well as developing and administering response and recovery training for these contracts.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2018	Hurricane Florence (NC)	Operations Manager
2015-Ongoing Term Contract	Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program (CA)	Area Manager
2017	Hurricane Irma (FL)	Contract Manager
2017	Hurricane Harvey (TX)	Contract Manager
2016	Harris County Flood (TX)	Project Manager
2015	Hurricane Joaquin (SC)	Project Manager
2014	Williamsburg/Florence Co. Ice Storm (SC)	Operations Manager
2013	Multiple County Flood (CO)	Operations Manager
2010	Deepwater Horizon Oil Spill (MS & FL)	Operations Manager
2008	Hurricane Ike (LA)	Operations Manager
2003	San Diego County Wildfire (CA)	Project Manager
2003	San Bernardino Wildfire (CA)	Project Manager

Tommy Webster
Contract Manager

Event Year	Project	Position
2003	Hurricane Isabel (NC)	Project Manager
2002	Multiple County Ice Storm (NC)	Project Manager

Education

- High School Graduate

Training and Certifications

- North Carolina General Contractor's License
- U.S. Army Corps of Engineers Construction Quality Management (CQM) for Contractors-Certified
- FEMA 325 Public Assistance Debris Management Guide
- FEMA E0202 Debris Management Planning Certified
- FEMA ICS-100 Incident Command System Certified
- FEMA ICS-200 Initial Action Incident Certified
- FEMA IS-800 National Response Framework Certified
- FEMA IS-700 National Incident Management System (NIMS)-Certified
- Qualified Technical Tree Safety Supervisor
- Electrical Hazard Awareness Training
- Occupational Safety and Health Administration (OSHA):
    - 40-Hour Hazardous Waste Operations Training
    - 30-Hour Training
- First Aid and CPR Training

Eric Hedrick

Project Manager

Home Office: Zephyrhills, Florida

Overall Experience

Mr. Hedrick has been employed by Phillips & Jordan (P&J) since 1981 and offers 16 years of disaster response and debris management experience. This experience includes segregation, removal, and disposal activities relating to complex debris streams on both the public right of way and private property. Most of Mr. Hedrick's debris management experience has been on U.S. Army Corps of Engineers (USACE) projects pursuant to indefinite delivery/indefinite quantity contract structures. As operations manager on these projects, Mr. Hedrick had overall accountability for operations, safety, and quality and has demonstrated qualifications to manage complex contract and subcontract structures in high profile settings.

Since 2015, Mr. Hedrick has been P&J's program manager for the Pacific Gas & Electric Company Hazardous Tree Program. The scope of this work has included managing high hazard trees on public and private property and has involved removal and disposal, (primarily through beneficial reuse) of large volumes of debris in Northern and Central California. This work began in 2015 following Butte Fire response and has expanded to include 10 additional wildfire response missions in additional to ongoing wildfire fuels reduction work. Mr. Hedrick has directed these high-profile missions under intense public and regulatory scrutiny and is uniquely qualified to manage the statement of work included in this solicitation.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2018	Camp Wildfire (CA)	Operations Manager
2018	Carr Wildfire (CA)	Operations Manager
2018	Mendo Complex Wildfire (CA)	Operations Manager
2018	Ferguson Wildfire (CA)	Operations Manager
2018	Accelerated Wildfire Risk Reduction (AWRR) Program	Operations Manager
2017	Hurricane Irma (FL)	Project Executive
2017	Hurricane Harvey (TX)	Project Executive
2017	Detwiler Wildfire (CA)	Operations Manager
2017	Atlas Wildfire (CA)	Operations Manager
2017	Tubbs Wildfire (CA)	Operations Manager
2017	Nuns Wildfire (CA)	Operations Manager
2017	Redwood Valley Complex Wildfire (CA)	Operations Manager
2017	Pocket Wildfire (CA)	Operations Manager

Eric Hedrick
Project Manager

Event Year	Project	Position
2016	Harris County Flood (TX)	Project Executive
2015-Ongoing Term Contract	Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program (CA)	Operations Manager
2015	Butte Wildfire (CA)	Program Manager
2014	Williamsburg/Florence Co. Ice Storm (SC)	Project Executive
2011	Spring Tornado Outbreak (AL)	Operations Manager
2005	Hurricane Katrina (LA, MS, & AL)	Operations Manager
2005	Hurricane Rita (LA)	Operations Manager
2005	Hurricane Dennis (FL)	Operations Manager
2004	Hurricane Ivan (AL)	Operations Manager
2001	9/11 Forensic Recovery (NY)	Quality Control Manager

Education

- High School Graduate

Training and Certifications

- USACE CQM Certified
- USACE Safety Training
- Federal Emergency Management Agency 325: Public Assistance Debris Management Guide
- Occupational Safety and Health Administration 30-Hour
- Safe Land Training
- First Aid and CPR Training
- State of Georgia National Pollutant Discharge Elimination System Qualified

Dudley Orr

Project Manager

Home Office: Knoxville, Tennessee

Disaster Experience

Mr. Orr has been employed by Phillips & Jordan (P&J) since 1995 and offers 21 years of disaster response and debris management experience. In addition to his duties as a vice president of P&J, Mr. Orr coordinates disaster response activities and serves as an operations/project manager for disaster debris management missions. His responsibilities in the role of project manager have included executive level management of debris collection and reduction operations; interfacing with stakeholder representatives in support of operational goals; and acting as liaison between P&J and federal, state, and local government officials. Mr. Orr has supported disaster debris management missions related to hurricanes, rockslides, and tornados.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2017	Hurricane Irma (FL)	Project Manager
2016	Hurricane Matthew (SC)	Project Executive
2013	U.S. Highway 441 Rockslide (NC)	Project Executive
2011	Spring Tornado Outbreak (AL)	Executive Manager
2009	I-40 Rockslide (NC)	Operations Manager
2005	Hurricane Katrina (LA, MS, & AL)	Operations Manager
2005	Hurricane Rita (LA)	Operations Manager
2005	Hurricane Wilma (FL)	Operations Manager
2004	Hurricane Charley (FL)	Operations Manager
2004	Hurricane Frances (FL)	Operations Manager
2004	Hurricane Jeanne (FL)	Operations Manager
2003	Hurricane Isabel (NC)	Operations Manager
2002	Hurricane Lili (LA)	Operations Manager
1996	Hurricane Fran (NC)	Operations Manager

Education

- Bachelor of Civil Engineering, University of Tennessee
- Master of Business Administration, University of Tennessee

Dudley Orr
Project Manager

Training and Certifications

- Federal Emergency Management Agency (FEMA) Incident Command System (ICS) 100: Introduction to ICS
- FEMA/ICS 200: ICS for Single Resources and Initial Action Incidents
- FEMA/ICS 700: National Incident Management System (NIMS), An Introduction
- Occupational Safety and Health Administration (OSHA) 10-Hour Training
- First Aid and CPR Training

Edd Satterfield

Operations Manager

Home Office: Knoxville, Tennessee

Overall Experience

Mr. Satterfield offers 21 years of disaster response and debris management experience. In addition to managing highway, land slide, reclamation, and land clearing projects, he has worked as a supervisor, project manager, and operations manager on numerous disaster recovery projects following ice storms, hurricanes, and tornadoes. His responsibilities in the role of operations manager have included coordination of mission operations, development of mission-specific plans, identification of debris management sites, preparation of mission progress reports, performance of daily planning meetings, compliance with contract requirements and specifications, and mission liaison to stakeholder representatives. Mr. Satterfield is Federal Emergency Management Agency (FEMA) Incident Command System (ICS)-Compliant.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2016	Hurricane Matthew (SC)	Operations Manager
2016	Harris County Flood (TX)	Operations Manager
2014	City of Burlington Ice Storm (NC)	Operations Manager
2011	City of Joplin Tornado (MO)	Operations Manager
2011	Hurricane Irene (VA)	Operations Manager
2009	I-40 Rockslide (NC)	Operations Manager
2005	Hurricane Katrina (LA, MS, &AL)	Area Manager
2004	Hurricane Frances (FL)	Project Manager
2004	Hurricane Charley (FL)	Project Manager
2004	Hurricane Ivan (AL)	Project Manager
2003	Hurricane Isabel (NC)	Project Manager
1999	Hurricane Floyd (NC)	Supervisor
1998	Hurricane Bonnie (NC)	Supervisor
1996	Hurricane Fran (NC)	Supervisor

Education

- High School Graduate

Training and Certifications

- FEMA/ICS 100: Introduction to Incident Command System (ICS)
- FEMA/ICS 200: ICS for Single Resources and Initial Action Incidents

Edd Satterfield
Operations Manager

- FEMA/ICS 700: National Incident Management System (NIMS), An Introduction
- FEMA 325: Public Assistance Debris Management Guide
- Federal Contracting Basics, Operating Practices in Contract Administration, and Associate's Certificate in Project Management (ESI International / George Washington University)
- Estimating Earthwork Construction, Construction Estimating Institute
- U.S. Army Corps of Engineers (USACE), Construction Quality Management (QCM) Training
- USACE, Safety Training

NOTE: Mr. Satterfield was previously employed by Phillips & Jordan from 1994 – 2016. In the event of a large-scale disaster, he can be called upon to assist our disaster response operations team as needed.

Heath Stone

Operations Manager

Home Office: Knoxville, Tennessee

Overall Experience

Mr. Stone has been employed by Phillips & Jordan since 2013 and offers two years of disaster response and debris management experience. Mr. Stone plays several roles at Phillips & Jordan including logistics chief, lead event coordinator, and marketing representative. His responsibilities in the role of operations manager have included coordination of mission operations, development of mission-specific plans, identification of debris management sites, preparation of mission progress reports, performance of daily planning meetings, compliance with contract requirements and specifications, and mission liaison to stakeholder representatives. Mr. Stone is Federal Emergency Management Agency (FEMA) Incident Command System (ICS)-Compliant.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2017	Hurricane Irma (FL) Hillsborough County	Operations Manager
2017	Hurricane Irma (FL) Town of Belleair	Operations Manager
2017	Hurricane Irma (FL) Kenneth City	Operations Manager
2017	Hurricane Irma (FL) Pinellas Park	Operations Manager
2014	Williamsburg/Florence Co. Ice Storm (SC)	Project Manager

Education

- Bachelor's Degree, Kinesiology, University of Tennessee

Training and Certifications

- FEMA/ICS 100: Introduction to Incident Command System (ICS)
- FEMA/ICS 200: ICS for Single Resources and Initial Action Incidents
- FEMA/ICS 700: National Incident Management System (NIMS), An Introduction
- First Aid and CPR Training

William L. Goodgine

Operations Manager

Home Office: Sonora, California

Overall Experience

William Goodgine has been employed by Phillips & Jordan since 2012. Mr. Goodgine currently serves as an operations manager in support of the Disaster Response Division. In compliance with federal grant requirements, he has supported extensive hazardous tree removal work in California following drought and wildfire conditions, as well as supported debris management efforts in Texas following Hurricane Harvey. Prior to disaster response work, Mr. Goodgine provided logistical support to the Oil & Gas Division in North Dakota. He has a strong background in project management and leadership, having served in various roles oversees from 2004-2011 supporting Operation Iraqi Freedom in close coordination with the U.S. Department of State, U.S. Army Corps of Engineers, U.S. Department of Defense, and multiple civilian contractors and subcontractors.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2017	Hurricane Harvey (TX) Harris County Flood Control District	Operations Manager
2015	Calaveras County Hazardous Tree Removal (CA) Calaveras County	Operations Manager
2015	Wildfire Mitigation (CA) Pacific Gas & Electric	Area Manager

Training and Certifications

- Federal Emergency Management Agency (FEMA) Training:
  - IS-100.b, Introduction to Incident Command System, ICS-100
  - IS-200.b, ICS for Single Resources and Initial Action Incident, ICS-200
  - IS-230.d, Fundamentals of Emergency Management
  - IS-235.c, Emergency Planning
  - IS-700.a, National Incident Management System (NIMS)
  - IS-800.b, National Response Framework
- Occupational Safety & Health Administration (OSHA): 10-Hour and 30-Hour
- Other Training: North American Training Solutions (NATS), Qualified Technical Tree Safety Supervisor Course
- Standard First Aid and CPR Training

Education

- Stratford Career Institute, Business Management Distance Learning Diploma
- Starkville High School, Starkville, MS

Alan Carver

Operations Manager

Home Office: Robbinsville, North Carolina

Overall Experience

Mr. Carver offers five years of disaster response and debris management experience. Mr. Carver has supported extensive disaster debris removal work in compliance with federal grant requirements in the role of project manager including a significant project with Volusia County, Florida following Hurricane Irma. Mr. Carver also has a strong background in emergency management, having previously been employed for seven years by the U.S. Forest Service performing firefighting and suppression. He also has solid experience in project management on construction projects where he supported projects for the Department of Transportation, the Federal Highway Administration, and the U.S. Forest Service.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2017	Hurricane Irma (FL) Volusia County	Project Manager
2005	Hurricane Katrina (LA) Cameron Parish, Vermillion Parish, and City of New Orleans	Monitor and Demolition Manager
2005	Hurricane Katrina (AL) Choctaw and Sumter Counties	Project Manager
1999	Hurricane Floyd (NC) City of Wilmington	Quality Control Monitor
1996	Hurricane Fran (NC) City of Raleigh	Quality Control Monitor

Education

- High School Graduate

Training and Certifications

- North Carolina Professional Land Surveyor L-2969
- Certified Level 2 Erosion Control Supervisor – North Carolina Department of Transportation (NCDOT)
- Federal Emergency Management Agency (FEMA) Training:
    - FEMA 325 – Public Assistance Management Guide
    - FEMA 202 – Debris Management

Alan Carver
Operations Manager

- Occupational Safety & Health Administration (OSHA):
  - 30-Hour OSHA Training
  - 40-Hour Hazardous Waste and Emergency Response (HAZWOPER)
- First Aid and CPR Training

NOTE: Mr. Carver was previously employed by Phillips & Jordan. In the event of a large-scale disaster, he can be called upon to assist our disaster response operations team as needed.

Alan Carver

Operations Manager

Home Office: Robbinsville, North Carolina

Overall Experience

Mr. Carver offers five years of disaster response and debris management experience. Mr. Carver has supported extensive disaster debris removal work in compliance with federal grant requirements in the role of project manager including a significant project with Volusia County, Florida following Hurricane Irma. Mr. Carver also has a strong background in emergency management, having previously been employed for seven years by the U.S. Forest Service performing firefighting and suppression. He also has solid experience in project management on construction projects where he supported projects for the Department of Transportation, the Federal Highway Administration, and the U.S. Forest Service.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2017	Hurricane Irma (FL) Volusia County	Project Manager
2005	Hurricane Katrina (LA) Cameron Parish, Vermillion Parish, and City of New Orleans	Monitor and Demolition Manager
2005	Hurricane Katrina (AL) Choctaw and Sumter Counties	Project Manager
1999	Hurricane Floyd (NC) City of Wilmington	Quality Control Monitor
1996	Hurricane Fran (NC) City of Raleigh	Quality Control Monitor

Education

- High School Graduate

Training and Certifications

- North Carolina Professional Land Surveyor L-2969
- Certified Level 2 Erosion Control Supervisor – North Carolina Department of Transportation (NCDOT)
- Federal Emergency Management Agency (FEMA) Training:
    - FEMA 325 – Public Assistance Management Guide
    - FEMA 202 – Debris Management

Alan Carver
Operations Manager

- Occupational Safety & Health Administration (OSHA):
  - 30-Hour OSHA Training
  - 40-Hour Hazardous Waste and Emergency Response (HAZWOPER)
- First Aid and CPR Training

NOTE: Mr. Carver was previously employed by Phillips & Jordan. In the event of a large-scale disaster, he can be called upon to assist our disaster response operations team as needed.

Rex Wilson

Area/Sector/Zone Manager

Home Office: Robbinsville, North Carolina

Disaster Experience

Mr. Wilson has been employed by Phillips & Jordan since 2006 and offers 11 years of disaster response and debris management experience. He has worked in a variety of positions during disaster debris management missions for hurricanes; winter storms in Oklahoma, Kentucky, and New York; tornadoes in Alabama, Missouri, and Kentucky, a flood event in North Dakota, and beach restoration following the British Petroleum Deepwater Horizon oil spill. His responsibilities in the role of area manager have included coordination of mission operations within assigned areas, assistance with development of task-specific operational and geographic area management plans, preparation of task progress reports, supervision of crew foremen, and implementation of assigned quality control requirements.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2017	Hurricane Harvey (TX)	Field Manager
2016	Harris County Flood (TX)	Project Manager
2015-Ongoing Term Contract	Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program (CA)	Area Manager
2015	Butte Wildfire (CA)	Area Manager
2013	Multiple County Flood (CO)	Area Manager
2012	Hurricane Sandy (NY)	Area Manager
2012	West Liberty Tornado (KY)	Area Manager
2011	Hurricane Irene (VA)	Area Manager
2011	Spring Tornado Outbreak (AL)	Area Manager
2011	City of Joplin Tornado (MO)	Area Manager
2010	Deepwater Horizon Oil Spill (MS & FL)	Area Manager
2008	Hurricane Gustav (LA)	Area Manager
2008	Hurricane Ike (LA)	Area Manager
2007	Cherokee County Ice Storm (OK)	Project Manager
2006	City of Buffalo Ice Storm (NY)	Area Manager
2004	Hurricane Ivan (AL)	Zone Manager

Education

- High School Graduate

Rex Wilson
Area/Sector/Zone Manager

Training and Certifications

- Electrical Hazard Awareness Training
- Hazard Communication
- Viper Fire Safety Training
- Chainsaw/Tree Felling
- Logging Training
- Occupational Safety and Health Administration (OSHA)
    - 30-Hour Instructor Training
    - 40-Hour Hazardous Waste and Emergency Response (HAZWOPER)
- U.S. Army Corps of Engineers (USACE) Construction Quality Management (CQM) Training
- First Aid and CPR

Roger Hatfield

Area/Sector/Zone Manager

Home Office: Zephyrhills, Florida

Overall Experience

Mr. Hatfield has been employed by Phillips & Jordan (P&J) since 2016 and offers two years of disaster response and debris management experience. Mr. Hatfield supported P&J's disaster response efforts following Hurricane Irma in Pinellas County, Florida for the Cities of Pinellas Park and Kenneth City and the Town of Belleair as an area manager. Mr. Hatfield also serves as a construction foreman for the Water Resources Division overseeing project quality control, safety, regulation compliance, personnel management, and project controls. Mr. Hatfield has a strong background in supervision, construction, and mining and held an Emergency Medical Technician (EMT) certification for 25 years.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2017	Hurricane Irma (FL) Town of Belleair	Area Manager
2017	Hurricane Irma (FL) City of Kenneth City	Area Manager
2017	Hurricane Irma (FL) City of Pinellas Park,	Area Manager
2009	Severe Winter Storm and Snowstorm (WV) Mingo County	Area Manager

Education

- High School Graduate

Training and Certifications

- Occupational Safety & Health Administration (OSHA): OSHA 10-Hour Training and Globally Harmonized System (GHS) Hazard Communication (HAZCOM) Training
- U.S. Department of Labor Mine Safety and Health Administration (MSHA): Instructor and Entry Training
- Surface Mine Foreman S-4145-06
- Surface Coal Miners L1863
- EMT Mining M-020686
- P&J Training: Cutting Tool Training, Electrical Hazard Training, Spotter Training, Supervisor Training
- Standard First Aid and CPR Training

Kurt Keith

Area/Sector/Zone Manager

Home Office: Zephyrhills, Florida

Overall Experience

Mr. Keith has been employed by Phillips & Jordan (P&J) since 2015 and offers one year of disaster response and debris management experience. Mr. Keith supported P&J's disaster response efforts following Hurricane Irma in Pinellas County, Florida for the Cities of Pinellas Park and Kenneth City and the Town of Belleair as an area manager. Mr. Keith also serves as an area manager for P&J's Power Generation Division which provides land clearing, earthwork, substation construction, access road construction, underground utilities, and other site work for power line installations. In this role he is responsible for project controls, safety, quality control, cost control, schedule management, and overall project and personnel management.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2017	Hurricane Irma (FL) Town of Belleair	Area Manager
2017	Hurricane Irma (FL) City of Kenneth City	Area Manager
2017	Hurricane Irma (FL) City of Pinellas Park	Area Manager

Education

- University of South Florida, Coursework Completed in Secondary Science Education, 1982-1983
- Polk Community Collage Associate of Arts in Secondary Science Education, 1982

Training and Certifications

- State of Florida Certified General Contractor
- American Traffic Safety Services Association (ATSSA): Advanced Maintenance and Traffic Certification (MOT)
- Florida Department of Environmental Protection (DEP): National Pollutant Discharge Elimination System Certification
- Georgia Soil and Water Conservation Commission (GASWCC): Georgia Soil and Water Conservation Training
- Design Build Institute of America (DBIA): Certified Professional
- Occupational Safety & Health Administration (OSHA): 30-Hour Training
- Electrical Hazards Awareness Program (EHAP) Certification
- Standard First Aid and CPR Training

Dustin Haunhorst

Site Safety and Health Officer

Home Office: Knoxville, Tennessee

Overall Experience

Mr. Haunhorst has been employed by Phillips & Jordan since 2004 and offers 13 years of disaster response and debris management experience. Serving as a lead safety manager, Mr. Haunhorst has performed site safety inspections and monitored site operations to ensure compliance with employee safety requirements and environmental regulations for various projects located throughout the Southeast and Mid-Atlantic regions of the United States. Mr. Haunhorst served as the lead safety manager for a large tree removal project in California and was responsible for the daily monitoring of operations including subcontractor safety meetings, incident and injury/illness reporting, and monitoring of damage claims. Mr. Haunhorst also served as the lead safety manager for disaster debris management missions implemented in response to several hurricanes. His responsibilities for these missions included daily safety monitoring of operations and personnel; interface with the U.S. Army Corps of Engineers, Occupational Safety and Health Administration (OSHA), and Federal Emergency Management Agency inspectors; and new employee safety orientation and job specific training.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2017	Hurricane Irma (FL)	Lead Safety Manager
2016	Harris County Flood (TX)	Lead Safety Manager
2015	Butte Wildfire (CA)	Lead Safety Manager
2012	Hurricane Sandy (NY)	Lead Safety Manager
2012	West Liberty Tornado (KY)	Lead Safety Manager
2011	Hurricane Irene (VA)	Lead Safety Manager
2011	Spring Tornado Outbreak (AL)	Lead Safety Manager
2011	City of Minot Flood (ND)	Lead Safety Manager
2011	City of Joplin Tornado (MO)	Lead Safety Manager
2008	Hurricane Ike (LA)	Lead Safety Manager
2007	Cherokee County Ice Storm (OK)	Lead Safety Manager
2006	City of Buffalo Ice Storm (NY)	Lead Safety Manager
2005	Hurricane Katrina (LA, MS, & AL)	Lead Safety Manager
2005	Hurricane Wilma (FL)	Lead Safety Manager
2005	Hurricane Dennis (FL)	Lead Safety Manager
2004	Hurricane Ivan (AL)	Lead Safety Manager

Dustin Haunhorst
Site Safety and Health Officer

Education

- Bachelor's Degree, Environmental and Hazardous Materials Management, University of Findlay

Training and Certifications

- Permit-Required Confined Space Entry
- 16-Hour Mine Safety and Health Administration Training
- General Employee Training for Department of Energy Sites
- Confined Space Monitor/Instrumentation Training
- Traffic Control Supervisor
- Occupational Safety and Health Administration (OSHA):
    - Supervisor Hazardous Waste/Response Certification
    - 40-Hour Hazardous Waste/Response Certification
    - 30-Hour Training
    - 8-Hour Supervisory Training
    - OSA 8-Hour Annual Refresher Courses in Hazardous Waste Operations
- First Aid and CPR Training

Gene Taylor

Field Safety Manager

Home Office: Knoxville, Tennessee

Overall Experience

Mr. Taylor has been employed by Phillips & Jordan (P&J) since 2007 and offers nine years of disaster response and debris management experience. He was hired as a field safety manager responsible for oversight of construction, highway, landfill, and pipeline projects. From January 2004 to January 2007, Mr. Taylor served as chief of safety, New Orleans District, U.S. Army Corps of Engineers. During the Hurricane Gustav and Ivan recovery efforts, Mr. Taylor served as a site safety and health officer working out of the U.S. Army Corps of Engineers Recovery Field Office, Mobile, Alabama. When Hurricane Katrina impacted Louisiana, he was appointed as chief of safety, U.S. Army Corps of Engineers Recovery Field Office, Baton Rouge, Louisiana, which later also included recovery efforts for Hurricane Rita. He served in that capacity for 11 months before returning to his duties at the New Orleans District Office. Prior to working for the U.S. Army Corps of Engineers, Mr. Taylor worked for the U.S. Navy for 16 years in several safety positions which included safety manager (public works center) and safety specialist (chief of naval education and training).

During his employment with P&J, Mr. Taylor has served as the incident command center safety officer for recovery efforts related to the British Petroleum Deepwater Horizon oil spill and served as safety manager for the tornado recovery efforts in Alabama where he supervised 56 field safety personnel (including 10 area safety managers). Mr. Taylor was appointed as senior safety manager for P&J in August 2011 and is responsible for all aspects of field safety associated with company operations.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2013	US 441 Rockslide (NC)	Site Safety Manager
2011	Spring Tornado Outbreak (AL)	Safety Manager
2010	Deepwater Horizon Oil Spill (MS & FL)	Safety Manager
2008	Hurricane Gustav (LA)	Safety Manager
2008	Hurricane Ike (LA)	Safety Manager
2005	Hurricane Katrina (LA)	Chief of Safety, RFO USACE
2005	Hurricane Rita (LA)	Chief of Safety, RFO USACE
2004	Hurricane Ivan (AL)	Field Safety Officer, USACE

Gene Taylor
Field Safety Manager

Education

- Master's Degree, Occupational Safety and Health Management, Columbia Southern University
- Bachelor's Degree, Occupational Safety and Health Management, Columbia Southern University

Training and Certifications

- American Society of Safety Engineers: Certificate in Safety Management
- Institute for Safety and Health Management: Certified Safety and Health Manager (Certificate #1695)
- International Association of Safety, Health, and Environmental Professionals (IASHEP):
    - Certified EM-385-1-1 Safety and Health Manager
    - Certified Safety, Health, and Environmental Administrator
    - Certified Safety, Health, and Environmental Professional
    - Certified Safety, Health, and Environmental Manager Trainer
    - Certified Excavation and Trenching Specialist
    - Advisory Board
    - Member
- National Safety Management Society; Institute for Safety and Health Management - Member
- Occupational Safety and Health Administration (OSHA): Authorized Construction Trainer - Southeastern OTI Education Center

Wade Cutshaw

Field Safety Manager

Home Office: Robbinsville, North Carolina

Overall Experience

Mr. Cutshaw has been employed by Phillips & Jordan (P&J) since 2003 and offers four years of disaster response and debris management experience. He currently serves as a site safety officer for P&J and is responsible for the implementation and management of site safety program requirements including performance of daily safety meetings and preparation of safety documentation. In addition to fulfilling the role of site safety officer during disaster debris management missions, Mr. Cutshaw has served as a supervisor, foreman, and/or heavy equipment operator for heavy civil, land clearing, and dam rehabilitation projects on an as needed basis. His responsibilities in the role of field safety manager have included coordination of field safety programs; assistance with development of task-specific and/or site-specific health and safety plans and activity hazard analyses; and performance of training, inspections, and accident/incident investigations.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2017	Hurricane Irma (FL) Hillsborough County	Safety Manager
2017	Hurricane Irma (FL) Pinellas Park	Safety Manager
2017	Hurricane Harvey (TX)	Safety Manager
2011	Spring Tornado Outbreak (AL)	EH&S Manager
2010	Deepwater Horizon Oil Spill (MS & FL)	EH&S Manager

Education

- High School Graduate

Training and Certifications

- First Aid/ CPR/ Bloodborne Pathogen Certified
- Occupational Safety and Health Administration (OSHA) 510- and 30-Hour Construction
- Excavation Competent Person
- Logging Training
- Mine Safety and Health Administration Part 46 New Miner
- Electrical Hazard Awareness
- Globally Harmonized System Hazard Communication
- Rigging and Crane Signal
- Chainsaw Operation

Steve Thompson

Corporate Environmental, Safety & Health Manager

Home Office: Knoxville, Tennessee

Overall Experience

Mr. Thompson has been employed by Phillips & Jordan (P&J) since 1990 and offers 21 years of disaster response and debris management experience. He is responsible for the overall management of P&J's health and safety program, develops and administers policies and procedures regarding employee safety, investigates project accidents and develops preventative measures, and monitors safety programs implemented by subcontractors. Mr. Thompson has served as the lead environmental, safety & health manager or program manager on nearly every significant natural or man-made disaster since 1994. Mr. Thompson has conducted disaster recovery preparedness training for the U.S. Army Corps of Engineers and was an active participant in the EM 385-1-1 Safety and Health Manual revisions related to emergency recovery. He also served as a peer review expert for the National Institute for Occupational Safety and Health Emergency Responders Health Monitoring and Surveillance Project.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2018	Hurricane Florence (NC)	ES&H Manager
2017	Hurricane Irma (FL)	ES&H Manager
2017	Hurricane Harvey (TX)	ES&H Manager
2016	Hurricane Matthew (SC)	ES&H Manager
2016	Harris County Flood (TX)	ES&H Manager
2015	Butte Wildfire (CA)	ES&H Manager
2014	Williamsburg/Florence Co. Ice Storm (SC)	ES&H Manager
2014	City of Burlington Ice Storm (NC)	ES&H Manager
2013	Multiple County Flood (CO)	ES&H Manager
2013	U.S. 441 Rockslide (NC)	ES&H Manager
2012	Hurricane Sandy (NY)	ES&H Manager
2011	Hurricane Irene (VA)	Program Manager
2011	Spring Tornado Outbreak (AL)	ES&H Manager
2011	City of Joplin Tornado (MO)	ES&H Manager
2010	Deepwater Horizon Oil Spill (MS & FL)	ES&H Manager
2008	Hurricane Gustav (LA)	Program Manager
2008	Hurricane Ike (LA)	Program Manager
2005	Hurricane Katrina (LA, MS, & AL)	ES&H Manager
2004	Hurricane Frances (FL)	ES&H Manager

Steve Thompson
Corporate Environmental, Safety & Health Manager

Event Year	Project	Position
2004	Hurricane Jeanne (FL)	ES&H Manager
2004	Hurricane Charley (FL)	ES&H Manager
2004	Hurricane Ivan (AL)	ES&H Manager
2001	9/11 Forensic Recovery (NY)	Project Safety Manager

Education

- Bachelor of History, University of Tennessee

Training and Certifications

- Certified Work Zone Traffic Control Supervisor
- Excavation Competent Person Training - Trainer/Instructor
- Permit Required Confined Space Training - Trainer/Instructor
- Fall Protection Training - Trainer/Instructor
- Line Clearance, Tree Trimming, Electrical Hazard Awareness Program Training - Trainer/Instructor
- Hazard Communication "Right to Know" Instructor
- Lockout/Tagout Training/Instructor
- Occupational Safety and Health Administration (OSHA):
    - 40-hour Hazardous Waste Operations and Emergency Response
    - 1926 10-hour Construction Safety Training
- First Aid/CPR/Blood Borne Pathogens
- Site Sense Behavioral Safety
- Department of Energy Safety Health and Radiological Protection

Clint Stephens

Contract Administration Specialist

Home Office: Knoxville, Tennessee

Overall Experience

Mr. Stephens has been employed by Phillips & Jordan since 2005 and offers 12 years of disaster response and debris management experience. Since 2015 he has supported various wildfire response and mitigation projects involving debris stream separation, removal (private and public), processing, and disposal including beneficial re-use opportunities. Mr. Stephens manages all administrative aspects including contract compliance, data processing, reporting, audit response, billing, and subcontractor payments while assisting with operational execution. Mr. Stephens has also supported disaster response and debris management projects following numerous hurricanes, tornadoes, ice storms, floods, and a coal fly ash release clean-up mission.

Notable Disaster Debris Management Missions

Event Year	Project	Client	Position
2018	Camp Wildfire (CA)	Pacific Gas and Electric	Contract Manager
2018	Carr Wildfire (CA)	Pacific Gas and Electric	Contract Manager
2018	Mendo Complex Wildfire (CA)	Pacific Gas and Electric	Contract Manager
2018	Ferguson Wildfire (CA)	Pacific Gas and Electric	Contract Manager
2018	Accelerated Wildfire Risk Reduction (AWRR) Program (CA)	Pacific Gas and Electric	Operations Manager
2017	Detwiler Wildfire (CA)	Pacific Gas and Electric	Contract Manager
2017	Atlas Wildfire (CA)	Pacific Gas and Electric	Contract Manager
2017	Tubbs Wildfire (CA)	Pacific Gas and Electric	Contract Manager
2017	Nuns Wildfire (CA)	Pacific Gas and Electric	Contract Manager
2017	Redwood Valley Complex Wildfire (CA)	Pacific Gas and Electric	Contract Manager
2017	Pocket Wildfire (CA)	Pacific Gas and Electric	Contract Manager
2016	California Emergency Management Agency (CEMA) Expanded Wood Debris Management Program	Pacific Gas and Electric	Contract Specialist
2016	Texas Flood Debris Management (Land-Based and Waterway)	Harris County Flood Control District	Contract Specialist

Clint Stephens
Contract Administration Specialist

Event Year	Project	Client	Position
2016	Louisiana Flooding Debris Management	Natchitoches Parish, Louisiana	Contract Specialist
2016	Louisiana Flooding Debris Management	Louisiana Department of Transportation and Development, District 62	Contract Specialist
2015	Butte Wildfire Hazardous Tree Removal and Disposal	Calaveras County, CA	Contract Specialist
2015	Butte Wildfire Hazardous Tree Removal and Disposal	Pacific Gas and Electric	Contract Specialist
2015	South Carolina Flood Debris Management	South Carolina Department of Transportation (DOT)	Contract Specialist
2014	North Carolina Ice Storm	Seven Counties and Municipalities in North Carolina	Contract Specialist
2014	South Carolina Ice Storm Debris Management	South Carolina DOT	Contract Specialist
2013	Colorado Flood Right of Way and Waterway Debris Management	Colorado DOT	Contract Specialist
2012	Hurricane Sandy Debris Management	USACE; Suffolk County, New York; Borough of Avalon, New Jersey; Town of Brookhaven, New York	Contract Specialist
2011	Alabama Tornadoes Super-Outbreak Debris Management	USACE	Contract Specialist
2011	Hurricane Irene Debris Management	Virginia DOT; Southeastern Public Service Authority of Virginia (SPSA); North Carolina DOT; City of Raleigh, North Carolina; Suffolk County, New York	Contract Specialist
2010	Deepwater Horizon Oil Spill Beach Clean-Up and Off-Shore Skimming	Miller Environmental Group, Inc. for BP (British Petroleum)	Contract Specialist
2009	Kingston Fossil Plant Coal Fly Ash Release	Tennessee Valley Authority	Contract Specialist
2008	Hurricane Ike Levee Repair	Plaquemines Parish, Louisiana	Contract Administrator

Clint Stephens
Contract Administration Specialist

Event Year	Project	Client	Position
2008	Hurricane Ike Debris Management	Texas General Land Office; Harris County, Texas	Contract Administrator
2008	Hurricane Gustav Debris Management	Point Coupee Parish, Louisiana	Contract Administrator
2007	Cherokee County Ice Storm Debris Management	Oklahoma City, Oklahoma	Contract Administrator
2005	Hurricanes Katrina & Rita Debris Management and Levee Repair	USACE; Alabama Department of Conservation; City of Gulfport, Mississippi; Stennis Space Center	Contract Specialist
2005	Hurricanes Katrina and Rita Waterway Debris Management	Prairie Gregg Drainage District	Contract Administrator

Education

- Bachelor's Degree, Accounting, University of Tennessee
- Master's Degree, Corporate Income Taxation, University of Tennessee
- Associates Certificate in Project Management, George Washington University

Training/Certifications

- Federal Emergency Management Agency (FEMA) 325: Public Assistance Debris Management Guide
- Disaster Administration
- Dispute Resolution
- U.S. Army Corps of Engineers (USACE), Safety Training
- USACE Construction Quality Management for Contractors Certification

Paul Linley

Corporate Quality Control Manager

Home Office: Knoxville, Tennessee

Overall Experience

Paul Linley has been employed by Phillips & Jordan since 2014. He currently serves as the Corporate Quality Control Manager and is responsible for implementation and oversight of all aspects of the Corporate Quality Control Program (QCP). In this role, Mr. Linley's specific duties include ongoing review and update of the Quality Management Program Manual and associated Corporate Quality Implementing Procedures, performance of employee quality control training, auditing of compliance with QCP requirements, maintenance of quality control records, development of project-specific quality control plans, supervision of field quality control representatives, and serving as a member of the Quality Control Committee. Mr. Linley has completed the U.S. Army Corps of Engineers (USACE) Quality Management for Contractors training and has served as quality control manager for USACE missions, primarily in water resources and hazardous material management projects.

Notable Projects

Event Year	Project	Client	Position
2015	Center Hill Dam Foundation Remediation (TN)	USACE	QC Manager
2010-2012	Multiple Underground Storage Tank Management Projects (TN)	Tennessee Department of Environment & Conservation	QC Manager
2007-2009	Munitions Explosive Constituents - Unexploded Ordnance Management & Remediation (TN, LA, WA, CO, AZ, NC, MT, & UT)	U.S. Department of Defense	QC Manager
2006-2007	Birdwell Estate Dam Remediation (TN)	USACE	QC Manager
2004-2006	Accelerated Closure Project for Diversified Verification Study & Zone 2 Remedial Investigations & Remedial Design at East TN Technical Park DOE Facility	U.S. Department of Energy	Senior Geologist
1998-2004	USACE Total Environmental Restoration Contract	U.S. Department of Defense	Senior Geologist/QC Manager

Education

- Bachelor's Degree, Geology, University of Alaska

Paul Linley
Corporate Quality Control Manager

Training/Certifications

- Professional Geologist - Tennessee #2255
- Professional Geologist - Kentucky #885
- USACE Construction Quality Management for Contractors Training Course
- Competent Person Excavation Training Course
- Occupational Safety and Health Administration (OSHA):
    - 30-Hour Construction Industry Outreach Training
    - 40-Hour Hazardous Waste Operations Training
    - 8-Hour Hazardous Waste Operations Training Refresher
- First Aid and CPR Training

Score-Sheet

Strom Debris Removal Services RFP
Solicitation #: 19-P019R

Date: Oct. 15, 2019

Firm	Scores of Scorers						Total Score
All Green Landscape Services	45	42	25	55	31	17	215
AshBritt	80	80	95	94	85	90	534
Ceres Environmental	60	70	55	82	74	77	418
Crowder Gulf	85	75	80	92	97	91	520
Custom Tree Care	55	56	25	71	48	33	288
Disaster Response Network	70	79	80	85	45	49	408
DRC Emergency Services	55	74	65	75	58	71	398
Phillips & Jordan	85	75	90	87	87	91	515
Southern Disaster Recovery	75	75	85	85	81	63	464
State Tree Services	45	52	25	56	49	40	267
TFR Enterprises	55	57	50	68	55	69	354

Buyer — Date: 10/15/19

Witness — Date: 10/15/19

3e.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Tom O'Brien DEPT. Public Service

SUBJECT: STORM DEBRIS REMOVAL SERVICES

REQUEST: Approval to establish a contract for Storm Debris Removal Services With CrowderGulf, LLC, 5435 Business Parkway, Theodore, AL 36582. Solicitation #19-P019R

COMMITTEE OF COUNCIL: Ways & Means DATE: May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel	☐	☐		☐
Cap. Proj. Cmte. Chair	☐	☐		☐
Public Service	X	☐	Has Seen	☐
Procurement Director	X	☐	[illegible]	☐

FUNDING: Was funding previously approved? Yes ☐ No ☐ N/A ☐

If yes, provide the following: Dept./Div.: _____ Account #: _____

Balance in Account _____ Amount needed for this item _____

Does this document need to be recorded at the RMC's Office? Yes ☐ No ☐

NEED: Identify any critical time constraint(s).

CFO's Signature: Amy Wherry

FISCAL IMPACT:

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

STATE OF SOUTH CAROLINA)
)
COUNTY OF CHARLESTON)

AGREEMENT BETWEEN THE CITY OF CHARLESTON AND CROWDERGULF, LLC FOR STORM DEBRIS REMOVAL SERVICES

THIS AGREEMENT is entered into this _____ day of _____, 20___ between the City of Charleston, a municipal corporation organized under the laws of the State of South Carolina (hereinafter referred to as "the City"), and CrowderGulf, LLC (hereinafter referred to as the "Contractor").

NOW, THEREFORE, for and in consideration of the mutual promises, covenants and conditions stated herein, the parties agree as follows:

§1. SCOPE OF SERVICES

The parties agree that the Contractor shall furnish services and any necessary supplies and equipment for the Storm Debris Removal Services in accordance with Solicitation #19-P019R. All attachments and exhibits, including Exhibits A, B, C, and D listed below, shall be incorporated herein:

Exhibit A: Solicitation #19-P019R (the "Request for Proposal")
Exhibit B: Addenda to Solicitation
Exhibit C: Insurance Requirements
Exhibit D: Contractor's Proposal & Cost Proposal

1. The Contractor shall safely, diligently and in a professional and timely manner perform, with its own equipment and assets, and provide goods and/or services as described in Exhibit A, Exhibit B and Exhibit D as approved by the City in fulfilling its obligations as set forth in this Agreement. Unless modified in writing by the parties hereto, the duties of the Contractor shall not be construed to exceed the provision of the goods and/or services pertaining to this Agreement.

2. The Contractor shall provide the goods and/or services as set forth and described in Exhibit A, Exhibit B and Exhibit D as approved by the City to this Agreement and specifically detailed in any Purchase/Work Orders, if any, as may be issued from time-to-time by the City.

3. The Contractor hereby warrants and represents to the City that it possesses all necessary licenses to perform the work as set forth in this Agreement, carries the requisite insurance policies as set forth in Exhibit C, and is competent and able to provide professional and high quality goods and/or services to the City in accordance with this Agreement.

4. The Contractor shall bill only for work according to Exhibit A, Exhibit B and Exhibit D as approved by the City and the proposed pricing for such work as shown in

Exhibit D. No additional work shall be performed unless requested by the City Official authorized for this project. If the City requests any additional work from the Contractor, the parties shall negotiate any possible additional costs related thereto prior to Contractor's performance of such requested additional work.

5. The Contractor agrees to send any and all reports of work done by the Contractor to the City on a regular basis and to the agreed upon City Representative.

6. The Contractor shall review the scope of each job and perform that job as required. Each job must be approved by an assigned City Representative before the job can be deemed as complete. If corrections are required, the Contractor shall make any corrections within an agreed upon time frame between the Contractor and the City. The Contractor is solely responsible for the costs of any corrections.

7. The City will use each vendor awarded this contract based on the needs of the City. Also, if a vendor is called and cannot get to the work in the time required by the City, the City has the ability to contact another awarded vendor.

§2. CONTRACT TERM

The initial term of this Agreement shall be for a period of one (1) year from the date of execution. The City reserves the right to extend the Agreement if the City determines the extension is in its best interest; said extension will be on an annual basis and shall not exceed four (4) additional one (1) year periods.

§3. COMPENSATION AND PAYMENT TERMS

This Agreement authorizes payments to be made in accordance with the Request for Proposal, Addenda and the Contractor(s)' Proposal Response and Cost Proposal, Exhibits A, B and D. Payment terms shall be Net 30 days after receipt of an approved invoice by the City. Payment to the Contractor shall be made after services have been rendered. The Contractor must submit an original invoice for each payment request to the City in care of Accounts Payable whose mailing address is PO Box 853, Charleston, SC 29402, and whose physical office is located at 116 Meeting Street, Charleston, SC 29401. Faxed and/or copied invoices from the Contractor to the City shall not be accepted. Rates shall not increase during the term of this Agreement or any agreement extensions. If the Contractor requests a price increase, it shall be in accordance with the US Department of Labor/Bureau of Labor Statistics/Consumer Price Indexes, and shall only be requested ninety (90) days prior to the anniversary date of the Agreement. The City shall have the sole discretion to honor or reject the Contractor's request for a price increase.

§4. WARRANTIES AND REPRESENTATIONS

A. The Contractor hereby represents and acknowledges that it is a licensed, bonded contractor capable of performing the work hereunder.

B. All equipment, materials, and supplies incorporated in the work covered by this Agreement and provided by the Contractor are to be of the highest quality for their intended purpose. When requested, the Contractor shall furnish to the City for approval the name of the manufacturer, the model number, and other

identifying data and information regarding the performance, capacity, nature and rating of the machinery, mechanical, and other equipment which the Contractor is required to incorporate into the project. Machinery, equipment, material and supplies used without the required prior approval of the City shall be at the risk of subsequent rejection by the City at no cost to the City.

C. The Contractor warrants and represents that its staff is knowledgeable about, and experienced in providing the materials specified in the work required in accordance with this Agreement and warrants that it will use its best skill and attention to provide the above described work and materials in a professional and timely manner.

§5. SUBCONTRACTORS

A. If any Subcontractor shall be used for this project, the Contractor shall provide to the City's Director of Procurement a list of names of any of the intended Subcontractors, the Subcontractor's applicable license number(s), and a description of the work to be done by each subcontractor, if requested by the City.

B. The Contractor shall not substitute any Subcontractor without the prior written consent of the City's Director of Procurement.

C. The Contractor shall be responsible for all services performed by a Subcontractor. Responsibilities include, but are not limited to, compliance with any applicable licensing and insurance regulations.

D. If at any time the City's Director of Procurement determines that any Subcontractor is incompetent or undesirable, he shall notify the Contractor accordingly, and the Contractor shall take immediate steps for the termination/cancellation of the Subcontractor from any further work on the project. In addition, the Contractor shall take the necessary steps to replace such terminated Subcontractor from work on the project with a Subcontractor who is acceptable to the City.

E. Nothing contained in any contract resulting from this Agreement shall create any contractual relationship between any Subcontractor and the City of Charleston.

§6. INDEMNIFICATION

Except for expenses or liabilities incurred by the Contractor arising from the negligence of the City, the Contractor hereby expressly agrees to indemnify and hold the City harmless against any and all expenses and liabilities arising out of the performance or default of this Agreement as follows:

The Contractor expressly agrees to the extent that there is a causal relationship between its negligent, reckless or intentionally wrongful action or inaction, or the negligent, reckless or intentionally wrongful action or inaction of any of its employees or Subcontractors or any person, firm, or corporation directly or indirectly employed by the Contractor, and any damage, liability, injury, loss or expense (whether in connection with bodily injury or death or property damage or loss) that is suffered by the City and its

employees or by any member of the public, to indemnify and save the City and its employees harmless against any and all liabilities, penalties, demands, claims, lawsuits, losses, damages, costs and expenses arising out of the performance or default of this Agreement. Such costs shall include defense, settlement, court costs and reasonable attorneys' fees incurred by the City and its employees. This promise by the Contractor to indemnify the City shall include bodily injuries or death occurring to the City's officers, officials, employees and any person directly or indirectly employed by the City, the City's employees, the employees of any other independent contractors including Subcontractors, or to any member of the public. When the City submits notice, Contractor shall promptly defend any aforementioned action. This obligation shall survive the suspension or termination of this Agreement. The limits of insurance coverage required herein shall not serve to limit this indemnity obligation. The recovery of costs and fees shall extend to those incurred in the enforcement of this indemnity.

§7. INSURANCE REQUIREMENTS

The Contractor shall comply with all insurance requirements which are set forth in Exhibit C.

§8. GRATUITIES AND KICKBACKS

Gratuities. It shall be unethical and a violation of this Agreement by the Contractor for any person to offer, give or agree to give any employee or former employee, or for any employee or former employee to solicit, demand, accept, or agree to accept from another person a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation or any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter pertaining to any program requirement of a contract or subcontract, or to any solicitation or bid therefore.

Kickbacks. It shall be unethical and a violation of this Agreement by the Contractor for any payment, gratuity, or offer of employment to be made by or on behalf of a Subcontractor under a contract to the Contractor, or to hire any Subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

§9. TERMINATION

For Convenience: The City reserves the right to terminate the contract with the Contractor when it is in the best interest of the City, including, but not limited to non-appropriation of funds. If the contract is so terminated, the City shall provide the Contractor with a minimum of sixty (60) days written notice and shall compensate Contractor for all necessary and reasonable direct costs of performing the services actually accomplished as of the date of termination. No other costs shall be allowed for a termination for convenience. No damages shall be allowed for a termination for convenience.

For Default: If the Contractor fails to comply with the terms of the contract the City shall notify the Contractor in writing of the specifics regarding such noncompliance. If

the Contractor fails to begin to cure the noncompliance within five (5) days after the notice, the City may terminate the contract by written notice to the Contractor with a minimum of thirty (30) days thereafter and Contractor shall only be compensated for services actually completed prior to termination, contractor shall not be entitled to any costs or damages resulting from a termination under this section.

§10. ASSIGNMENT

The Contractor shall not assign in whole or in part any part of this Agreement without the prior written consent of the City. The Contractor shall not assign any money due or to become due to it under this Agreement without the prior written consent of the City.

§11. NOTICES

All notices required under this Agreement to the parties shall be deemed properly given when deposited in the United States mail, either by registered or certified mail (postage prepaid) to:

To:
City of Charleston
John J. Tecklenburg
Mayor
PO Box 304
Charleston, SC 29402

To:
CrowderGulf, LLC
John Ramsay
President & CEO
5435 Business Parkway
Theodore, AL 36582

With copies to:

City of Charleston
Legal Department
50 Broad Street
Charleston, SC 29401

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

§12. CHANGE ORDERS

No oral statement of any person shall modify or otherwise change, or affect the terms, conditions or specifications stated in this Agreement. The City's Procurement Director shall make all change orders to this Agreement in writing. The City shall ***not*** be bound by any change in this Agreement unless approved in writing by the Procurement Director.

§13. ENTIRE AGREEMENT

This document and its Exhibits constitute the entire Agreement between the parties and all previous negotiations leading thereto. This Agreement shall be modified only by a written agreement signed by the City and the Contractor.

§14. GOVERNING LAWS

The laws of the State of South Carolina shall govern this Agreement. All litigation arising under this Agreement shall be litigated in the Circuit Court in the Ninth Judicial Circuit of Charleston County, South Carolina, in the Court of Common Pleas.

§15. LICENSE AND PERMITS

The Contractor shall, without additional expense to the City, be responsible for obtaining all necessary licenses and permits required by the State of South Carolina, or the City of Charleston or any other authority having jurisdiction as necessary to fully perform its obligations pursuant to this Agreement. The Contractor shall provide a copy of its valid City of Charleston Business License to the City upon the execution of this Agreement.

§16. PUBLICITY RELEASES

The Contractor agrees not to refer to the award of this Agreement in any commercial advertising in such a manner as to state or imply that the products or services provided are endorsed or preferred by the City. The Contractor shall not have the right to include the City's name in its published list of customers without prior approval of the City. With regard to news releases, the Contractor shall only be permitted to use the name of the City and the type and duration of this Agreement in any news releases provided the Contractor shall first have obtained the prior written approval of the City. The Contractor also agrees not to publish, or cite in any form, any comments or quotes from the City's employees unless it is a direct quote from the Public Information Officer of the City.

§17. INDEPENDENT CONTRACTOR

The Contractor is an independent contractor and shall not be deemed an employee of the City of Charleston for any purpose whatsoever. The Contractor acknowledges that it is the Contractor's duty to verify identity and eligibility of its employees and all sub-contractors in accordance with IRCA as amended. The Contractor further agrees to indemnify the City if the Contractor fails to comply with IRCA as amended.

§18. SEVERABILITY

If any provision of this Agreement shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this Agreement is invalid and unenforceable, but that by limiting such provision it would become valid and enforceable, then such provision shall be deemed to be written, construed and enforced as so limited.

§19. WAIVER OF CONTRACTUAL RIGHTS

The failure of either party to enforce any provision of this Agreement shall not be construed as a waiver or limitation of that party's right to subsequently enforce and compel strict compliance with every provision of this Agreement.

§20. COMPLIANCE WITH LEGAL REQUIREMENTS

All applicable Federal, State and local laws, ordinances, and rules and regulations of any authorities (including but not limited to any laws, ordinances or regulations relating to the SC Department of Revenue or the SC Board of Contractors) shall be binding upon the Contractor during the term of this Agreement. The Contractor shall be responsible for compliance with any such law, ordinance, rule or regulation, and shall hold the City harmless and indemnify same in the event of non-compliance as set forth in this Agreement.

§21. BACKGROUND CHECK

The City reserves the right to conduct criminal background checks on individuals assigned to this project, including the Contractor, its employees, agents or Subcontractors.

§22. SC STATE AND LOCAL TAX

Except as otherwise provided, contract prices shall include all applicable state and local taxes.

If applicable, two percent (2%) income tax withholding shall be withheld from each and every payment pursuant to Section 12-9-310 of the South Carolina Code of Laws (1976, as amended) for certain out-of-state contractors, and such sums will be paid over to the South Carolina Department of revenue and Taxation (the "SCDRT"). When and if the City receives an executed SCDRT form I-312, Nonresident Taxpayer Registration Affidavit – Income Tax Withholding, such withholding shall cease.

Contractor shall calculate that portion of this Agreement that is subject to the nine percent (9%) South Carolina sales and/or use tax, which amount shall be itemized and shown on all invoices, and shall be paid to the SCDRT by the Contractor. If the Contractor is a non-South Carolina company, the City shall withhold said amount from all invoices and remit payment to the SCDRT, unless the Contractor furnishes the City with a valid South Carolina Use Tax Registration Certificate Number. The total of all sales tax to become due and payable in connection with this Agreement is listed herein.

The Contractor shall indemnify and hold harmless the City for any loss, cost, or expense incurred by, levied upon or billed to the City as a result of the Contractor's failure to pay any tax of any type due in connection with this Agreement.

IN WITNESS WHEREOF, the parties hereto, by their authorized representatives, have signed, sealed and delivered this Agreement at Charleston, South Carolina.

WITNESSES FOR THE CITY:

_____

Date: _____

_____
John J. Tecklenburg
Mayor
Date: _____

_____
Name

Date: _____

WITNESSES FOR VENDOR:

_____
Name

Date: _____

_____
John Ramsay
President & CEO
Date: _____

_____
Name

Date: _____

EXHIBIT A

The City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, South Carolina 29401
P) 843-724-7312 F) 843-720-3872
www.charleston-sc.gov

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson
Vendor Name:	**FEIN/SS#:**
Vendor Address:	
City – State – Zip:	
Telephone Number:	**Fax Number:**
Minority or Women Owned Business: Are you a certified Minority or Women-Owned business in the State of South Carolina? ☐ Yes ☐ No If so, please provide a copy of your certificate with your response.	
Authorized Signature: _____ **Title:** _____ **Date:** _____	

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this bid and certify that I am authorized to sign this bid for the bidder. **This signed page must be included with bid submission.**

IMPORTANT

1. This solicitation seeks proposals responding to the Scope of Work for a **Storm Debris Removal Service**. This solicitation does not commit the City of Charleston to award a contract, to pay any costs incurred in the preparation of applications submitted, or to procure or contract for the services. The City reserves the right to accept or reject any, all or any part of any proposal received as a result of this Solicitation, or to cancel in part or in its entirety this Solicitation if it is in the best interest of the City to do so. The City shall be the sole judge as to whether proposals submitted meet all requirements contained in this solicitation.

2. Offeror may **mail**, or **hand-deliver** response to the Procurement Division. **Do Not Fax** in the proposal response. Please show the solicitation number on the outside of any mailing package. The City of Charleston assumes no responsibility for unmarked or improperly marked envelopes. If directing any other correspondence to the Procurement Division not related to the solicitation, please do not include the solicitation number on the envelope. If the Bidder chooses not to respond to this solicitation, it is recommended to return the "No Bid Response Form" to our office.

3. **DEADLINE FOR SUBMISSION OF OFFER:** Any proposal or offer received after the Procurement Director or his designee has declared that the time set for opening has arrived, shall be rejected unless the offer has been delivered to the designated purchasing office or the governmental bodies' mail room which services that purchasing office prior to the proposal opening.

4. Questions regarding this solicitation **must be submitted in writing to Robin B. Robinson no later than 1:00pm on July 25, 2019**. Questions may either be faxed to 843-720-3872 or emailed to Robin B. Robinson, robinsonr@charleston-sc.gov.

INSTRUCTIONS TO OFFERORS

1. Number of Submittals required is stated in the General Information section of this Solicitation. Proposals must be mailed or hand-delivered. **Responses received by fax or other electronic means (email, CD, etc.) will be rejected. Proposals must be submitted in a sealed envelope and must be addressed to the City of Charleston Procurement Division, 75 Calhoun Street, Suite 3500 Charleston, SC 29401.** Failure to do so may result in a premature opening of, or failure to open such Proposal. Each sealed envelope containing a Proposal shall be marked on the outside with the Offeror's complete Name, Address, Solicitation Number, Description of Services Requested by Solicitation (i.e., Elevator Maintenance, Road Construction), along with the Due Date and Time. If you do not choose to submit a proposal, please complete and return the enclosed "No Proposal" response form.

   A "No Proposal" qualifies as a response; however, it is the responsibility of the Vendor to notify the Procurement Office if you receive solicitations that do not apply. Failure to respond to three (3) solicitations during the calendar year may result in removal from Vendor's List.

   All pages that require a Signature shall be included with the bid. Failure to include these required pages may result in the bid being deemed Non-Responsive.

2. Offerors must clearly mark as **"Confidential"** each part of their proposal which they consider to be proprietary information that could be exempt from disclosure under the South Carolina Freedom of Information Act, S.C. Code Ann. §§ 30-4-10 to – 165 (2007 & Supp. 2015). See paragraph 45 for more details. The City reserves the right to determine whether this information should be exempt from disclosure and no legal action may be brought against the state or its agents for its determination in this regard.

3. Proposals must be made in the official name of the individual, firm, company, partnership, corporation, joint venture or other legal entity under which the business is conducted (showing official business address) and must be signed in ink by a person duly authorized to legally bind the legal entity submitting the proposal.

4. Bids should be typewritten or computer-generated; however, if this is not possible, the hand writing **must be legible**. A Bid shall include, but is not limited to, addresses of all legal entities which will participate in the proposed services. The type of organization of the Bidder, whether individual, firm, partnership, corporation, joint venture or other legal entity, shall be stated. Any affiliations, parent-subsidiary relationships, and corporate identities including the names of the principals of such legal entity must be fully disclosed and clearly explained.

5. If an error is made before submitting the proposal, the error should be crossed out, corrections entered and initialed by the person signing the proposal. Erasures or use of typewriter correction fluid may be cause for rejection. No proposal shall be altered or amended after specified time for opening.

6. Proposals may be withdrawn by written request received from the Offeror prior to the time set for opening of Proposals, but not thereafter.

7. Proposals should be prepared simply and economically. All data, materials, and documentation shall be available in a clear, concise form and reproducible upon request "at cost" for the City's internal use. The City reserves the right to reproduce proposals for internal use in the evaluation process.

8. All Proposals shall provide a straight forward, concise description of Offeror's ability to satisfy the requirements of the Solicitation.

9. All Addendum and Award Notices will be posted on our website: www.charleston-sc.gov, then click on the Bidline link.

10. The terms and conditions in this Solicitation shall prevail unless otherwise modified by the City of Charleston in an Addendum to this Solicitation. The City of Charleston reserves the right to reject, in whole or in part, any proposal which does not comply with such terms and conditions. The City of Charleston reserves the right to retain all proposals submitted and to use any ideas in a proposal regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the Offeror of the conditions contained in this Solicitation, unless clearly and specifically noted in the proposal submitted and confirmed in any resulting contract between the City of Charleston and the Offeror selected.

11. No substitutions shall be considered after the contract award except by Amendment.

12. The City seeks qualified vendors to be responsible for completion of the work described herein and the City reserves the option to award portions of the project to multiple Offeror if such is to the advantage of the City. Therefore, any one proposal submitted by more than one company shall be deemed to be a proposal for a joint venture between or among the companies so submitting proposals unless the proposal clearly and unequivocally describes that only one firm proposes to act as principal and the other firm(s) contractual position is clearly defined. The companies submitting as a joint venture shall be held jointly and severally responsible for the entire project and shall not be permitted to limit their liability to the City.

13. All proposals should be complete and carefully worded and shall convey all of the information requested by the City. If errors or exceptions are found in a proposal, or if the proposal fails to conform to the requirements of the Solicitation, the City shall be the sole judge as to whether that variance is significant enough to reject the proposal.

14. The City reserves the right to request satisfactory evidence of their ability to furnish services in accordance with the terms and conditions listed herein. The City further reserves the right to make the final determination as to the Offeror's ability to provide said services.

15. The Offeror is solely responsible for all costs and expenses associated with the preparation of the proposal and of any supplementary presentation (including any oral presentation) requested by the City.

16. GRATUITIES AND KICKBACKS

A) Gratuities. It shall be unethical for any person to offer, give or agree to give any employee or former employee, or for any employee or former employee to solicit, demand, accept, or agree to accept from another person a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation or any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter pertaining to any program requirement or a contract or subcontract, or to any solicitation or proposal therefore.

B) Kickbacks. It shall be unethical for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor, or to hire any subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

17. OFFEROR REPRESENTATIONS

Each Offeror by submitting a Proposal represents that:

A) The Offeror has read and understands this Solicitation (including all Specifications and Attachments) and that its Proposal is made in accordance therewith.

B) The Offeror has reviewed the Solicitation and has become familiar with the local conditions under which the Scope of Work is to be performed. The failure or omission of an Offeror to acquaint himself with existing conditions shall in no way relieve him of any obligation with respect to this proposal or any resulting contract.

C) The Proposal is based on the terms, materials, services and obligations required by this Solicitation, without exception.

D) The Offeror is qualified to provide the services and equipment required under this Solicitation and, if awarded the contract, shall do so in a professional, timely manner using successful Offeror's best skills and attention.

E) The Offeror is guaranteeing that all goods and services will meet the requirements of the Solicitation during the contract period.

18. COMPETITIVE PROCUREMENT

It is the intent and purpose of the City of Charleston that this Solicitation permits competition. It shall be each Offeror's responsibility to advise the City if any language, provision, or other requirement, or any combination thereof, inadvertently restricts or limits the satisfaction of the specifications stated in this Solicitation to a single source. Such notification must be submitted in writing, and must be received by the City of Charleston Procurement Division no later than the last date for written questions. Any such notification shall be reviewed by the City's Procurement Director.

19. ADDENDA/CHANGES

Any additions, deletions, modifications, or changes made to this Solicitation shall be processed through the City's Procurement Director. Any deviation from this procedure may result in the disqualification of the proposal or the cancellation of any contract resulting from this Solicitation. Requests for interpretation of this Solicitation and any other questions concerning the Solicitation shall be made in writing, and addressed to the City's Procurement Director, 75 Calhoun Street, Suite 3500, Charleston, South Carolina 29401. Questions may be transmitted by fax, but it shall be the responsibility of the sender to confirm receipt by the City. These requests must be submitted by the deadline for written questions. Responses to said requests shall be made at the discretion of the City's Procurement Director. When issued, such interpretations and answers to such questions shall be in the form of an addendum to the Solicitation which shall be posted on the City's website, www.charleston-sc.gov. All such addenda shall become part of the Solicitation and each Offeror shall be bound by such addenda whether or not received by the Offeror. The City of Charleston shall not be legally bound by any amendment or interpretation that is not in writing.

20. EVALUATION PROCESS

During the evaluation process the City of Charleston reserves the right, where it may serve the City of Charleston's best interest, to request additional information or clarification from Offerors, or to allow corrections of errors or omissions.

21. AWARD OF CONTRACT

A) Award of contract shall be made to the most responsive and responsible Offeror(s) whose Proposal, conforming to the Solicitation, is most advantageous to the City of Charleston, price and other factors considered.

B) The City of Charleston may, when in the best interest of the City, reject any or all Proposals or waive technicalities or informalities in any Proposals received.

C) The City of Charleston shall be the sole judge of the suitability of the items or services to be provided pursuant to this Solicitation.

D) The City may choose to award to more than one vendor if it is in the best interest of the City.

E) Final approval may rest with members of the City Council for the City of Charleston.

F) All things considered equal, a tie proposal will be resolved by the flip of a coin.

22. CONTRACT ADMINISTRATION

Questions or problems arising after award of this contract shall be directed to the Contracts Coordinator by calling (843) 965-4184. Copies of all correspondence concerning this contract shall be sent to the Contracts' Coordinator, 75 Calhoun Street, Suite 3500 Charleston, SC 29401.

23. NOTICE OF AWARD OF CONTRACT
The successful Offeror shall be notified of acceptance of its Proposal by a written Notice of Award of Contract. Successful Offeror(s) shall not undertake any work, and City shall not be responsible for payment for any work whatsoever undertaken by the successful Offeror(s) prior to issuance of the Notice to Proceed.

24. NOTICE TO PROCEED
A Notice to Proceed shall be issued after the Contractor(s) has executed the contract and has submitted acceptable Insurance Certificate(s) and Endorsement(s) and Performance and Payment Bonds to the City as well as other submittals specified herein as required to be delivered before the Notice to Proceed is issued. The Contractor(s) shall not commence work until it has received a written Notice to Proceed from the City's Director of Procurement.

25. OTHER CONTRACTS
The City of Charleston may undertake or award other contracts for portions of the work or additional work, and the Contractor(s) shall fully cooperate with such other contractors and City of Charleston employees and carefully fit its own work to such work as may be directed by the City. The Contractor(s) shall not commit or permit any act which shall interfere with the performance of work by any other contractor or by City of Charleston employees.

26. MODIFICATION
The City's Director of Procurement shall have the unilateral right to modify any contract resulting from this Solicitation, within the general scope of work, when said modification is in the best interest of the City. The right to issue change orders is not dependent upon the consent of the successful Offeror(s). At the direction of the Director of Procurement the successful Offeror is obligated to perform the revised contract. Contract fees or prices shall be equitably adjusted where an issued change order so demands. No claim by the successful Offeror(s) for an adjustment hereunder shall be allowed if asserted after final payment under aforesaid contract.

27. INDEPENDENT CONTRACTOR
Successful Offeror is an independent contractor and shall not be deemed the agent or employee of the City of Charleston for any purpose whatsoever.

28. INSURANCE REQUIREMENTS
Upon the consummation of the contract for the services being solicited in this Solicitation and receipt of the Notice of Award by the successful Offeror (the "Contractor"), the Contractor shall, at all times during the term of the contract, carry insurance as required by the insurance requirements outlined in the insurance attachment which is attached hereto and incorporated by reference. The City shall not issue a Notice to Proceed until the Contractor has submitted acceptable insurance certificates(s) or endorsement(s), which must be submitted within five (5) calendar days after receipt of the Notice of Award, and which reflect that the required coverages are in place and that all premiums have been paid. Refusal or failure to submit such certificate(s) or endorsement(s) shall constitute grounds for the City to revoke its notice of award, forfeit proposal security, and award the contract to another contractor. The City may contact the Contractor's insurer(s) or insurer(s)' agent(s) directly at any time regarding its coverages, coverage

amounts, or other such relevant and reasonable issues related to this contract. The Contractor(s) shall also require any sub-contractors to carry the same coverages in the same amounts. Faxed Insurance Certificate(s) and Endorsement(s) shall be accepted if received no later than the time of contract execution and the original documents are received within one (1) business day after receipt of the fax transmittals.

29. INDEMNIFICATION

Except for expenses or liabilities arising from the negligence of the City, the Contractor who enters into a contract with the City of Charleston as a result of this Solicitation (the "Contractor") hereby expressly agrees to indemnify and hold the City harmless against any and all expenses and liabilities arising out of the performance or default of this contract as follows:

The Contractor expressly agrees to the extent that there is a causal relationship between its negligent, reckless or intentionally wrongful action or inaction, or the negligent, reckless or intentionally wrongful action or inaction of any of its employees or any person, firm, or corporation directly or indirectly employed by the Contractor, and any damage, liability, injury, loss or expense (whether in connection with bodily injury or death or property damage or loss) that is suffered by the City and its employees or by any member of the public, to indemnify and save the City and its employees harmless against any and all liabilities, penalties, demands, claims, lawsuits, losses, damages, costs, and expenses arising out of the performance or default of this Contract. Such costs are to include defense, settlement and reasonable attorneys' fees incurred by the City and its employees. This promise to indemnify shall include bodily injuries or death occurring to Contractor's employees and any person directly or indirectly employed by Contractor (including without limitation any employee of any subcontractor), the City's employees, the employees of any other independent contractors, or occurring to any member of the public. When the City submits notice, Contractor shall promptly defend any aforementioned action. This obligation shall survive the suspension or termination of the contract. The limits of insurance coverage required herein shall not serve to limit this indemnity obligation. The recovery of costs and fees shall extend to those incurred in the enforcement of this indemnity.

30. OFFEROR'S QUALIFICATIONS

The City reserves the right to request satisfactory evidence of any Offeror's ability to furnish services in accordance with the terms and conditions listed herein. The City further reserves the right to make the final determination as to the Offeror's ability to provide said services. We reserve the right to investigate the qualifications of any respondent under consideration, require confirmations of information furnished, and require additional evidence of qualifications to perform the work described in this Solicitation, contact references, and request an audited financial statement in order to determine a potential contractor's capabilities.

31. ASSIGNMENT

The Contractor(s) shall not assign in whole or in part its duties under the contract without the prior written consent of the City of Charleston. The Contractor shall not assign any money due or to become due to it under this contract without the prior written consent of the City of Charleston.

32. SUBCONTACTORS

A) If any subcontractors shall be used for this project, the Contractor shall provide to the City's Director of Procurement a list of names of any of the intended subcontractors, the subcontractor's applicable license number(s), and a description of the work to be done by each subcontractor, if requested.

B) The Contractor(s) shall not substitute other subcontractors without the written consent of the City's Director of Procurement.

C) Contractor(s) shall be responsible for all services performed by a subcontractor. Responsibilities include, but are not limited to, compliance with any applicable licensing regulations.

D) If at any time the City's Director of Procurement determines that any subcontractor is incompetent or undesirable, he shall notify the Contractor(s) accordingly, and the Contractor(s) shall take immediate steps for cancellation of the subcontract and replacement thereof with a subcontract that is approved by the City of Charleston.

E) Nothing contained in any contract resulting from this Solicitation shall create any contractual relationship between any subcontractor and the City of Charleston.

33. SUSPENSION OF WORK

The City may order the Contractor in writing to suspend, delay, or interrupt all or any part of the Work for such period of time as the City may determine to be appropriate for the convenience of the City of Charleston, or for noncompliance with the contract requirements.

34. TERMINATION

A) For Convenience: The City reserves the right to terminate the contract with the Contractor when it is in the best interest of the City, including, but not limited to non-appropriation of funds. If the contract is so terminated, the City shall provide the Contractor with a minimum of sixty (60) days written notice and shall compensate Contractor for all necessary and reasonable direct costs of performing the services actually accomplished as of the date of termination. No other costs shall be allowed for a termination for convenience. No damages shall be allowed for a termination for convenience.

B) For Default: If the Contractor fails to comply with the terms of the contract the City shall notify the Contractor in writing of the specifics regarding such noncompliance. If the Contractor fails to begin to cure the noncompliance within five (5) days after the notice, the City may terminate the contract by written notice to the Contractor with a minimum of thirty (30) days thereafter and Contractor shall only be compensated for services actually completed prior to termination, contractor shall not be entitled to any costs or damages resulting from a termination under this section.

35. MATERIAL AND WORKMANSHIP: WARRANTIES AND REPRESENTATIONS

A) If equipment, materials and supplies are to be a part of the service provided, all equipment, materials, and supplies incorporated in the work covered by the Proposal and provided by the Contractor(s) are to be new and of the most suitable grade for the purpose intended. Unless otherwise specifically provided in this Solicitation, reference to any equipment, material, supply or patented process, by trade name, make or catalog number, shall not be construed as limiting competition. When requested, the Contractor(s) shall furnish to the City for approval the name of the manufacturer, the model number, and other identifying data and information respecting the performance, capacity, nature and rating of the machinery and mechanical and other equipment which the Contractor(s) contemplates incorporating in the work. When required by this Contract or when called for by the City the Contractor(s) shall provide full information concerning the material or supplies which he contemplates incorporating in the work. Machinery, equipment, material and supplies installed or used without the required prior approval shall be at the risk of subsequent rejection.

B) By signing its proposal, the successful Offeror(s) shall be deemed to have represented that its staff is knowledgeable about and experienced in performing the work required in this Solicitation and warrants that it shall use best skill and attention to provide the above described work in a professional, timely manner.

C) The City may, in writing, require the Contractor(s) to remove from the work any employee the City deems incompetent, careless or otherwise objectionable.

36. COMPLIANCE WITH LEGAL REQUIREMENTS

All applicable Federal, State and local laws, ordinances, and rules and regulations of any authorities shall be binding upon the Contractor(s) throughout the pendency of this Project. The Contractor(s) shall be responsible for compliance with any such law, ordinance, rule or regulation, and shall hold the City harmless and indemnify same in the event of non-compliance as set forth in the Contract.

37. PERMITS AND LICENSES

A) The Contractor(s) shall, without additional expense to the City of Charleston, be responsible for obtaining all necessary licenses and permits required by the State of South Carolina, or the City of Charleston or any other authority having jurisdiction.

B) Contractors and subcontractors are responsible at all times for obtaining applicable work permits and licenses of any kind.

38. DISPUTES

Any bona fide dispute concerning the bid, proposal, request for qualifications or Agreement shall be resolved by the courts of the State of South Carolina. In the event any litigation is commenced with respect to any matter set forth in the aforementioned documents, the prevailing party shall be entitled to recover reasonable attorneys' fees and all other reasonable direct costs associated with such litigation from the non-prevailing party.

39. STATE AND LOCAL TAXES

A) Except as otherwise provided, contract prices shall *include* all applicable state and local taxes.

B) If applicable, two percent (2%) income tax withholding shall be withheld from each and every payment pursuant to Sections 12-8-540 and 12-8-550 of the *South Carolina Code of Laws* (1976, as amended) for certain out-of-state contractors, and such sums shall be paid over to the South Carolina Department of Revenue (the "SCDOR"). When and if the City receives an executed SCDOR Form I-312, Nonresident Taxpayer Registration Affidavit - Income Tax Withholding, such withholding shall cease.

C) Contractor shall calculate that portion of the contract which is subject to the nine percent (9%) South Carolina sales and/or use tax, which amount shall be itemized and shown on all invoices, and shall be paid to the SCDOR by Contractor. If Contractor is a non-South Carolina company, the City shall withhold said amount from all invoices and remit payment to the SCDOR, unless Contractor furnishes City with a valid South Carolina Use Tax Registration Certificate Number.

D) Contractor shall indemnify and hold harmless the City for any loss, cost, or expense incurred by, levied upon or billed to the City as a result of Contractor's failure to pay any tax of any type due in connection with the contract.

40. INCORPORATION BY REFERENCE

The contents of this Solicitation, including all drawings, attachments, specifications, exhibits, certificates, any addenda, Contractor's Proposal Response Form and Pricing List, and affidavits shall become part of the contract for this Project.

41. PRIME CONTRACTOR RESPONSIBILITIES

The contractor shall be required to assume sole responsibility for the complete effort as required by this Solicitation. The City shall consider the contractor to be the sole point of contact with regard to contractual matters.

42. OWNERSHIP OF MATERIAL

Ownership of all data, material and documentation originated and prepared for the City pursuant to this contract shall belong exclusively to the City.

43. DRUG-FREE WORKPLACE

(Note: This clause applies to any resultant contract of $50,000 or more). The City of Charleston requires compliance with the South Carolina Drug Free Workplace Act. By submission of a signed proposal, you are certifying that you shall comply with this Act. See S.C. Code Section 44-107-30.

44. FUNDING

Offerors shall agree that funds expended for the purposes of the contract must be appropriated by the City of Charleston for each fiscal year included within the contract period. Therefore, the contract shall automatically terminate without penalty or termination costs if such funds are not appropriated. In the event that funds are not appropriated for the contract, the Offeror shall not prohibit or otherwise limit the City's

right to pursue and contract for alternate solutions and remedies as deemed necessary by the City for the conduct of its affairs. The requirements stated in this paragraph shall apply to any amendment or the execution of any option to extend the contract.

45. SUBMITTING CONFIDENTIAL INFORMATION

For every document Offeror submits in response to or with regard to this Solicitation that is confidential or protected from disclosure, Offeror must separately mark with the word "CONFIDENTIAL" or "PROTECTED" on every page, or portion thereof. By so designating Offeror contends the information is exempt from public disclosure pursuant to the South Carolina Freedom of Information Act, S.C. Code Ann. §§ 30-4-10 through 4-165 (2007 & Supp. 2015) or other relevant law. For every document Offeror submits in response to or with regard to this Solicitation, Offeror must separately mark with the words "TRADE SECRET" on every page, or portion thereof, that Offeror contends contains a trade secret as that term is defined by the South Carolina Trade Secrets Act, S.C. Code Ann. §39-8-10, et seq. All markings must be conspicuous; use color, bold, underlining, or some other method in order to conspicuously distinguish the mark from the other text. Offeror shall not mark its entire Proposal (bid, proposal, quote, etc.) as confidential, trade secret, or otherwise protected! If a Proposal or any part thereof, is improperly marked as confidential or trade secret or protected, the City may, in its sole discretion, determine it non-responsive. If only portions of a page are subject to some protection, Offeror shall not be allowed to mark the entire page. By submitting a Proposal to this Solicitation, Offeror (1) agrees to the public disclosure of every page of every document regarding this Solicitation that was submitted at any time prior to entering into a contract (including, but not limited to, documents contained in a response, documents submitted to clarify a response, and documents submitted during negotiations), unless the page is conspicuously marked "TRADE SECRET" or "CONFIDENTIAL" or "PROTECTED," (2) agrees that any information not marked, as required by these bidding instructions, as a "TRADE SECRET" is not a trade secret as defined by the Trade Secrets Act, and (3) agrees that, notwithstanding any claims or markings otherwise, any prices, commissions, discounts, or other financial figures used to determine the award, as well as the final contract amount, may be subject to public disclosure. In determining whether to release documents, the City shall detrimentally rely on Offeror's marking of documents, as required by these bidding instructions, as being either "CONFIDENTIAL" or "TRADE SECRET" or "PROTECTED." By submitting a Proposal, Offeror agrees to defend, indemnify and hold harmless the City of Charleston, its officers and employees, from every claim, demand, loss, expense, cost, damage or injury, including attorney's fees, arising out of or resulting from the City withholding information that Offeror marked as "CONFIDENTIAL" or "TRADE SECRET" or "PROTECTED."

46. RECORDS RETENTION & RIGHT TO AUDIT

The City shall have the right to audit the books and records of the Contractor as they pertain to this contract. Such books and records shall be maintained for a period of three (3) years from the date of final payment under the contract. The City may conduct, or have conducted, performance audits of the Contractor. The City may conduct, or have conducted, audits of specific requirements of this proposal as determined necessary by the City. Pertaining to all audits, the Contractor shall make available to the City access to its computer files containing the history of contract performance and all other documents related to the audit. Additionally, any software used by the Contractor shall be made available for auditing purposes at no cost to the City.

47. COST
Costs submitted with a Proposal shall be firm for a period of at least ninety (90) days from the closing date. All prices shall be firm-fixed type, unless stated otherwise.

48. UNSUCCESSFUL OFFERORS
Offerors not awarded a contract under this solicitation, may request return of their proposals within thirty (30) days after notification of award is mailed. All cost of returns shall be paid by the Offeror. If Federal Express, UPS, or other shipping number is not received with request, all materials shall be destroyed.

49. PAYMENT FOR GOODS & SERVICES
Payment for goods & services arising out of the contract resulting from this Solicitation and received by the City shall be processed within 30 days of receipt of a valid invoice.

50. DISCUSSION/NEGOTIATION:
By submission of a proposal, an Offeror agrees that during the period following issuance of a proposal and prior to final award of contract, the Offeror shall not discuss this Procurement with any party except members of the City's Procurement Division or other parties specifically designated in this solicitation.

51. NON-DISCRIMINATION
The Contractor(s) shall not discriminate against any individuals based upon age, sex, race, disability, religion, sexual orientation or gender identity and shall abide by the requirements contained in Federal Executive Order Number 11246, as amended, including specifically the provisions of the equal opportunity clause. The City's Equal Employment Opportunity Plan Utilization Report is available on the city website on the Human Resources and Organization Development page at http://charleston-sc.gov/index.aspx?nid=246. To receive a paper copy of the report by mail, please contact Human Resources at (843) 724-7388.

52. DEFAULT
In case of default by the Contractor, the City reserves the right to purchase any or all items in default in the open market, charging the Contractor with any excessive costs. Should such charge be assessed, no subsequent response will be accepted from the defaulting Contractor until the assessed charge has been satisfied.

53. FORCE MAJURE
The Contractor shall not be liable for any excess costs if the failure to perform the contract arises out of causes beyond the control and without the fault or negligence of the contractor. Such causes may include, but are not restricted to acts of God or of the public enemy, acts of the Governments in either its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, and unusually severe weather; but in every case the failure to perform must be beyond the control and without the fault or negligence of the contractor. If the failure to perform is caused by the default of a subcontractor, and if such default arises out of causes beyond the control of both the contractor and subcontractor, and without the fault or negligence of either of them, the contractor shall not be liable for any excess costs for failure to perform, unless the supplies or services to be furnished by the subcontractor were

obtainable from other sources in sufficient time to permit the contractor to meet the required delivery schedule.

54. EXCEPTIONS AND DEVIATIONS
Any deviation from specifications indicated herein must be clearly pointed out; otherwise, it will be considered that items offered are in strict compliance with these specifications, and successful Offeror will be held accountable. Deviations must be explained by accompanied documentation identifying and justifying all exceptions and deviations. Unidentified deviations found during the evaluation of the response may be cause for rejection.

55. PROMPT PAYMENT DISCOUNT TERMS
Prompt payment discount terms will be calculated from the point of complete order acceptance for services and/or commodities ordered.

56. REJECTION
The City reserves the right to reject any proposal that contains prices for individual items or services that are unreasonable when compared with the same or other proposals if such action is in the best interest of the City.

57. ARBITRATION
Under no circumstances and with no exception will the City of Charleston act as Arbitrator between the Contractor and any Sub-Contractor.

58. GUARANTEE AND WARRANTIES
The Offeror shall state his normal warranty and any extended warranties where available. Excluding any manufacturer's warranties and in addition to other warranties as provided by law or herein, all labor and materials are warranted to be free from defects for a minimum period of twenty-four (24) months after the date of final payment by the City.

59. PUBLICITY RELEASES
Contractor agrees not to refer to any award of a contract in commercial advertising in such a manner as to state or imply that the products or services provided are endorsed or preferred by the user.

60. AMENDMENTS
All questions and written responses, interpretations, corrections or changes to the RFP will be made by Addendum. Addenda will be mailed or otherwise delivered to all Offerors who have notified the City Procurement Division of receipt of the proposal.

61. WITHDRAWALS
Proposals may be withdrawn by written request received from the Offeror prior to the time set for opening of Proposals, but not thereafter.

62. AFFIRMATIVE ACTION
The successful Offeror will take affirmative action in complying with all Federal and State requirements concerning fair employment and treatment of all employees, without regard or discrimination by reason of race, color, religion, sex, national origin or physical handicap.

63. WAIVER
The City reserves the right to waive any Instruction to Offerors, General or Special Provisions, General of Special Conditions, or specifications deviation if deemed to be in the best interest of the City.

64. RESPONSE PERIOD
All responses shall be good for a minimum period of ninety (90) calendar days.

65. TERM
The initial term of the Agreement shall be for one years. The City reserves the right to extend the Agreement if the City determines the extension is in its best interest; said extension will be on an annual basis and shall not exceed four (4) additional one (1) year periods.

NO PROPOSAL RESPONSE FORM

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson
Vendor Name:	**FEIN/SS#:**
Vendor Address:	
City – State – Zip:	
Telephone Number:	**Fax Number:**
Minority or Women Owned Business: Are you a certified Minority or Women-Owned business in the State of South Carolina? ☐ Yes ☐ No If so, please provide a copy of your certificate with your response.	
Authorized Signature: _____ **Title:** _____ **Date:** _____ I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this bid and certify that I am authorized to sign this bid for the bidder. **This signed page must be included with bid submission.**	

To submit a **"No Proposal"** response for this project, this form must be completed for your company to remain on our Offeror's list for commodities/services referenced. If you do not respond, your name may be removed from the Offeror's list.

Please check statement(s) applicable to your **"No Proposal"** response

- ☐ Specifications are restrictive; i.e. geared toward one brand or manufacturer only (explain below).
- ☐ Specifications are ambiguous (explain below).
- ☐ We are unable to meet specifications.
- ☐ Insufficient time to respond to the solicitation.
- ☐ Our schedule would not permit us to perform.
- ☐ We are unable to meet bond requirements.
- ☐ We are unable to meet insurance requirements.
- ☐ We do not offer this product or service.
- ☐ Remove us from your vendor list for this commodity/service.
- ☐ Other (specify below).

Comments: _____

_____

_____

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson

CERTIFICATE OF FAMILIARITY

The undersigned, having fully familiarized himself with the information contained within this entire solicitation and applicable amendments, submits the attached proposal, and other applicable information to the City, which I verify to be true and correct to the best of my knowledge. I further certify that this proposal response is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a proposal for the same materials, supplies, equipment or services in all respects, fair and without collusion or fraud. I agree to proposal by all conditions of this solicitation and certify that I am authorized to sign this proposal. I further certify all prices submitted shall remain effective for a minimum period of ninety (90) days, unless otherwise stated.

Company Name As registered with the IRS	Authorized Signature
Correspondence Address	Printed Name
City, State, Zip	Title
Email	Telephone Number/Toll Free Also (If Available)
Remittance Address	Fax Number
City, State, Zip	Date
Federal Tax ID (FEIN)/SS Number	SC Sales Tax Number

Minority or Women-Owned Business:

Are you a certified Minority or Women-Owned business in the State of SC?

☐ Yes ☐ No

If so, please provide a copy of your certificate with your response.

INSURANCE REQUIREMENTS

Contractors working for the City of Charleston are required to procure and maintain for the duration of their contract with the City insurance against claims for injuries to persons or damages to property which may arise from or in connection with work performed by the Contractor, his agents, representatives, employees or Subcontractors. The cost of such insurance shall be the responsibility of the Contractor.

A. The Contractor shall carry liability insurance with a reliable company licensed to do business in South Carolina. Coverage shall be at least broad as:

   1. Insurance Services Office Commercial General Liability Coverage Form ("occurrence") CG 00 01 10 93.

   2. Insurance Services Office Business Auto Coverage Form CA 00 01 6 92 covering automobile liability, code 1 "any auto".

B. Contractor shall carry workers' compensation as required by the State of South Carolina and Employers Liability insurance (including applicable occupation disease provisions and all state endorsements.)

C. Contractor shall maintain limits no less than the following:

   1. **GENERAL LIABILITY**: $1,000,000 combined single limit per occurrence for bodily injury, property damage, and personal injury with a $2,000,000 general aggregate limit.

   2. **AUTOMOBILE LIABILITY**: $1,000,000 combined single limit per accident for bodily injury and property damage.

   3. **WORKERS' COMPENSATION**: Statutory limits are required by South Carolina state law, and employer's liability limits of $100,000 per accident.

   4. **PROFESSIONAL LIABILITY**: $1,000,000 per claim/$1,000,000 aggregate limit, with a deductible of $20,000.

      Contractor shall obtain and maintain a professional liability insurance policy covering the performance of the professional services specified in this agreement. Evidence of such insurance shall be satisfactory in form and content to the owner, the City. This coverage shall be maintained through the duration of this project and for a minimum of 1 year after substantial completion of the project as determined by the City.

      The Contractor and any of its subcontractors will cause the professional liability insurance required in this paragraph C.4:

      (a) to be excess insurance over any project professional liability policy, and

(b) to be primary insurance in the event the project insurance described in Paragraph E is canceled or not maintained, in the event the policy's limits of liability are exhausted, or if the policy expires.

D. Required policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverages

The City of Charleston, its officials, employees and volunteers are to be covered as additional insureds as respects: Liability arising out of activities performed by or on behalf of the Contractors; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the City of Charleston, its officials, employees or volunteers. To accomplish this objective, the City of Charleston shall be named as an additional insured under the Contractor's general liability policy by attaching Insurance Services Office Commercial General Liability Endorsement CG2010 10 93 (Additional Insured - Owners, Lessees or Contractors - Form B) or its equivalent. Contractors' insurance coverage shall be primary insurance as respects the City of Charleston, its officials, employees and volunteers. Any insurance or self-insurance maintained by the City of Charleston, its officials, employees, or volunteers shall be in excess of the Contractor's insurance and shall not be required to contribute. To accomplish this objective, the following wording should be incorporated in the previously referenced additional insured endorsement.

Other Insurance: This insurance is primary, and our obligations are not affected by any other insurance carried by the additional insured whether primary, excess, contingent or on any other basis.

Any failure to comply with reporting provisions of the Contractor's policies shall not affect coverage provided to the City of Charleston, its officials, employees or volunteers.

2. Workers' Compensation

The Contractor shall agree to waive all rights of subrogation against the City of Charleston, its officials, employees and volunteers for losses arising from work performed by the Contractor for the City of Charleston.

E. Any deductibles or self-insured retentions shall be the responsibility of the Contractor.

F. Each insured policy required by the City of Charleston shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the City of Charleston.

G. All coverages for Subcontractors shall be subject to all the requirements stated herein.

H. Insurance must be placed with an approved insurance company with current Best's rating of A+, A, or A-. Exceptions to this requirement must be approved in writing by the Department of Risk Management.

I. Contractor shall furnish the City of Charleston with Certificates of Insurance noting the endorsements. The Certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements are to be received and approved by the City of Charleston, Procurement Division, before work commences. The City of Charleston reserves the right to require complete, certified copies of all required insurance policies, at any time.

Required certificates should be mailed to:

City of Charleston
Procurement Division
75 Calhoun Street, Ste. 3500
Charleston, SC 29401

MWBE Compliance Provisions and Instructions
Minority/Women Business Enterprise Program Forms

This Project is covered under the City of Charleston's Minority/Women Business Enterprise (MWBE) Program, administered by Ruth Jordan, MBE Manager, 2 George Street, Suite 3600, Charleston SC, 29401, (843) 724-7434.

The City has established goals for both Minority Business Enterprises (MBE) and Women Business Enterprises (WBE). An MBE is a small business owned and controlled by a minority. A WBE is a small business owned and controlled by a woman. The minority or woman must own fifty-one percent (51%) of the business and they must control the management and daily operations of the business in order to qualify.

Charleston City Council has adopted a policy setting 20% as the guidelines for combined minority-owned and women-owned business enterprise participation for this project. This MWBE requirement for participation in this Contract for services shall be made a part of any contract resulting from this solicitation. These requirements shall also apply to all subcontracts issued by the successful bidder(s).

All bidders must document the extent of their MWBE participation by completing the MWBE Compliance Provision Forms.

All MBE/WBE subcontractors must have a Certificate of Eligibility on file with the City's Minority Business Enterprise Office. A list of certified minority and women-owned firms can be found on the City of Charleston's web site www.charleston-sc.gov under "BIDLINE" link or by contacting Ruth Jordan, MBE Manager, 2 George Street, Suite 3600, Charleston SC, 29401, (843) 724-7434, jordanr@charleston-sc.gov.

COMPLIANCE REQUIREMENTS:

1. The Bidder shall provide, **with their bid form submittal,** the following Affidavits properly executed which signify that the Bidder understands and agrees to abide by the City's MWBE Compliance Provisions.

☐ **Affidavit A - Listing of the Good Faith Effort to Identify & Secure Minority and Women-owned Business Participation.**

AND

☐ **Affidavit B – Work to be Performed by Minority and/or Women-owned Firms**

OR

☐ **Affidavit C –** ***Intent to Perform Contract with Own Workforce***, in making this certification the Bidder states that the Bidder does not customarily subcontract elements of this type of Project and will perform all elements of the work with his/her own current work forces.

Failure to comply with any of the statements, certifications, or intentions stated in the affidavits, or the MBE/WBE compliance provisions shall constitute a breach of the Contract. Any such breach may result in termination of the Contract in accordance with the termination provisions contained in the Contract. It shall be solely at the option of the City of Charleston whether to terminate the contract for breach. In addition to terminating the Contract, the bidder may be prohibited from participation in future solicitations as determined by the City of Charleston.

Name of Company: _____

_____ Signature

_____ Date

_____ Print Name

_____ Title

_____ Witness

AFFIDAVIT A

City of Charleston, South Carolina Listing of the Good Faith Effort

Affidavit of _____
(Name of Bidder)

I have made a good faith effort to comply with the City of Charleston's MWBE compliance provisions under the following checked areas:
(A minimum of 6 areas must be checked in order to have achieved a "good faith effort")

- o 1. Contacted MWBE businesses that reasonably could have been expected to submit a quote and that were known to the Bidder, or available on Federal, State or local government maintained lists, at least 10 business days before the submittal date and notified them of the nature and scope of the work to be performed. ***Complete Affidavit A, Page 2.***

- o 2. Followed up with contacted MWBE subsequent to the initial contact and at least 72 hours prior to submittal deadline/bid opening either by phone, facsimile or in person.

- o 3. Made the construction plans, specifications, and requirements available for review by prospective MWBE businesses, or providing these documents to them at least 10 business days before the submittal deadline/bid opening.

- o 4. Itemized elements of the work or combined elements of the work into economically feasible units to facilitate MWBE participation.

- o 5. Attended any pre-solicitation meetings scheduled by the City.

- o 6. Provided MWBE assistance with getting required bonding or insurance requirements or provided alternatives to bonding or insurance.

- o 7. Negotiated in good faith with interested MWBEs and did not reject them as unqualified without sound reasons based on their capabilities. ***(Any rejection of a minority or woman-owned business based on lack of qualifications shall include reasons for rejection documented in writing.)***

- o 8. Provided MWBEs assistance with securing needed equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisted MWBEs in obtaining the same unit pricing with the Bidder's suppliers in order to help such businesses in establishing credit.

- o 9. Provided training or mentoring to at least two (2) MWBEs within 120 days prior to submittal deadline/bid opening. The training or mentoring program should be in conjunction with local trade groups, technical schools or community organizations that provide recruitment, education or skill levels.

- o 10. Negotiated joint venture, partnership or other similar arrangements with MWBEs in order to increase opportunities for MWBE participation.

- o 11. Provided quick pay agreements and policies to enable MWBE contractors and suppliers to meet cash-flow demands.

I hereby agree to enter into a formal agreement with the firms listed in Affidavit B Work to be performed by Minority Firms conditional upon execution of a contract with the Owner. Failure to abide by this provision will constitute a breach of the contract.

I hereby certify that I have read and agree to the terms of the Minority / Women-Owned Business Enterprise Program, and I am the Bidder or I am authorized to bind the Bidder to the commitment herein set forth.

Date:_____ Name of Authorized Officer (Print/Type): _____

Signature:_____

Title: _____

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, _____, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact	Minority Firm Address
Minority Firm Telephone Number _____ Minority Firm Fax Number _____ DBE Certification Number _____	Minority Group Type ❑ (African American) ❑ (Women) ❑ (Asian American) ❑ (Hispanic) ❑ (American Indian) ❑ (Other) _____ ❑ Follow up Verification
2. Minority Firm Name and Contact	**Minority Firm Address**
Minority Firm Telephone Number _____ Minority Firm Fax Number _____ DBE Certification Number _____	Minority Group Type ❑ (African American) ❑ (Women) ❑ (Asian American) ❑ (Hispanic) ❑ (American Indian) ❑ (Other) _____ ❑ Follow up Verification
3. Minority Firm Name and Contact	**Minority Firm Address**
Minority Firm Telephone Number _____ Minority Firm Fax Number _____ DBE Certification Number _____	Minority Group Type ❑ (African American) ❑ (Women) ❑ (Asian American) ❑ (Hispanic) ❑ (American Indian) ❑ (Other) _____ ❑ Follow up Verification
4. Minority Firm Name and Contact	**Minority Firm Address**
Minority Firm Telephone Number _____ Minority Firm Fax Number _____ DBE Certification Number _____	Minority Group Type ❑ (African American) ❑ (Women) ❑ (Asian American) ❑ (Hispanic) ❑ (American Indian) ❑ (Other) _____ ❑ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date:_____ Name of Authorized Officer (Print/Type):_____

Sworn to before me this ____ day of _____, 20__.

Signature:_____

Notary Public for the State of _____

My Commission Expires: _____

Title:_____

Print Name: _____

Notary Seal:

Phone Number: _____

Address: _____

AFFIDAVIT B

City of Charleston, South Carolina
Work to be Performed by Minority/Women-Owned Businesses

Affidavit of _____. I hereby certify that on the
(Name of Bidder)
_____, Total Project Amount $_____
(Project Name)
I will make a good faith effort to expend a minimum of _____% of the total dollar amount of the Contract with minority/women-owned business enterprises. Minority/women-owned businesses will be employed as subcontractors, vendors, suppliers, or providers of professional services. Such work will be subcontracted to the following businesses listed below:

(Attach additional sheets if needed)

Name and Phone Number	*Minority Code	Work Description	Dollar Value
			$
			$
			$
			$
			$
			$
			$

Total MBE Participation: _____ % $ _____

* Minority categories: African American (**B**); Hispanic (**H**); Asian American (**A**), American Indian (**I**); Woman Owned (**W**); Other (**D**)

I will enter into a formal Contract with the above minority/women-owned business enterprises for the work listed in the above schedule conditional upon execution of a Contract with the Owner.

I certify that I have read the terms of this commitment and I am the Bidder or authorized to bind the Bidder to the commitment set forth herein. I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date:_____ Name of Authorized Officer (Print/Type):_____

Signature:_____

Title:_____

Sworn to before me this ____ day of _____, 20__.

My Commission Expires: _____

Print Name: _____

Phone Number: _____

Address: _____

Notary Public for the State of _____

Notary Seal:

AFFIDAVIT C

City of Charleston, South Carolina
Intent to Perform Contract with Own Workforce.

Affidavit of _____
(Name of Bidder)

I hereby certify that it is our intent to perform 100% of the work required for the _____

_____ contract.
(Name of Project)

In making this certification, the Bidder states that the Bidder does not customarily subcontract elements of this type Project, and normally performs and has the capability to perform and will perform *all the elements of the work* on this Project with his/her own current work forces, and

The Bidder agrees to provide any additional information or documentation requested by the Owner in support of the above statement.

I hereby certify that I have read this certification and I am the Bidder or I am authorized to bind the Bidder to the commitments contained herein. I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date:_____ Name of Authorized Officer (Print/Type):_____

Signature:_____

Title:_____

Sworn to before me this ____ day of _____, 20__.
Notary Public for the State of _____
My Commission Expires: _____
Print Name: _____
Phone Number: _____
Address: _____
_____

Notary Seal:

GENERAL INFORMATION

The City of Charleston, South Carolina is soliciting proposals from qualified firms for Storm Debris Removal Services. Overview of Scope of Work: The purpose of this Request for Proposal (the "RFP") is to establish guidelines and firm fees for Storm Debris Removal Services for the City of Charleston (the "City") in the event of a storm or other disaster.

It will be the responsibility of the contractor to research estimated quantities for categories listed on Price Proposal pages. This data should be based on history and experience with cities of comparable geographic composition. The City will average the quantities to achieve a set number for a total cost. Cost should be based on a Category 3 Wet Storm.

Under this contract, work shall consist of clearing and removing any and all "eligible" debris as defined by Federal Emergency Management Agency (FEMA) Publication 325, all applicable State and Federal Disaster-Specific Guidances (DSGs) and policies, and as directed by the City.

PROCUREMENT PROCESS

The RFP *(Request for Proposal)* is **not a bid**. In the event the City elects to negotiate a contract with the successful Vendor, any contract shall contain, at a minimum, the term and conditions (or substantially the same term and conditions) as hereinafter stated. The City reserves the right, in its sole discretion, to reject all submissions, reissue a subsequent RFP, terminate, restructure or amend this procurement process at any time. The final selection and contract negotiation rests solely with the City.

QUESTIONS

Every effort has been made to insure that all information needed by the Offeror is included herein; however, questions are allowed and encouraged to clear up any information as described herein, etc. The City will not accept telephone calls or visits regarding this RFP. **All questions shall be in writing and addressed to: Robin B. Robinson, City of Charleston, Procurement Division, 75 Calhoun Street, Suite 3500, Charleston, South Carolina 29401, or email to: robinsonr@charleston-sc.gov.** ***Written Questions may also be faxed to: 843-720-3872. All questions must be received before 1:00pm on July 25, 2019.*** No interpretation shall be binding upon the City unless in writing from the City's Corporate Counsel.

ORAL STATEMENTS

No oral statement of any person shall modify or otherwise change, or affect the terms, conditions or specifications stated in the resulting contract. The City of Charleston shall not be legally bound by any amendment or interpretation that is not in writing.

NON-ENDORSEMENT

If a Proposal is accepted, the successful Offeror shall not issue any news releases or other statements pertaining to the award or servicing of the agreement that state or imply the City's endorsement of the successful Offeror's product or services.

PROPRIETARY INFORMATION

If an Offeror does not desire proprietary information in the Proposal to be disclosed, the Offeror shall identify all proprietary information in the Proposal. This identification will be done by individually marking each page with the words "Proprietary Information" or "Confidential" on which such proprietary information is found. If the Offeror fails to identify proprietary

information, it agrees that by submission of its Proposal that those sections shall be deemed non-proprietary and made available upon request through the Freedom of Information Act.

UNAUTHORIZED COMMUNICATIONS

Respondents' contact regarding this RFP with employees or officials of the City of Charleston will result in disqualification from this procurement process. Any oral communications are considered unofficial and non-binding with regard to this RFP. The only authorized contacts for this procurement are any designated Procurement staff.

CONTRACTOR SOLELY RESPONSIBLE FOR PERFORMANCE

Vendor shall be responsible for the performance of the services required by the contract. Vendor is an independent contractor and does not act as the City's agent or employee.

DISQUALIFICATION OF OFFERORS

Offerors may be disqualified for any of the following reasons:

- Reason to believe collusion exists among the Offerors
- The Offeror is involved in any litigation against the City
- The Offeror is in arrears on any existing contract or has defaulted on a previous contract with the City
- Lack of financial stability
- Failure to perform under previous or present contracts with the City
- Is currently debarred by the State of South Carolina Procurement Services

SUSPENSION AND DEBARMENT

The Offeror certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal, state or local agency. Where the Offeror is unable to certify to any of the statements in this certification, such Offeror shall attach an explanation to this proposal.

CONTRACT NEGOTIATIONS

The City will rank, based upon the evaluation criteria, all responsible and responsive Vendors. The City will begin negotiations with the top ranked Vendors and will continue with negotiation down the ranking until a satisfactory contract with the City is finalized, if any. The terms and conditions of the contract will be no less advantageous than the provisions of this RFP or the Vendor's proposal. The City reserves the right to make a partial award or to split the award at its sole discretion.

VENDOR'S DUTY TO INSPECT & ADVISE AND DECLARE ALL COSTS

Each Vendor shall become fully acquainted with the City's requirements and the scope of commodities and/or services to be provided. Vendor shall have a duty to request any information from the City as it deems necessary to prepare the RFP. No change order will be granted or additional compensation permitted if based upon information the Vendor knew or should have known as part of the Vendor's duty to become acquainted with the City's circumstances and requirements.

PROPOSAL PREPARATION

All proposals should be complete and carefully worded and must convey all the information requested by the City of Charleston. If significant errors are found in the Offeror's proposal, or

if the proposal fails to conform to the essential requirements of the RFP, the City, and the City alone, will be the judge as to whether that variance is significant enough to require rejection of the proposal.

RECEIPT OF PROPOSALS

Proposals must be submitted to and received by the City no later than the date and time specified within this RFP. Offerors mailing proposals should allow a sufficient mail delivery period to insure timely receipt *(August 15, 2019 @ 2:00pm)* of their proposal by the City. Proposals received after the scheduled due date and time will not be considered.

NUMBER OF PROPOSALS SUBMITTED

Each Vendor must **submit one (1) unbound Original and seven (7) bound copies of the Proposal are required for submission, plus one (1) electronic copy (CD or flash drive).** Only original documents will be accepted; faxed or electronically mailed versions will not be accepted. The Vendor must mark on the envelope or wrapping containing the proposal, the RFP identification number specified in the RFP and note **"Original"** on the original proposal.

RESPONSE FORMAT AND ORGANIZATION

To assure similarity in proposal presentation and allow the evaluation team to easily compare competing proposals, Offerors shall include, in the order described, the material indicated below. It is not the intent of the City to constrain Offerors with regard to content, but to assure that the specific requirements set forth in this RFP are addressed in a uniform manner amenable to Evaluation and Selection Committee review. Offerors may include additional sections or appendices if desired, to present additional pertinent information. Offerors should submit information in a concise and responsive manner for every requirement and every question. Non-responsive or incomplete answers to information requests and/or City requirements may lead to disqualification of the Offeror's submittal.

COMPLETION OF REPONSES

Only information presented in the Proposal will be used to evaluate the software that best fits the needs of the City.

Responses shall be completed in accordance with the requirements of this RFP. Statements made by an Offeror shall be without ambiguity, and with adequate elaboration, where necessary, for clear understanding.

PROPOSAL FORMAT

Proposals are to be prepared in a manner designed to provide the City with a straightforward presentation of the Offeror's capability to satisfy the requirements of this RFP. All copies shall be bound in a single volume (***single sided only***) and all documentation submitted with the proposal should be bound in that single volume, where practical.

a) All bids should be clearly marked **"19-P019R "Storm Debris Removal Services"** and **submitted in a sealed envelope.**
b) Bids **must be submitted by mail or hand delivered** to Robin B. Robinson, City of Charleston, Procurement Division, 75 Calhoun Street, Suite 3500, Charleston, SC 29401.
c) Proposals **must be received** in the City's Procurement Office **no later than 2:00pm on August 15, 2019. Late proposals will not be accepted for any reason.**
d) **No more than one bid may be submitted by any Vendor**.

e) The bid must be signed by an official authorized to contractually bind the Vendor.
f) All forms from this solicitation requiring signature must be included in the bid.

Proposal Format: Proposal should be submitted in the following format and include all the requested information in a concise submission package.

a. Detailed description of methodology of providing debris management services.
b. Fee Proposals per instructions in Section III signed by responsible party.
c. Proposed Schedule of Minority and Women-owned Business Participation and Non-Discrimination statement.
d. Summary of qualification and experience.

PROPOSAL EVALUATION PROCESS

The City will conduct a comprehensive, fair and impartial evaluation of all Proposals received in response to this request for competitive sealed proposal as defined in this section.

An Evaluation and Selection Committee will be established to evaluate the Proposals and select a proposal which represents the best value to the City. The Evaluation and Selection Committee will be comprised of City personnel and any other persons as designated by the City. This Committee will determine the responsiveness and acceptability of each proposal. The Evaluation and Selection Committee may request additional information from Offerors.

The City will conduct a comprehensive, fair and impartial evaluation of all Proposals received in response to this RFP. Each Proposal received will first be analyzed to determine overall responsiveness and completeness to this RFP. Each Proposal will then be evaluated based on each of the criteria as outlined in Proposal Evaluation Criteria Factors, and after which identified as either reasonably qualified or unqualified. A Proposal will be declared unqualified if it clearly fails to demonstrate, in any of the listed areas, a standard that the City believes necessary to meet the requirements set forth in this RFP.

Following their review of all submitted Proposals, the Selection Committee may select a shortlist of the highest ranked reasonably-qualified Offerors. Shortlisted Offerors will be invited to present their Proposal to the Evaluation and Selection Committee.

The City may issue a request for clarification to the shortlisted firms requesting additional information or clarifications. This request will also invite each of the Offerors to give a formal presentation to the Evaluation and Selection Committee and outline the format of the presentation.

The purpose of the presentations will be to allow Offerors to further present their proposal and allow members of the Evaluation and Selection Committee to ask questions of the proposed project team.

PROPOSAL EVALUATION CRITERIA FACTORS

The following weighted criteria will be used to evaluate the Proposals for purposes of selecting the Offeror(s) to negotiate with or to shortlist.

Criteria Factors

- **Proposer's Qualifications and Experience, including Compliance** – Offeror shall clearly demonstrate its qualification and experience by including relevant experience of the business with government agencies. Compliance to functional requirements, technical competency, ease of use, compliance with published standards and specifications, additional functionality provided over and above minimum requirements, warranty, and innovative solutions, clear and complete responses to RFP. The extent in which the proposed meets the current and future needs of the City.
- **Methodology of Providing Debris Management Services –** Key development resources, key support resources, locations of support staff and experience of key resources. The availability and experience of the proposed development and support resources. Proximity and availability of support resources to assist City Staff or address issues.
- **Responsiveness of Proposal** –Development experience, availability of resources, documented development procedures, and references. The Offeror's experience in successfully developing and supporting like applications, commitment of key resources, and responses from references.
- **References** – The Contractor will provide the name, title, address and phone number of at least five (5) customers where the proposed services have been utilized of similar size and nature of operation.
- **Cost/Fees** – The total cost of the system, including warranty and support services over the life of the project (provide itemized and lump sum).

It is the Offeror's responsibility to effectively communicate their qualifications, services, and products to the City by thoroughly responding to each requirement contained in this RFP.

References

The Contractor will provide the name, title, address and phone number of at least five (5) customers where the proposed services have been utilized of similar size and nature of operation.

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

STORM DEBRIS REMOVAL SERVICES

SCOPE OF WORK

2.0 Overview of Scope of Work: The purpose of this Request for Proposal (the "RFP") is to establish guidelines and firm fees for Storm Debris Removal Services for the City of Charleston (the "City") in the event of a storm or other disaster.

It will be the responsibility of the contractor to research estimated quantities for categories listed on Price Proposal pages. This data should be based on history and experience with cities of comparable geographic composition. The City will average the quantities to achieve a set number for a total cost. Cost should be based on a Category 3 Wet Storm.

Under this contract, work shall consist of clearing and removing any and all "eligible" debris as defined by Federal Emergency Management Agency (FEMA) Publication 325, all applicable State and Federal Disaster-Specific Guidances (DSGs) and policies, and as directed by the City.

2.1 Scope of Services: The successful proposer shall provide the following services at a minimum:
Work shall include examining debris to determine whether or not debris is eligible, burnable or non-burnable; loading the debris; hauling debris to approved Debris Management Sites or landfill(s); reducing the debris; hauling the debris to an approved disposal facility; and dumping the debris at the dumpsite or landfill. Debris not defined as eligible by FEMA Publication 325 or State or Federal DSGs or policies, will not be loaded, hauled, or dumped under this contract unless written instructions are given to the Contractor by the City. It shall be the Contractor's responsibility to load, transport, reduce, and properly dispose of any and all disaster generated debris which is the result of the event under which the Contractor was issued a notice to proceed, unless otherwise directed by the City in writing. This includes, but is not limited to:

(1) Vegetative Debris:
- a. Damaged and disturbed trees, tree limbs, bushes, shrubs, and brush.
- b. Remains of standing trees which are clearly damaged beyond salvage.

(2) Construction and Demolition Debris:
- a. Building materials, including wood structural members, concrete blocks, window glass, structural siding, and roofing materials including shingles or metal roofing panels.
- b. Household debris, consisting of damaged furniture and appliances, flooring materials, and the like.
- c. Treated timber, plastic, rubber products, sheet rock, cloth items, and carpeting materials.
- d. Metal Debris - Various thicknesses of corrugated metal and other thin sheet metal products.

2.2 Description of Designated Area: The designated area for debris removal is bounded by the City limits and includes all public rights-of-way, easements, parks, squares, waterways, building sites, debris staging areas, and other public properties areas as designated by the City. Debris removal performed on these sites/areas shall be performed as identified by the City. The City may also authorize the Contractor to perform debris removal on non-City areas as designated in writing by the City.

2.3 All debris identified by the City shall be removed. The Contractor shall make two complete passes through the City, removing all debris along each street Right-of-Way (ROW). It is at the City's discretion whether to require a third pass to be performed by the Contractor. Partial removal of debris piles is strictly prohibited. The Contractor shall not move from one designated work area to another designated work area without prior approval from the City or its representative. Any eligible debris, such as fallen trees, which extends onto the ROW from private property, shall be cut at the point where it enters the ROW, and that part of the debris which lies within the ROW shall be removed. The Contractor shall not enter onto private property during the performance of this contract unless specifically authorized by the City, in writing.

2.4 The Contractor shall deliver debris to disposal sites that have been permitted to receive storm generated debris and adhere to all State, Local, and Federal regulations.

2.5 Debris shall be reasonably compacted into the hauling vehicle. No limbs shall be allowed to protrude more than 6" beyond the sides of the truck bed. Any debris extending above the top of the bed shall be secured in place so as to prevent it from falling off. Measures must be taken to avoid the blowing of debris out of the hauling vehicle during transport to the disposal site.

2.6 All debris will be mechanically loaded. Hauling vehicles that are hand loaded or that require mechanical assistance for dumping will not be permitted to dump at Debris Management Site, unless approved in advance by the City.

2.7 Loose leaves and small debris in excess of one-bushel basket shall be removed within the designated area. No debris shall be left on the road surface. No single piece of debris larger than six (6) inches in any dimension shall be left on site. Hand crews and rakes will be required.

2.8 The Contractor shall provide an on-site Project Manager to the City. The Project Manager shall provide a telephone number to the City with which he or she can be reached for the duration of the project. The Project Manager will be expected to have daily meetings with City representatives. Daily meeting topics will include, but not limited to, volume of debris collected, completion progress, local coordination, and damage repairs. Frequency of meetings may be adjusted by the City. The Proposer Project Manager must be available 24 hours/day, or as required by the City.

2.9 The City will provide the Contractor with Debris Management Sites. The Contractor shall be responsible for returning the Debris Management Site to its original condition, abiding by all State and Federal environmental regulatory requirements.

2.10 Debris Management Sites locations shall be determined: Once Debris Management Site locations are determined, the Contractor will be provided with address, GPS coordinates, and estimated acreage. Based on the severity of the disaster, the City may task the Contractor with locating additional sites available as Debris Management Sites.

2.11 The City does not warrant or guarantee the availability or use of any dump sites. The Contractor must coordinate directly with owners of all final disposal sites. All final disposal sites must be approved, in writing, by the City. The Contractor will remain legally responsible for the handling, reduction, and final haul-out and disposal of all reduced and unreduced debris.

Debris Management Site operations and remediation must comply with all Local, State, and Federal safety and environmental standards. Contractor reduction, handling, disposal, and remediation operations must be approved, in writing, by the City.

2.12 Payment for disposal costs such as tipping fees incurred by the Contractor at permitted disposal facilities, or other City-approved sites that meet Local, State, and Federal Regulations for disposal will be made at the cost incurred by the Contractor. The Contractor must furnish a copy of the invoice received by the disposal facility, all scale or load tickets issued by the disposal facility, and proof of Contractor payment to the disposal facility. In addition, the Contractor must that demonstrate competitive bidding for disposal services has been completed.

2.13 The Contractor shall conduct the work so as not to interfere with the disaster response and recovery activities of Federal, State, and local governments or agencies, or of any public utilities.

2.14 The City reserves the right to inspect the Debris Management Site, verify quantities, and review operations at any time.

2.15 Scope of Work:

(1) Emergency Road Clearance: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to clear and remove debris from the City roadways, and waterways, to make them passable immediately following a declared disaster event. All roadways designated by the City shall be clear and passable within (70) seventy working hours of the issuance of a notice to proceed from the City to conduct emergency roadway clearance work. Clearance of these roadways will be performed as identified by the City.

(2) ROW Vegetative Debris Removal: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs to pick up and transport vegetative debris existing in the City ROW to a City-approved Debris Management Site or other designated disposal facility. Vegetative debris existing in the City ROW is defined as debris resulting from a hurricane or other natural or man-made disaster which has been or will be placed along public ROWs, easements, City parks, alleys, City debris staging areas, and other areas as designated by the City.

For the purposes of this contract, vegetative debris which is piled in immediate close proximity to the actual legal street ROW, and which is accessible from the ROW line with loading equipment (i.e. not behind a fence or other physical obstacle) will be deemed to be on the ROW, and is to be removed. Removal of vegetative debris existing in the City will be performed as identified by the City.

Entry onto private property for the removal of vegetative hazards will only be permitted when directed by the City or its authorized representative. The City will provide specific Right-of-Entry legal and operational procedures.

(3) ROW Construction and Demolition Debris Removal: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs to pick up and transport Construction and Demolition debris existing in the City ROW to a City-approved Debris Management Site (DMS) or other designated disposal facility.

Construction and Demolition debris existing in the City ROW is defined as debris resulting from a hurricane or other natural disaster which has been or will be placed along public ROW, easements, City parks, alleys, and City debris staging areas. For the purposes of this contract, Construction and Demolition debris which is piled in immediate close proximity to the actual legal street ROW, and which is accessible from the ROW line with loading equipment (i.e. not behind a fence or other physical obstacle) will be deemed to be on the ROW, and is to be removed.

Removal of Construction and Demolition debris existing in the City ROW will be performed as identified by the City.

(4) Demolition, Removal, and Transport of Structures: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to demolish structures on private property within the jurisdictional limits of the City. Further, debris generated from the demolition of structures, as well as scattered Construction and Demolition debris on private property, will be transported to a City-approved Debris Management Site or other designated disposal facility.

Removal and transportation of demolished structures and scattered Construction and Demolition debris on private property will be performed as identified by the City.

Entry onto private property will only be permitted when directed by the City. The City will provide specific "Right-of-Entrance" legal and operational procedures. The Contractor is required to strictly adhere to any and all Local, State, and Federal regulatory requirements for the demolition of structures.

(5) Debris Management Site Management and Operations: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to manage and operate Debris Management Site(s) for the acceptance, management, segregation, and staging of disaster-related debris. A Debris Management Site layout and ingress and egress plan must be approved by the City. The management of Debris Management Site(s) includes assistance in obtaining necessary Local, State, and Federal Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

Debris at the Debris Management Site will be clearly segregated and managed according to the separately priced collection operations outlined in section 4, "Overview of Work of Scope Rate Schedule Items."

Included in Debris Management Site Management and Operation, the Contractor is responsible for:

a) Providing DMS traffic control.
b) Providing DMS dust control.
c) Providing 24-hour site security.
d) Providing a site safety plan

Contractor shall provide a tower from which the City or its authorized representative can make volumetric load calls. The tower provided by the Contractor will at a minimum meet the specifications provided in the Debris Site Tower Specifications of this procurement.

Contractor is responsible for operating the Debris Management Site in accordance with Occupational Health and Safety Administration ("OSHA") guidelines.

Upon completion of haul-out activities, Contractor shall remediate the site to pre-disaster condition at their own expense, abiding by all City, County, State and Federal environmental regulatory requirements, and obtain a written release from the City or its authorized representative.

(6) Grinding (Reduction of Storm-Generated Debris): Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm-generated debris by grinding. Reduction methods are at the discretion of the City. Grinding must be approved by the City prior to commencement of reduction activities.

All un-reduced storm debris must be staged separately at the DMS. Proposer must obtain approval to reduce Construction and Demolition debris from the City. If approved for reduction by City, Construction and Demolition debris must be reduced via grinding in order for the City to compensate the Contractor for reduction. Incineration or mauling of Construction and Demolition are not acceptable methods of Construction and Demolition reduction.

(7) Incineration (Reduction of Storm-Generated Debris): Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm-generated debris by incineration. Reduction methods (controlled open-air incineration and air curtain burning) are at the discretion of the City. Incineration must be approved by the City prior to commencement of reduction activities. All un-reduced storm debris must be staged separately at the Debris Management Site.

(8) Haul-Out of Reduced Debris to Final Disposal Site: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to pick up and transport reduced material existing at a City-approved Debris Management Site to a final disposal facility.

All un-reduced storm debris must be transported to a final disposal facility separately from reduced debris.

(9) Removal of Hazardous Leaning Trees and Hanging Limbs: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to remove all hazardous trees (12) twelve inches or greater in diameter, measured (3) three feet from the base of the tree or chest height and hanging limbs (2) two inches or greater in diameter existing in the City ROW. Further, debris generated from the removal of hazardous trees and hanging limbs (2) two inches or greater existing in the City ROW will be placed in the safest possible location on the ROW and subsequently removed in accordance with 2.15 (2) under the terms, conditions, and procedure described in "ROW Vegetative Debris Removal." Hazardous leaning trees less than (12) inches in diameter, measured (3) three feet from the base of the tree or at chest height, will be flush cut, loaded, and removed in accordance with 2.15, (2). The City will not compensate the Contractor for leaning trees less than (12) twelve inches in diameter on a unit rate basis.

Removal and transportation of hazardous trees (12) twelve inches or greater in diameter and hanging limbs (2) two inches or greater in diameter existing in the City ROW and private property will be performed as identified by the City. All disaster specific eligibility guidelines regarding size and diameter of leaning trees will be communicated to the Contractor, in writing, by the City. In order for leaning or hazardous trees to be removed and eligible for reimbursement, the tree must satisfy a minimum of (1) one of the following requirements:

a) The tree is leaning in excess of 30 degrees in a direction that poses an immediate threat to public health, welfare, and safety.
b) The tree is dead, twisted, or mangled as a direct result of the storm and a certified Arborist can attest to the fact that the tree will die, and potentially create a falling hazard to the public.

(10) Removal of Hazardous Stumps: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to remove all hazardous uprooted stumps (24) twenty-four inches or greater in diameter, measured (24) twenty-four inches from the base of the tree existing in the City ROW. Further, debris generated from the removal of uprooted stumps existing in the City ROW will be placed in the safest possible location on the ROW and subsequently removed in accordance with 2.15, (2) under the terms, conditions, and procedure described in "ROW Vegetative Debris Removal." Stumps measured (24) twenty-four inches from the base of the tree and less than (24) twenty-four inches in diameter will be considered normal vegetative debris and removed in accordance with 2.15, (2). The City will not compensate hazardous stumps less than (24) twenty-four inches in diameter on a unit rate basis and instead will be considered normal vegetative debris. The diameter of stumps less than (24) inches will be converted into a cubic yardage volume based on the published FEMA stump conversion table (See 2.15).

Removal and transportation of hazardous uprooted stumps existing in the City ROW and private property will be performed as identified by the City. All disaster specific eligibility guidelines regarding size and diameter of hazardous stumps will be communicated to the Contractor, in writing, by the City. In order for hazardous stumps to be removed and eligible for reimbursement, the stump must satisfy the following requirement:

(a) Over 50% of the tree crown is damaged or broken and heartwood is exposed.
(b) Tree stumps that are not attached to the ground will be considered normal vegetative debris and subject to removal under the terms and conditions of 2.1. The cubic yard volume of the unattached stump will be based off of the diameter conversion using the published FEMA stump conversion table (See Attachment 1 – FEMA Stump Conversion Table). The City or Its representative will measure and certify all stumps before removal.

(11) Household Hazardous Waste Removal, Transport, and Disposal: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary for the removal, transportation, and disposal of Household Hazardous Waste (HHW). The removal, transportation, and disposal of HHW includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(12) Abandoned Vehicle Removal: Under this contract, work shall consist of the removal and haul out of abandoned vehicles in areas identified and approved by the City. The removed vehicles will be hauled to a City-approved staging area and subsequently disposed of by the appropriate regulatory agency.

The removal, transportation, and disposal of Abandoned Vehicle Removal includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(13) Animal Carcass Removal and Disposal: Under this contract, work shall consist of the removal of animal carcasses in areas identified and approved by the City. The carcasses will be hauled to a City-approved staging area and subsequently disposed of by the appropriate regulatory agency.

The removal, transportation, and disposal of Animal Carcasses includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(14) ROW White Goods Debris Removal: Under this contract, work shall consist of all labor, equipment, fuel and miscellaneous costs associated with the removal of, transportation, and disposal of White Goods. White Goods containing refrigerants will be hauled to a City-approved staging area where certified technicians will remove the refrigerants.

The removal, transportation, and disposal of White Goods includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(15) Freon Removal: Under this contract, work shall consist of the removal and disposal of refrigerants from items containing Freon in areas identified and approved by the City. The Freon containing items will be hauled to a City-approved staging area under the terms and conditions of 2.1 and subsequently the Freon will be removed and disposed of by a certified technician before the unit is recycled or disposed.

The removal and disposal of Freon includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(16) Asbestos Removal: Under this contract, work shall consist of all labor, equipment, fuel and miscellaneous costs associated with the removal of, transportation, and disposal of Asbestos.

The removal, transportation, and disposal of Asbestos includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

2.16 Use of Local Resources: As per the Robert T. Stafford Act and FEMA regulations, the Contractor will encourage the utilization of resources located within the disaster area, including

but not limited to, procuring supplies and equipment, awarding subcontracts, and employing workers.

2.17 Working Hours: Monday through Sunday, the Contract hours shall only be during daylight hours or as otherwise directed by the City. No work outside these hours shall be allowed unless approved in advance by the City.

2.18 Debris Site Tower Specifications: The Contractor shall provide a minimum of one tower at each dumpsite for the use of the City representatives during their inspection of dumping operations. If ingress and egress of a Debris Management Site is of significant distance that the City or Its representative are unable to verify the entering and exiting trucks, then the Contractor may be required to provide a second tower. The inspection platform of the tower shall be constructed at a minimum height of 10 feet from surrounding grade to finish floor level, have a minimum (8) eight feet by (8) eight feet of usable floor area, be covered by a roof with (2) two feet overhangs on all sides, and be provided with appropriate railings and a stairway. Platform shall be enclosed, starting from platform floor level and extending up (4) four feet on all (4) four sides. The expense incurred by the Contractor for the construction of towers is an overhead expense contemplated as part of the Proposer's compensation under the terms and conditions of section 2.15 (5).

2.19 The Contractor shall provide a minimum of one portable toilet at each dumpsite for the use of the City representatives during their inspection of dumping operations. The toilet shall be provided prior to the start of any dumping operations and kept in a sanitary condition by the Contractor throughout the duration of dumping operations. The expense incurred by the Contractor for the operation of portable toilets is an overhead expense contemplated as part of the Contractor's compensation under the terms and conditions of section 2.15 (5).

2.20 Care shall be taken to place the tower at a sufficient distance away from any reduction operations. If necessary, dumping operations may be temporarily suspended by the City due to unsuitable conditions at the tower.

2.21 Equipment: All trucks and other equipment must be in compliance with all applicable Federal, State, tribal, and local rules and regulations. Any truck used to haul debris must be capable of rapidly dumping its load without the assistance of other equipment, be equipped with a tailgate that will effectively contain the debris during transport and permit the truck to be filled to capacity.

> 2.21(a) Equipment: Special note is brought to the Contractor's attention that debris removal within waterways may require specialized equipment to reach and remove floating debris and/or debris jams within the portion of a waterway containing standing or flowing water.

2.22 Sideboards or other extensions to the bed are allowable provided they meet all applicable rules and regulations, cover the front and both sides, and are constructed in a manner to withstand severe operating conditions. The sideboards are to be constructed of (2) two inch by (6) six inch boards or greater and not to extend more than (2) two feet above the metal bedsides. In order to ensure compliance, equipment will be inspected by authorized City representatives prior to its use by the Contractor.

2.23 Trucks or equipment designated for use under this contract shall not be used for any other work during the working hours of this contract. The Contractor shall not solicit work from private citizens or others to be performed in the designated work area during the period of this contract. Under no circumstances will the Proposer mix debris hauled for others with debris hauled under this contract.

2.24 Equipment used under this contract shall be rubber tired and sized properly to fit loading conditions. Excessive size equipment (100 CY and up) and non-rubber tired equipment must be approved for use on the road by the City.

2.25 Hand loaded vehicles are prohibited unless pre-authorized, in writing, by the City, following the event. All hand-loaded vehicles will receive an automatic 50% deduction for lack of compaction.

2.26 Traffic Control: The Contractor shall provide, erect and maintain all necessary barricades, suitable and sufficient lights, danger signals, signs and other traffic control devices at all Contractor work areas.

2.27 The Contractor shall provide qualified flag personnel where necessary to direct traffic and shall take all necessary precautions for the protection of the work and the safety of the public.

2.28 Highways, streets or parts of the work closed to through traffic shall be protected by effective barricades and obstructions shall be illuminated during the hours from sunset to sunrise. Suitable warning signs shall be provided to properly control and direct traffic.

2.29 All barricades, warning signs, lights, temporary signals, other protective devices, flag persons and signaling devices shall conform to the minimum requirements as set out in the Manual on Uniform Traffic Control Devices for Streets and Highways, Part VI, prepared by the National Joint Committee on Uniform Traffic Control Devices and current at the time bids are received.

2.30 The expenses incurred by the Contractor for items listed in this Request for Proposal shall be compensated under the terms and conditions of section 2.15 (5).

2.31 Damage to Public or Private Property: The Contractor is responsible for all damage, injury, or loss to any property and shall restore all disturbed areas to their original condition, including re-grading, use of rye grass and permanent grass, and any other means determined to be necessary.

2.32 The Contractor's failure to restore damage to public or private property to the satisfaction of the City will result in the City withholding retainer money in an amount sufficient to make necessary repairs.

2.33 Existing Utilities: Some trees and debris which are to be removed under this contract may be blocked or entangled with overhead power, telephone, and television cables. In this case, it shall be the Contractor's responsibility to coordinate directly with the utility owners to arrange for the removal of the debris without damage to the overhead and underground utility lines. The Contractor shall pay all such costs to the utility company for any adjustments.

2.34 The Contractor shall make the necessary repairs or pay all costs incurred to repair damaged utilities, as determined by the affected utility company. Repairs to all municipal and privately owned water and sewer facilities shall be made by the Contractor.

2.35 Environmental Protection: All chemicals of whatever nature used during project construction or furnished for project operation must show EPA or USDA approval certification. Their use and disposal of all residues shall be in strict compliance with instructions.

2.36 The Contractor shall, at its own expense, ensure that noise and dust pollution is minimized to comply with all Local and State ordinances and be approved by the City. The Contractor shall comply in a timely manner with all directions of the City regarding the use of a water truck or other approved dust abatement measures.

2.37 The Contractor shall comply with all Laws, Rules, Regulations and Ordinances regarding environmental protection.

2.38 Documentation and Measurement: Prior to beginning any work, the City, or Its representative, shall clearly number each truck hauling debris or piece of equipment loading debris. All vehicles must be certified by the City, or its representative, prior to debris collection. If a vehicle is working under multiple contracts or for multiple communities, it must be re-certified by an authorized City representative each time it returns to work from other contracts or communities.

2.39 The Contractor is responsible for ensuring that all subcontractors maintain valid driver's licenses, valid insurance, business licenses and that all of their equipment is legally fit for travel on the road.

2.40 The Contractor shall designate one project manager. The representative shall provide a telephone number to the City with which he or she can be reached throughout the duration of the project.

2.41 "Load tickets" will be provided by the City or Its representative for recording volumes of debris removal. Each ticket shall consist of one original and four duplicates. Load tickets will be issued by an authorized representative of the City at the loading site. The City representative will keep one copy and give four copies to the vehicle operator. Upon arrival at the dumpsite, the vehicle operator will give the four copies to the City representative at the dumpsite. Trucks with less than full capacities will be adjusted down by visual inspection. This determination will be made by the City representative present at the dumpsite. The City representative will validate, enter the estimated debris quantity, and sign the tickets. The City will keep the original copy and the three remaining duplicate copies will be returned to the vehicle operator for the Proposer's records. The Contractor shall give written notice of the location for work scheduled 24 hours in advance. This information will be shared with other response and recovery personnel operating in the area through situation reports and new releases when necessary.

2.42 City Responsibilities: City responsibilities will vary depending on the type and magnitude of the disaster. The City, at a minimum, will be responsible for the following:

a) Coordination of collection activities with Contractor.
b) Suitable debris management site activities.
c) Promotion of debris management activities.

d) Educational materials.
e) Submittal of post-collection data reports.
f) Recruitment and coordination of volunteers.
g) Coordination with local police, fire, EMS and other appropriate agencies.
h) Provision of emergency contact information.

2.43 Proposal Format: Proposals shall be submitted in the following format and include the all requested information in a concise submission package.

a) Detailed description of methodology of providing debris management services.
b) Fee Proposals per instructions in Section III signed by responsible party.
c) Proposed Schedule of Minority and Women-owned Business Participation and Non-Discrimination statement.
d) Summary of qualifications and experience.

2.44 Contacts: Proposers must submit proposals in accordance with the instructions contained in this RFP. All requested information must be submitted with the proposal. Instructions for preparation and submission of proposals are contained in this package. All questions regarding this request for proposal should be submitted in writing and emailed to the person listed on the summary event page as the primary contact.

2.45 The City reserves the right to award primary, secondary and/or tertiary contract if deemed advantageous.

2.46 Methodology of Providing Debris Management Services: Each proposer shall submit examples from recent disasters in which the proposer has established a methodology for providing debris management on behalf of a client in a Federally Declared Disaster in which Public Assistance was granted for debris removal

2.47 Qualifications: Each proposer shall submit a summary of their qualifications and experience of similar services as described. Qualifications will be evaluated based on documented performance in a Federally Declared Disaster(s) with a letter of support from impacted jurisdiction which contracted with the proposer for debris removal services.

2.48 References: The Contractor will provide the name, title, address and phone number of at least five (5) customers where the proposed services have been utilized of similar size and nature of operation.

2.49 Contract Period: The award resulting from this RFP will be a one-year contract with prices to be held firm for that period with an option to renew for four additional one-year periods if all terms and conditions remain unchanged and both parties so agree.

2.50 Insurance Requirements:

2.50.1 Comprehensive General Liability: The Contractor shall carry comprehensive general liability on an occurrence form with no "x, c or u" exclusions with the following minimum limits:

- Each occurrence - $1,000,000
- Damage to Rented Premises - $50,000
- Medical Expense - $5,000
- Personal & Advertising Injury - $1,000,000

- General Aggregate - $2,000,000
- Products – Completed Operations Aggregate - $2,000,000

General aggregate shall apply on a per project basis

The Contractor will provide a Certificate of Insurance reflecting required coverage.

A waiver of subrogation endorsement to the policy in favor of the City shall also be provided and attached to the certificate.

A (30) day notice of cancellation in favor of the City must be endorsed to policy and attached to the certificate

2.50.2 Commercial Automobile Liability: The automobile policy must include coverage for owned, non-owned and hired automobiles:
- Minimum limits are $1,000,000
- The Contractor will provide a Certificate of Insurance reflecting required coverage.
- A waiver of subrogation endorsement to the policy in favor of the City shall also be provided and attached to the certificate.
- A (30) day notice of cancellation in favor of the City must be endorsed to policy and attached to the certificate.

2.50.3 Workers Compensation: Contractor shall carry a workers' compensation policy including all statutory coverage required by South Carolina state law.

Minimum employer's liability limits:
- $500,000 each accident
- $500, 000 each employee (disease)
- $500, 000 policy limit (disease)

The Contractor will provide a Certificate of Insurance reflecting required coverage.

A waiver of subrogation endorsement to the policy in favor of the City shall also be provided and attached to the certificate

A (30) day notice of cancellation in favor of the City must be endorsed to policy and attached to the certificate

2.50.4 Umbrella/Excess Liability: The Contractor shall carry an umbrella/excess liability policy which must follow form over underlying policies: general liability, auto liability and employer's liability.

Minimum limits:
- $1,000,000 per occurrence
- $1,000,000 aggregate

The Contractor will provide a Certificate of Insurance reflecting required coverage.
Waiver of subrogation endorsement to the policy in favor of the City shall also be provided and attached to the certificate.

A (30) day notice of cancellation in favor of the City must be endorsed to policy and attached to the certificate

2.50.4 General
All insurance shall be placed with South Carolina admitted carriers with a current Best's rating of A (minus), X, or better

Any modifications to specifications must be approved by the City

SECTION III
FEE PROPOSAL

I have read and understand the requirements of this request for proposal Event# 1508 and agree to provide the required services in accordance with this proposal and all attachments, exhibits, etc. The proposed fees shall include all labor, material and equipment to deliver and provide the equipment and services as outlined in the RFP and should include any travel or per diem expenses and any other miscellaneous expense involved. The fee for providing the required equipment and services are:

SCHEDULE 1 – HOURLY EQUIPMENT AND LABOR PRICE SCHEDULE
Equipment Type – (As per Specification 2.21-2.25) Hourly Equipment Rate
Bobcat Loader
Bucket Truck w/Operator
Crash Truck w/Impact Attenuator
Dozer, Tracked, D5 or similar
Dozer, Tracked, D6 or similar
Dozer, Tracked, D7 or similar
Dozer, Tracked, D8 or similar
Dump Truck, 18 CY-20 CY
Dump Truck, 21 CY-30 CY
Generator and Lighting
Grader w/12' Blade
Hydraulic Excavator, 1.5 CY
Hydraulic Excavator, 2.5 CY
Knuckleboom Loader
Lowboy Trailer w/Tractor
Mobile Crane (Adequate for hanging limbs/leaning trees)
Pickup Truck, .5 Ton
Truck, Flatbed
Water Truck
Wheel Loader, 2.5 CY, 950 or similar
Wheel Loader, 3.5 – 4.0 CY, 966 or similar
Wheel Loader, 4.5 CY, 980 or similar
Wheel Loader-Backhoe, 1.0 – 1.5 CY
Other – Please List
Labor Category Hourly Labor Rate
Operations Manager w/Cell Phone and Pickup
Crew Foreman w/Cell Phone and Pickup
Tree Climber/Chainsaw
Laborer w/Chain Saw

Laborer w/small tools, traffic control, or flag-person

SCHEDULE 2 - UNIT RATE PRICE SCHEDULE

Refer to Section No. 2.15 of the RFP

1. ROW Vegetative Debris Removal (Collect & Haul) $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of pick and transport of vegetative debris on the ROW to a City-approved DMS or other designated disposal facility.

2. ROW Construction & Demolition Debris Removal (Collect & Haul) $ Per Cubic Yard Estimated Cubic-Yards Total
Work consists of pick and transport of C&D debris on the ROW to a City-approved DMS or other designated disposal facility.

3. Demolition, Removal, and Transport of Structures $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to demolish structures on private property.

4. DMS Management and Operations $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of the management and operation of DMS' for acceptance, management, segregation, and staging of disaster related debris.

5. Reduction of Storm Generated Debris by Grinding $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by grinding.

6. Reduction of Storm Generated Debris by Incineration $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by incineration.

7. Haul-out of Reduced Debris to Final Disposal Site
$ Per Cubic Yard
Estimated Cubic-Yards
Total
Work consists of pick up and transport of reduced debris at a City-approved DMS to a final disposal facility

8. Removal of Hazardous Leaning Trees and Hanging Limbs $ Per Tree Estimated Trees Total Work consists of removing hazardous leaning or hanging limbs and placing them on the ROW for haul-off.

a. 12 inch to 23.99-inch diameter
b. 24 inch to 35.99-inch diameter
c. 36 inch to 47.99-inch diameter
d. 48 inch and larger diameter

Hanger Removal (per Tree)

9. Removal of Hazardous Stumps
$ Per Stump
Estimated Stumps Total Work consists of removing hazardous stumps and placing them on the ROW for haul off.

a. 24 inch to 35.99-inch diameter
b. 36 inch to 47.99-inch diameter
c. 48 inch and larger diameter

10. Household Hazardous Waste Removal, Transport, and Disposal
$ Per Pound Estimated Pounds Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Household Hazardous Waste.

11. Abandoned Vehicle Removal $ Per Unit Estimated Units Total Work consists of the removal of abandoned vehicles in areas identified and approved by the City and subsequently transported to a City-approved staging area.

12. Animal Carcass Removal and Disposal $ Per Unit Estimated Units Total Work consists of the removal of animal carcasses in areas identified and approved by the City and subsequently transported to a City-approved staging area.

13. ROW White Goods Debris Removal (Collect & Haul) $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of White Goods.

14. Freon Removal $ Per Unit Estimated Units Total Work consists of the recovery and disposal of refrigerants from items containing Freon.

15. Asbestos Removal $ Per Cubic Yard Estimated Pounds Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Asbestos.

Total Estimated Contract Price

Storm Debris Removal 2019

Please do not forget to include the Unit Rate Price Schedule.

Total-$_____

SUBMITTED BY: _____

PROPOSER: _____

SIGNED: _____

NAME (PRINT): _____

ADDRESS: _____

CITY/STATE: _____ZIP_____

TELEPHONE: (_____) _____ Area Code FAX: (_____) _____
Area Code Area Code

INDICATE MINORITY OWNERSHIP STATUS OF BIDDER (FOR STATISTICAL PURPOSES ONLY):

CHECK ONE:

_____ NON-MINORITY OWNED

_____ ASIAN AMERICAN _____ AFRICAN AMERICAN _____ AMERICAN INDIAN

_____ HISPANIC _____ OTHER MINORITY Describe_____

_____ WOMAN (non-minority)

NON-DISCRIMINATION STATEMENT

The proposer certifies that:

(1) No person shall be excluded from participation in, denied the benefit of, or otherwise discriminated against on the basis of age, sex, race, disability, national origin, religion, sexual orientation or gender identity in connection with any bid submitted to the City of Charleston or the performance of any contract resulting therefrom; (See #51 on page 12).

(2) That it is and shall be the policy of this Company to provide equal opportunity to all business persons seeking to contract or otherwise interested in contracting with this Company, including those companies owned and controlled by racial minorities, cultural minorities, and women;

(3) In connection herewith, we acknowledge and warrant that this Company has been made aware of, understands and agrees to take affirmative action to provide such companies with the maximum practicable opportunities to do business with this Company;

(4) That this promise of non-discrimination as made and set forth herein shall be continuing in nature and shall remain in full force and effect without interruption;

(5) That the promises of non-discrimination as made and set forth herein shall be and are hereby deemed to be made as part of and incorporated by reference into any contract or portion thereof which this Company may hereafter obtain and;

(6) That the failure of this Company to satisfactorily discharge any of the promises of non-discrimination as made and set forth herein shall constitute a material breach of contract entitling the City of Charleston to declare the contract in default and to exercise any and all applicable rights and remedies including but not limited to cancellation of the contract, termination of the contract, suspension and debarment from future contracting opportunities, and withholding and or forfeiture of compensation due and owing on a contract.

_____ _____

Signature Title

Note: The Minority/Woman-Owned Business Office is available to identify qualified M/WBE's. Please contact the Office at (843) 724-7434. This form may be copied as needed. The City of Charleston has also posted a list of registered M/WBE's on its website at http://www.charleston-sc.gov/bidline.

Vendor's Checklist

1. Did you provide required information and sign the front page of the solicitation?
   ____ Yes ____ No

2. Did you sign the Certificate of Familiarity form?
   ____ Yes ____ No

3. Did you sign the City of Charleston M/WBE Compliance Provisions forms?
   ____ Yes ____ No

4. Did you sign the applicable Affidavit?
   ____ Yes ____ No

5. Did you mark your "Original" Bid and provide the required # of copies?
   ____ Yes ____ No

6. Did you complete and include all pricing sheets?
   ____ Yes ____ No

7. Did you include the required references?
   ____ Yes ____ No

8. Did you provide a copy of insurance and all other documentation requested?
   ____ Yes ____ No

9. Did you include and sign any addenda?
   ____ Yes ____ No

10. Did you double check to make sure you have included everything that is requested?
    ____ Yes ____ No

If you have any concerns, please do not wait until after opening to raise them. **At that point, it is too late. If this solicitation includes a pre-bid conference or a question & answer period, raise your questions during this time.** Please read the bid carefully.

This checklist is included only as a reminder to help Bidders avoid common mistakes. Responsiveness will be evaluated against the solicitation, ***not*** against this checklist. You do not need to return this checklist with your response.

EXHIBIT B

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #1 – Q&A

T: (843) 724-7314
F: (843) 720-3872

DATE: August 1, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #1 to the solicitation is being made for the following reasons:

Q-1 **Regarding RFP #19-P019R, are we to add disposal fees to our price proposal or are tipping fees a passthrough?**

A-1 Yes, Please include disposal fees in the quote.

Q-2 **Please explain specifically how the pricing of one proposal will be evaluated against the pricing from another proposal, including the answer to these questions:**

a. **Will Schedule 1 – Hourly Equipment and Labor Price Schedule be evaluated?**

b. **Will each pricing proposal be analyzed and refined to become one total number which can then be compared to the other proposals?**

c. **Will extended totals (unit price multiplied by estimated quantity) be used to evaluate pricing, and if so, what estimated quantities and what line items will be used to derive the extended totals that will be evaluated?**

d. **Will all pricing line items be evaluated equally or will some line items receive more importance in the evaluation?**

A-2
A. Yes
B. Yes
C. No
D. Yes

Q-3 Who will provide the locations of the Debris Management sites (DMS)?

A-3 The City of Charleston has a list of approved sites for storage and Grinding and will provide

Q-4 Is there an existing contract similar to this in place or previously in place? Are the bid tabulations available?

A-4 This will be the first contract like this for the City.

Q-5 Does the City have a Debris Management Plan? If so, how can we obtain a copy?

A-5 No. Currently there is no plan.

Q-6 Has the City identified any DMS? If so, where are they located?

A-6 McMahon Playgound, Charleston Peninsula – Storage and Grinding
Bees Landing Recreational Complex, West Ashley – Storage and Grinding
Ackerman Park, West Ashley – Storage and Grinding
West Ashley Park, West Ashley – Storage and Grinding
Harmon and Herbert St, Charleston Peninsula – Storage and Grinding
Johns Island Park, Johns Island – Storage and Grinding
Governors Park, Daniel Island – Storage and Grinding

Q-7 Which landfill will be the final destination for C&D Debris?

A-7 TBD

Q-8 P.2 states that all pages that require a signature must be included with the bid. Do we include the No Bid for with N/A at the top with no signature to be compliant with the above?

A-8 Any forms that are not applicable to you, do not have to be turned in. Example: No Bid Form, Affidavits that don't apply to you for this RFP.

Q-9 Will Schedule 1 Hourly Equipment and Labor Price Schedule be included in the evaluation in terms of cost? Does it carry the same weight as Schedule 2 Unit Rate Price Schedule? Will all line items be used to form a grand total of unit rates and that number be used to evaluate the proposals in terms of cost?

A-9 Everything will be considered. Please see question 2.

Q-10 Are we to add all line items in Schedule 1 and 2 to form a sum of all unit rates to be used on page 45 for the Total Estimated Contract Price?

A-10 You should include this in the cost of your per unit price that you provide us on page 45.

Q-11 Will the City consider providing the Fee Schedule in a Table Format or an Excel spreadsheet so the line item pricing does not get confused between the various line items?

A-11 No they city will not provide this.

Q-12 Schedule 2 – Line items 1 – 15 asks for an estimated quantity of each unit – are we to enter a value here? Are we to use a value of 1?

A-12 Yes, please base it off of 1.

Q-13 In regard to the "Schedule 2 – Unit Price Schedule" located on page 43 & 44: In order to provide the most accurate quote, would you please provide the location(s) that the City of Charleston will be using as a City approved DMS or other approved designated disposal facility to address the items described in #1, #2, #7, #10, #11, #12, #13, #14, #15 of "Schedule 2 – Unit Price Schedule"?

A-13 Please see answer to question 6 for locations.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

_____ _____

Signature of Acknowledgement Date

_____

Company Name

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #2 – Q&A Clarification

T: (843) 724-7314
F: (843) 720-3872

DATE: August 1, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #2 to the solicitation is being made for the following reasons:

Q-1 **The Scope of Work Number 2.12 found on page 32 of the RFP clearly states that disposal fees/tipping will be a pass through expense. This typically means that disposal fees are not included in the proposed rates. Tip fees typically negotiated at a discounted rate from the posted daily gate rate post-event. The City will not be able to benefit from possible lower disposal fees if disposal fees are to be included in the proposed rates. We will also not be able to guarantee disposal rates for the term of the contract.**

How will the City treat increased disposal fees should the contract be activated and landfill rates are increased?
Please confirm that the City is now requesting disposal fees to be included in the proposed rates and not to be treated as a pass through expense.

A-1 There will be no pass through fees as we are not eligible for this during an event. Please include all disposal fees.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

_____ _____
Signature of Acknowledgement Date

_____
Company Name

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #3 – Q&A Clarification

T: (843) 724-7314
F: (843) 720-3872

DATE: August 5, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #3 to the solicitation is being made for the following reasons:

Q-1 **Can you please elaborate upon your answer on addendum 2 relative to disposal fees where you state "we are not eligible for this during an event." pass thru costs pertaining to disposal fees are not only FEMA eligible, a pass thru mechanism is common and preferred. Contractors performing load and haul activity have no control over movement of disposal fees by landfills; therefore, a "pass through" is the only equitable way to treat disposal fees. Depending on clarification of your initial answer, we respectfully request that you consider your response to addendum 2.**

A-1 We meant that we are not eligible to use the county landfill on Bee's Ferry Rd during an event and you would need to include disposal fees.

Q-2 **Often there are different disposal fees associated with Vegetative Debris & C&D Debris. Will the City consider modifying line item 7 to add for haul out of reduce vegetative debris as a line item and haul out of reduced C&D Debris as a separate line item. If not can we list two separate rates one for veg and one for C&D Debris on line item 7. If listing both rates for line item 7 are we to include both rates in the grand total of all unit rates?**

A-2 Please list the two as separate rates and include in the grand total of all unit rates.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

_____ _____
Signature of Acknowledgement Date

_____
Company Name

EXHIBIT C

INSURANCE REQUIREMENTS

Contractors working for the City of Charleston are required to procure and maintain for the duration of their contract with the City insurance against claims for injuries to persons or damages to property which may arise from or in connection with work performed by the Contractor, his agents, representatives, employees or Subcontractors. The cost of such insurance shall be the responsibility of the Contractor.

A. The Contractor shall carry liability insurance with a reliable company licensed to do business in South Carolina. Coverage shall be at least broad as:

   1. Insurance Services Office Commercial General Liability Coverage Form ("occurrence") CG 00 01 10 93.

   2. Insurance Services Office Business Auto Coverage Form CA 00 01 6 92 covering automobile liability, code 1 "any auto".

B. Contractor shall carry workers' compensation as required by the State of South Carolina and Employers Liability insurance (including applicable occupation disease provisions and all state endorsements.)

C. Contractor shall maintain limits no less than the following:

   1. **GENERAL LIABILITY**: $1,000,000 combined single limit per occurrence for bodily injury, property damage, and personal injury with a $2,000,000 general aggregate limit.

   2. **AUTOMOBILE LIABILITY**: $1,000,000 combined single limit per accident for bodily injury and property damage.

   3. **WORKERS' COMPENSATION**: Statutory limits are required by South Carolina state law, and employer's liability limits of $100,000 per accident.

   4. **PROFESSIONAL LIABILITY**: $1,000,000 per claim/$1,000,000 aggregate limit, with a deductible of $20,000.

      Contractor shall obtain and maintain a professional liability insurance policy covering the performance of the professional services specified in this agreement. Evidence of such insurance shall be satisfactory in form and content to the owner, the City. This coverage shall be maintained through the duration of this project and for a minimum of 1 year after substantial completion of the project as determined by the City.

      The Contractor and any of its subcontractors will cause the professional liability insurance required in this paragraph C.4:
      (a) to be excess insurance over any project professional liability policy, and

(b) to be primary insurance in the event the project insurance described in Paragraph E is canceled or not maintained, in the event the policy's limits of liability are exhausted, or if the policy expires.

D. Required policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverages

The City of Charleston, its officials, employees and volunteers are to be covered as additional insureds as respects: Liability arising out of activities performed by or on behalf of the Contractors; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the City of Charleston, its officials, employees or volunteers. To accomplish this objective, the City of Charleston shall be named as an additional insured under the Contractor's general liability policy by attaching Insurance Services Office Commercial General Liability Endorsement CG2010 10 93 (Additional Insured - Owners, Lessees or Contractors - Form B) or its equivalent. Contractors' insurance coverage shall be primary insurance as respects the City of Charleston, its officials, employees and volunteers. Any insurance or self-insurance maintained by the City of Charleston, its officials, employees, or volunteers shall be in excess of the Contractor's insurance and shall not be required to contribute. To accomplish this objective, the following wording should be incorporated in the previously referenced additional insured endorsement.

Other Insurance: This insurance is primary, and our obligations are not affected by any other insurance carried by the additional insured whether primary, excess, contingent or on any other basis.

Any failure to comply with reporting provisions of the Contractor's policies shall not affect coverage provided to the City of Charleston, its officials, employees or volunteers.

2. Workers' Compensation

The Contractor shall agree to waive all rights of subrogation against the City of Charleston, its officials, employees and volunteers for losses arising from work performed by the Contractor for the City of Charleston.

E. Any deductibles or self-insured retentions shall be the responsibility of the Contractor.

F. Each insured policy required by the City of Charleston shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the City of Charleston.

G. All coverages for Subcontractors shall be subject to all the requirements stated herein.

H. Insurance must be placed with an approved insurance company with current Best's rating of A+, A, or A-. Exceptions to this requirement must be approved in writing by the Department of Risk Management.

I. Contractor shall furnish the City of Charleston with Certificates of Insurance noting the endorsements. The Certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements are to be received and approved by the City of Charleston, Procurement Division, before work commences. The City of Charleston reserves the right to require complete, certified copies of all required insurance policies, at any time.

Required certificates should be mailed to:

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

EXHIBIT D

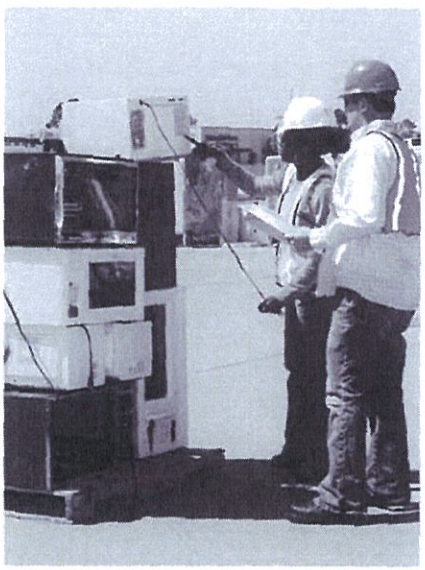
Unbound Original + USB

City of Charleston, SC

RFP 19-P019R

"Storm Debris Removal Services"

Thursday, August 15, 2019 @ 2:00 pm



CROWDER GULF

CrowderGulf is committed to protecting and preserving our environment. As part of this effort, our proposal is on recycled paper.

John Ramsay, President & CEO
5435 Business Parkway
Theodore, Alabama 36582
800-992-6207 Phone
251-459-7433 Fax
jramsay@crowdergulf.com
www.crowdergulf.com

CrowderGulf

Disaster Recovery and Debris Management

5435 Business Parkway
Theodore, Alabama 36582

Office: (800) 992-6207
Fax: (251) 459-7433

August 14, 2019

City of Charleston
Procurement Division
Attn: Robin B. Robinson
75 Calhoun Street, Suite 3500
Charleston, South Carolina 29401

RFP for Storm Debris Removal Services

CrowderGulf is pleased to submit the enclosed proposal as a firm and irrevocable offer in response to the RFP for **Storm Debris Removal Services** referenced above and in accordance with the terms and conditions set forth in that request.

As you know, CrowderGulf is a national full-service debris management firm with over fifty (50) years' experience in helping communities like the City of Charleston recover from disasters. Having managed successful debris clean-up operations in sixteen (16) states including South Carolina, we have developed one of the most capable recovery management teams in the United States. The completion of **over four hundred-eighty-five (485) disaster recovery projects** and success in removing, reducing and disposing of **over three hundred and sixty-five million (365,000,000) cubic yards of debris** is testament to our ability to meet the scope of work established by the City and further illustrates the qualifications of the CrowderGulf Team.

CrowderGulf's Regional Manager Barrett Holmes will work with the City and be the point of contact for training and other needs you may have throughout the contract term. We recognize that an efficient, orderly and safe debris management operation can only be achieved by experienced on-site personnel. You will find our team fully knowledgeable in all aspects of debris clean-up from operational methodology to quality control and FEMA public assistance reimbursements. This is why we can assure the City that CrowderGulf will complete its debris removal, reduction and disposal in a minimum time frame and in an environmentally safe and practical manner and meet and or exceed all timeline specifications. Our large cadre of experienced local and regional subcontractors are also prepared to respond rapidly to the needs of the City in the event of an activation. If at any time, you need Mr. Holmes, he can be reached at (864) 569-6611 or email: bholmes@crowdergulf.com.

We greatly appreciate the opportunity to submit this proposal and assure you that our professional disaster debris team will meet and exceed the expectations of the City of Charleston. CrowderGulf is not presently nor has ever been debarred or suspended from contracting with any government entity. We will be pleased to provide any additional information that would assist the City in its deliberations.

As the President of CrowderGulf, I have the authority to bind the company in all transactions relative to the award of this RFP. In addition, Ashley Ramsay-Naile, Senior Vice President, also has the authority to bind the company.

Best Regards,

John Ramsay
President and CEO
jramsay@crowdergulf.com

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a. Methodology

a. Methodology

Principles of Project Management

Standards

CrowderGulf conducts all debris operations to meet or exceed all regulations and program standards of FEMA (FEMA 325 Debris Management Guide), the Occupational Safety and Health Administration, the Environmental Protection Agency, and all other local, state and federal agencies.

Responsiveness

CrowderGulf will be in contact with the City's Debris Manager at least **72-96** hours prior to a hurricane making landfall or immediately upon the occurrence of any debris generating event within the City of Charleston. Within 12 hours of receiving a NTP, CrowderGulf will have our Management team report to the City representative for operations planning and mobilization of personnel and equipment. Mobilization for PUSH operations will begin within 12-24 hours of NTP and we will be fully operational and hauling debris within 48 hours of initial NTP. In addition, we will have a DMS fully operational for reduction and disposal of debris within 72 hours of the NTP. CrowderGulf will maintain full debris hauling operational capacity seven days a week during daylight hours until completion of the project to the satisfaction of the City of Charleston. The DMS may, if required to meet the needs of the City, operate 24 hours per day.

Reimbursement Assistance

CrowderGulf's debris management staff consists of previous FEMA Regional Directors and Deputy Directors, City and County Emergency Management Directors and emergency operations personnel with over 20± years of experience in working State and Federal Disaster Declarations. CrowderGulf is prepared to share its knowledge and experience concerning reimbursement matters with City personnel in order to obtain maximum reimbursement by utilizing accurate record keeping and exacting quality control measures. Specifically, CrowderGulf will assist with:

- Estimating debris volumes for initial damage assessment
- Developing Project Worksheets/Damage Survey Reports
- Identifying eligible and ineligible reimbursements
- Documenting every element of the recovery process and reviewing all records to assure that they meet federal and state reimbursement guidelines
- Orientating and training City of Charleston personnel on requirements for quality and quantity of required documentation
- Closeout and final audit
- Hazard Mitigation Planning efforts
- FEMA Disaster Assistance policy changes

Corporate Support On-Site Operations

Daily operational decisions and daily communications with the City of Charleston will be facilitated by the CrowderGulf on-site Management team. If needed, one or more field offices will be set up immediately upon NTP. Local citizens will be employed and trained to work in the field office under experienced CrowderGulf management supervision. Local employees are always an asset to the response and recovery operation. Their knowledge of the area and its people is invaluable to CrowderGulf's overall operations. The Team will be fully reinforced at all levels by logistical support, records management/storage, report development and other operations at CrowderGulf's main office in Theodore, Alabama.

On-Site Project Management

CrowderGulf employs National Incident Management Systems (NIMS) principles in our command structure, planning, operations, logistics and administration. This will not only facilitate an easy interface with the City's Emergency Operations Center, but also ensures maximum quality control by limiting the span of supervision for individual field managers. Each of these key roles identified below is critical to an effective CrowderGulf emergency debris response and must possess a high degree of professional experience, skill, and leadership ability.

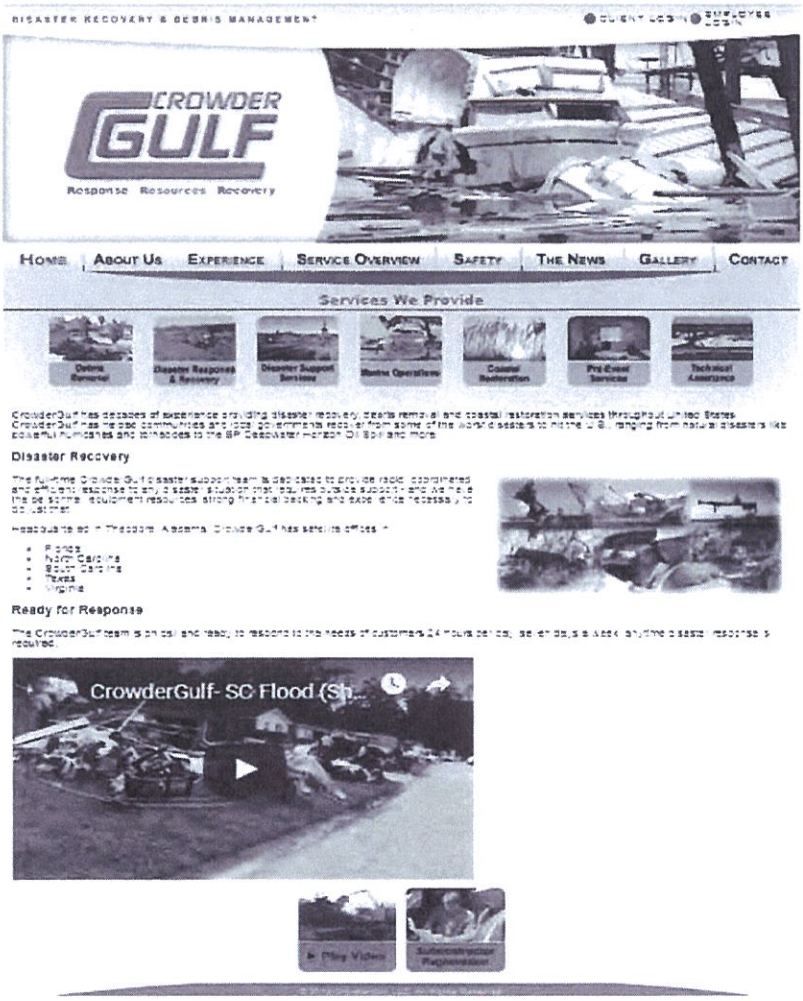
Pre-Planning - Readiness Planning and Training

On at least an annual basis, CrowderGulf specialists will provide training and pre-planning sessions. In addition, our Debris Reduction specialists will be available to review and advise on potential Debris Management Sites. Preparedness training will be tailored to the City of Charleston needs and requests.

Audio/Visual Presentations

CrowderGulf has the capability to generate audio and video presentations to help the City communicate necessary information to the public or to document the overall operation as a whole. One of our first tasks is to video all of the existing conditions. This is typically done during the initial damage assessment. Please visit our website to see some of our previous video documents.

Please view our Website @ www.crowdergulf.com for more information and watch our Videos Online.



Debris Operations Plan

The CrowderGulf **Debris Operations Plan** establishes an early appraisal of disaster damage, moves trained and well-equipped crews into affected areas in the shortest time possible and follows a disaster-specific work plan. This ensures that our personnel and equipment will be mobilized and in place to remove and reduce debris in the most efficient and effective manner and with the least possible impact to citizens.

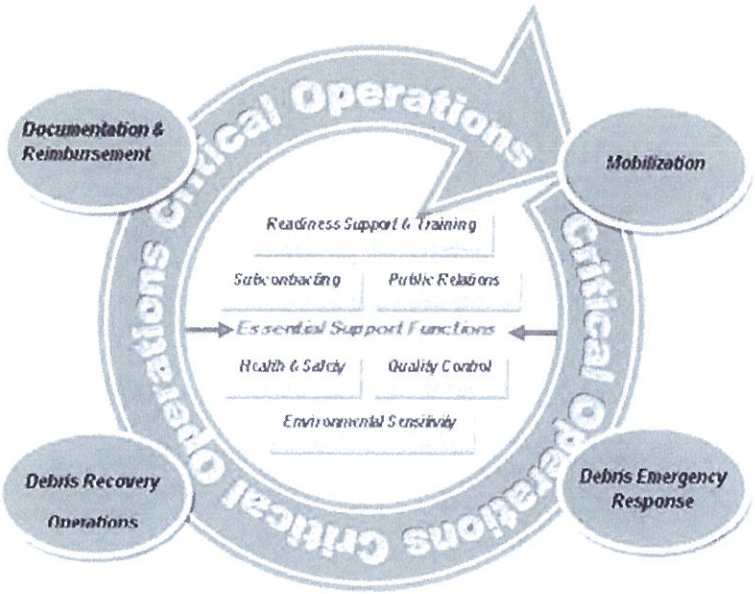
The amount of damage that occurs during a natural disaster and the effort required to restore the affected areas varies with each situation. CrowderGulf's comprehensive **Debris Operations Plan is a flexible strategy that integrates Critical Operations and Essential Support Functions** to insure the most efficient and cost effective debris management for the City of Charleston. These Operations and Functions are identified below and fully defined in the following sections. Each is integral to a comprehensive debris management effort.

Critical Operations *(action items that are set in motion by an event)*

- Mobilization
- Debris Emergency Response
- Debris Recovery Operations
- Documentation and Reimbursement

Essential Support Functions *(support functions for Critical Operations)*

- Readiness Support and Training
- Subcontracting
- Quality Control
- Health and Safety
- Environmental Sensitivity
- Public Relations



The **Debris Operations Plan** was developed with only one objective – **to assist Clients that have suffered the effects of a disaster return to normal as quickly, as efficiently and as inexpensively as possible.** The Plan's components have been the cornerstone of all of CrowderGulf's disaster relief efforts for the past 50 years. When an event is likely to occur, all stakeholders are put on alert and resources are marshaled. Immediately after the event occurs, Mobilization of personnel and equipment resources begins in anticipation of the initial Debris Emergency Response or "PUSH" period. As additional resources flow to the impacted areas, Debris Recovery Operations – the most demanding phase - is initiated. This is the phase in which CrowderGulf delivers what it has promised and makes certain that debris is removed and reduced as quickly and as efficiently as possible. Throughout the operation, the Documentation of all work must be completely and accurately documented in order for Reimbursement to occur.

The four Critical Operations described here - **Mobilization, Debris Emergency Response, Debris Recovery Operations and Documentation and Reimbursement** - form the central core of the CrowderGulf Debris Operations plan. These elements are supported and enabled by six Essential Support Functions. Although not as visible during the debris management process, each support function - **Readiness Support and Training, Subcontracting, Quality Control, Health and Safety, Environmental Sensitivity, and Public Relations,** - is fundamentally important to CrowderGulf being able to provide a successful debris management effort. All of these elements are discussed briefly in the following sections.

CRITICAL OPERATIONS

➢ Mobilization

Alert and Team Notifications

If there is advanced notice (i.e., a hurricane), this phase will commence as soon as a disaster appears to be a credible threat to the City of Charleston. The CrowderGulf Director of Operations will assess the information received from the National Weather Service and in consultation with the City of Charleston's Debris Manager will determine the necessity for a full notification action. If it is determined that notification is needed, he will direct activation of the CrowderGulf Calling Plan with stand-by instructions for individual contractors/subcontractors to be notified.

Preparation

Based on the high probability of a known event, the Director of Operations (DO) will direct initial preparation of manpower and equipment. He will inform all responding personnel as to situation status, departure, tasking and assets to mobilize. The Director of Operations will manage the commencement of mobilization, the tasking of the support units, and the dispatch of managers, crews and equipment.

Mobilization of Resources

CrowderGulf shall contact the City's Debris Manager a minimum of 48 hours prior to a hurricane event or immediately upon the occurrence of a major disaster or debris generating event in which there is no advance warning. Mobilization will take place immediately upon receipt of a NTP and in accordance with requirements as defined by the City's Debris Manager. Within eight hours of receiving the NTP, CrowderGulf management team will be working on site with the City and its Debris Manager to begin planning the required mobilization and operations for debris removal. Debris removal from streets and roads ("PUSH") shall begin within 12 hours of receipt of the NTP and reduction and disposal operations shall be in full operation within 48-72 hours.

The severity of the disaster will determine how many employees and/or subcontractors will be assigned to a specific disaster event. Depending on the scope of the disaster, CrowderGulf will use a combination of company crews and subcontractors to perform work. We will begin with CrowderGulf personnel and proceed to add additional manpower and subcontractors until we have a sufficient workforce in place to effectively manage and handle the disaster recovery effort. Specific management personnel that will be assigned to this contract are provided in later sections of this proposal.

Staffing the Emergency Operations Center

CrowderGulf will commit a senior employee to be stationed in the City's Emergency Operations Center to coordinate plans for debris operations, communications and scheduling with the City's Emergency Management personnel. If requested by the City, this senior management representative will be on site in the Emergency Operations Center prior to storm landfall.

Staging of Resources

When a disaster is imminent, we will review the need for staging equipment within 100-150 miles from the potential area of impact. Local equipment and resources will be secured in safe locations and readied for mobilization. As soon as the storm passes the area and a Task Order (TO) issued, equipment and manpower will be staged at a convenient location near the truck certification area for the City.

Very early in the mobilization process, CrowderGulf will obtain a large hard surfaced parking area which will be used as a staging area to begin truck and equipment certification and safety inspections. These important steps must take place in advance of moving debris on a unit price payment basis.

The staging area becomes the initial reporting location for all subcontractors. Subcontractors employed under pre-event subcontracts, subcontractors and individuals seeking work, and potential suppliers and vendors, will be directed to this central point. If necessary, we will position a Mobile Emergency Response Command Center Unit at this location to facilitate operations. Additionally, if temporary fueling and shelter facilities are required, they will be positioned at this location, if possible.

Communications/Mobile Command Center

Should disaster conditions warrant the need, CrowderGulf may establish a self-sufficient Mobile Command Center, with full **communications capability**, in the disaster area and dedicate it solely to the recovery effort. If needed or requested, our Command Center will be provided to the City to serve in the field as its command unit.

The Command Center, or field office/s, will be set up within 24-48 hours after activation. Local citizens will be employed and trained to work in the field office under experienced CrowderGulf management supervision. Local employees are always an asset to the response and recovery operation. Their knowledge of the area and its people is invaluable to CrowderGulf's overall operations.

Each Command Center has two gas powered generators that supply power for the following:

- Multiple work stations with LCD computer/TV monitors, with copier/fax/scanner capability
- A conference room with a large table and a 42" plasma monitor/TV
- Two satellite TV receivers
- VSAT for broadband internet and VoIP lines

CrowderGulf's management team, all supervisory personnel, and crew foremen will use company radios, digital radio/telephones, and/or cellular phones. All drivers and subcontractor supervisory personnel will be required to have radios and/or telephones in their vehicles. **Upon request, we will furnish key City personnel with our system radios.**

Operational Support

CrowderGulf's main office will serve as headquarters for "back-office" operational support and documentation center. Throughout the project, this office will support field operations on all levels and maintain backup files and records for reimbursement.

Sample Mobilization Parameters

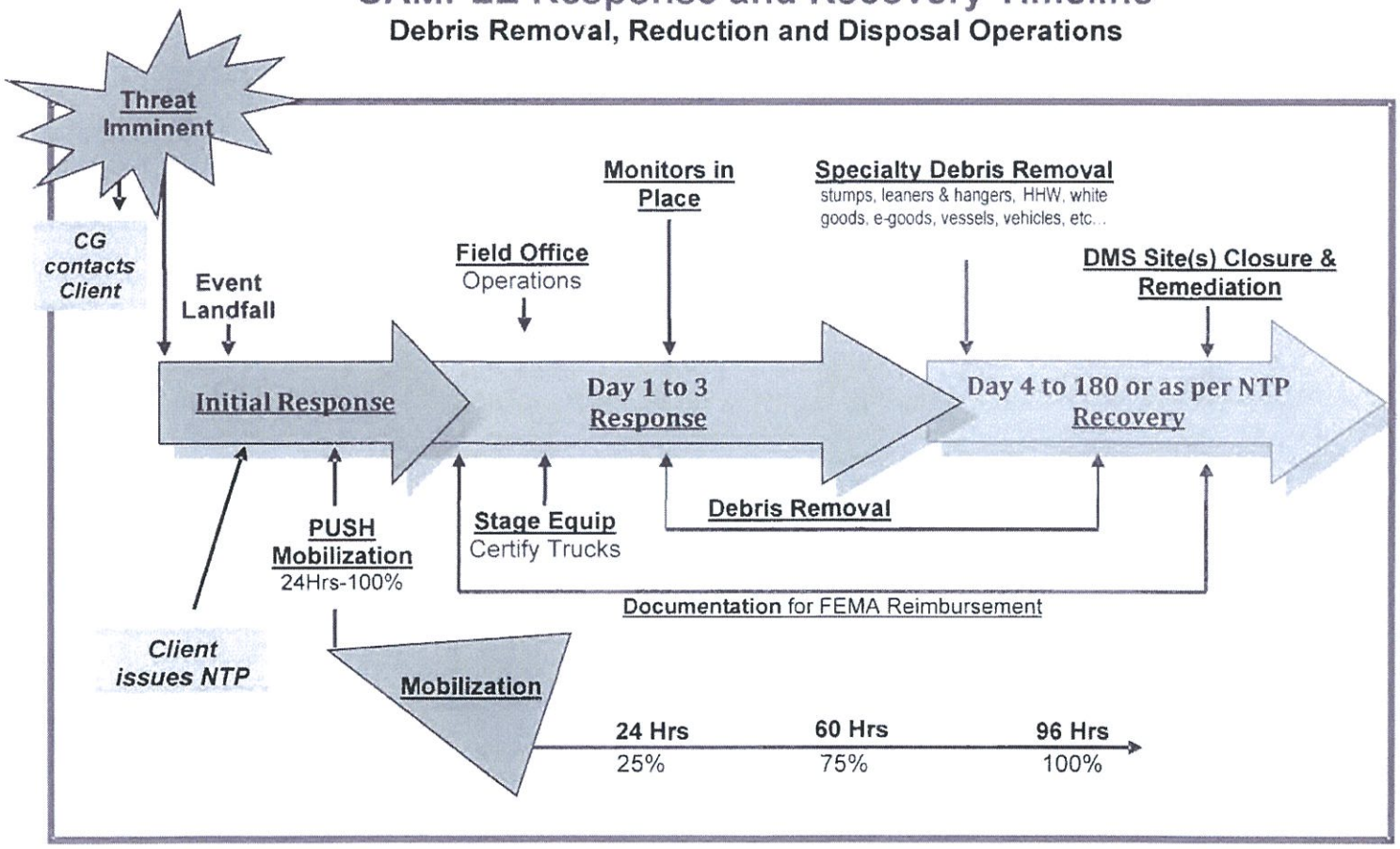
Below are CrowderGulf's anticipated mobilization timelines for debris removal work. In most post-disaster situations, CrowderGulf has been able to meet these obligations. Should extraordinary circumstances prevail, such as those after the 2017 hurricanes, timelines may have to be adjusted slightly in the beginning of the operation. However, CrowderGulf has **never failed** to meet the end timelines for completing all projects and remains committed to **meeting all timelines.**

- Contacting the City's Emergency Operations Manager 72 hours prior to a predicted disaster event.

- Providing an advance CrowderGulf representative to the City's Emergency Operations Center 24-48 hours prior to a predicted disaster event or upon receiving notification of pending activation, if requested.
- Staging personnel and equipment in close proximity to the City to provide rapid deployment after the storm, while protecting those assets from damage/destruction by the event.
- Mobilizing resources and being operational for clearing debris and opening critical routes ("PUSH") within 24-48 hours of NTP if requested by the City.
- Being fully operational for hauling, sorting, and storing of debris within 48 hours of initial NTP.
- Being fully operational for reduction and disposal of debris within 72 hours of initial NTP.
- Maintaining full operational capability, 24 hours per day, 7 days per week for an extended period of time.
- Being able to clear all debris from all City maintained streets, roads and highway rights-of-way within 90 days from initial NTP.
- Rapidly adjusting the flow of resources based on the extent and magnitude of damage/debris.
- Providing Rapid Response Crews (RRC) as may be required.
- Being able to complete the entire debris management process from initial clearance through final disposal within 180 days from initial NTP or sooner as determined by the Task Order / Notice to Proceed issued by the City.

SAMPLE Response and Recovery Timeline

Debris Removal, Reduction and Disposal Operations



Because each activation / storm presents separate challenges and situations, the above information has been provided as a sample. During our pre-event training sessions with the City, we will work to frame out possible timelines for minor and major activations.

➢ Debris Emergency Response

Debris Response activities occur immediately after an event in order to clear emergency access routes. This initial phase of operations normally consists of clearing debris that may hinder immediate lifesaving actions within the disaster area and/or pose an immediate threat to public health and safety.

The Debris Response phase includes immediate actions for the removal of debris in order to facilitate search and rescue efforts, allow access to critical facilities, and prevent flooding. Actions required during the response phase are usually completed within a matter of days following a disaster event.

During Debris Response, CrowderGulf will conduct an emergency "PUSH" of critical streets and roads sufficient to allow for the movement of emergency vehicles. "PUSH" crews can be on-site and working within hours of an event. City staff shall determine priorities for "PUSH" activities with primary emphasis on major thoroughfares. Multiple crews will be conducting emergency "PUSH" activities within 12 hours of receipt of a NTP.

Requirements for government services increase dramatically following a major disaster. After emergency access has been provided to hospitals, police and fire stations, the next priority normally is to open access to other critical community facilities, such as schools, municipal buildings, water treatment plants, wastewater treatment plants, power generation units, airports and seaports.

As soon as critical facility locations are identified, CrowderGulf will dispatch "clearing crews". Depending on the damage, multiple crews will be deployed within 24 hours of receiving a NTP. The "clearing crews" will use all available resources with focus on local personnel and firms. These "clearing crews" at a minimum will consist of:

- Two pieces of rubber-tired pushing / loading equipment such as backhoe loaders, rubber tired front-end loaders, and skid steer loaders with operators
- Two - three chain saw operators, laborers, flaggers with transport vehicles
- Five 16 to 20 cubic yard capacity dump trucks with drivers
- One Quality Control/Foreman with communications capability and pickup truck
- Equipment and resources needed to transport crew from one site to another

To maximize efficiency, the clearing crew may, depending on the size of the roadway and severity of damage, split into two work teams clearing at different locations on the same street or road. If a crew divides into two work teams, visual contact and effective radio or cellular communication will be maintained between the teams.

"Perhaps most noteworthy of the CrowderGulf team was the selfless partnership they exhibited. While it was anticipated that a contractor would seek to profit from work opportunities, there were multiple occasions when the CrowderGulf team chose not to take advantage of the City and instead openly expressed that it would not be in the City's financial best interest to take certain measures that would have actually benefited CrowderGulf. It was this cooperative attitude that convinced us that the City of Newport News had made the right decision to make CrowderGulf our debris recovery management company of choice."

Ralph Caldwell, Public Works Assistant Director Newport News, VA

When needed, Search and Rescue Support Crews will be provided. At a minimum, each crew will consist of the following:

- One trackhoe excavator, minimum 150hp with operator,
- Three laborers/riggers
- One crew foreman
- Slings, riggings, implements
- Transport equipment

Safety of the clearing crews in this early stage of work will be a paramount concern. Downed power lines, falling trees, equipment and chain saw injuries, worker fatigue, and a host of unanticipated hazards demand constant attention by all team members. Therefore, **toolbox safety discussions** will be a **daily requirement** for the team. Work areas will be surveyed for hazards before work begins and throughout the clearing operation. Special hazard observation responsibility will be assigned to the Quality Control Manager.

The following is an example a Debris Response priority list:

- Fire, police, and ambulance service routes
- Access routes to trauma centers, hospitals, critical care units and jails
- Major arterial routes
- Roads and streets to the emergency operations center
- Supply routes to emergency supply distribution centers
- Roads and streets to government facilities
- Communication towers and systems access
- Utility access routes
- Routes to shelters
- Routes to the debris management centers

All other roads and streets are normally cleared as soon as the emergency and major access routes are opened and the City transitions to the recovery operations.

➢ Debris Recovery Operations

Debris Recovery consists of the removal and disposal of FEMA eligible storm-related debris in order to ensure the orderly recovery of the community, and eliminate less immediate threats to public health and safety. The debris removal, reduction and disposal procedures are addressed in specific detail in the following paragraphs.

Important Operational Considerations: At this point in the operation, decisions regarding the movement, storage, reduction and disposal of the debris will have a huge impact on the efficiency and effectiveness of the overall project. As in all CrowderGulf debris operations, we apply a set of standard principles to managing debris operations which include but are not limited to the following:

- Never load debris on a truck before the dump site has been identified.
- Handle only debris that meets FEMA's eligibility criteria.
- Sort debris before initial loading, whenever possible, to increase efficiency.
- Clean streets/roads thoroughly at each pass, i.e., "Clean As You Go" policy.
- If at all possible, load debris only once and deliver directly to the final disposal site.
- Use temporary debris management sites (TDMS) only when they increase operational efficiency.
- Use the most efficient reduction method approved by the client.
- Recycle if costs to benefits are favorable.
- Use privately-owned or if available, publicly-owned landfills for final disposal.

Collection Methods

The fundamental component of a debris management strategy is the collection of debris. Implementation of debris collection immediately after a disaster event will assure the public that recovery efforts are in progress and that the community will return to normal quickly. The debris type, amount, and urgency determines which collection method is used. The two main methods of debris collection are curbside collection and collection centers. Both types of collection methods may be used and will be determined by the City of Charleston.

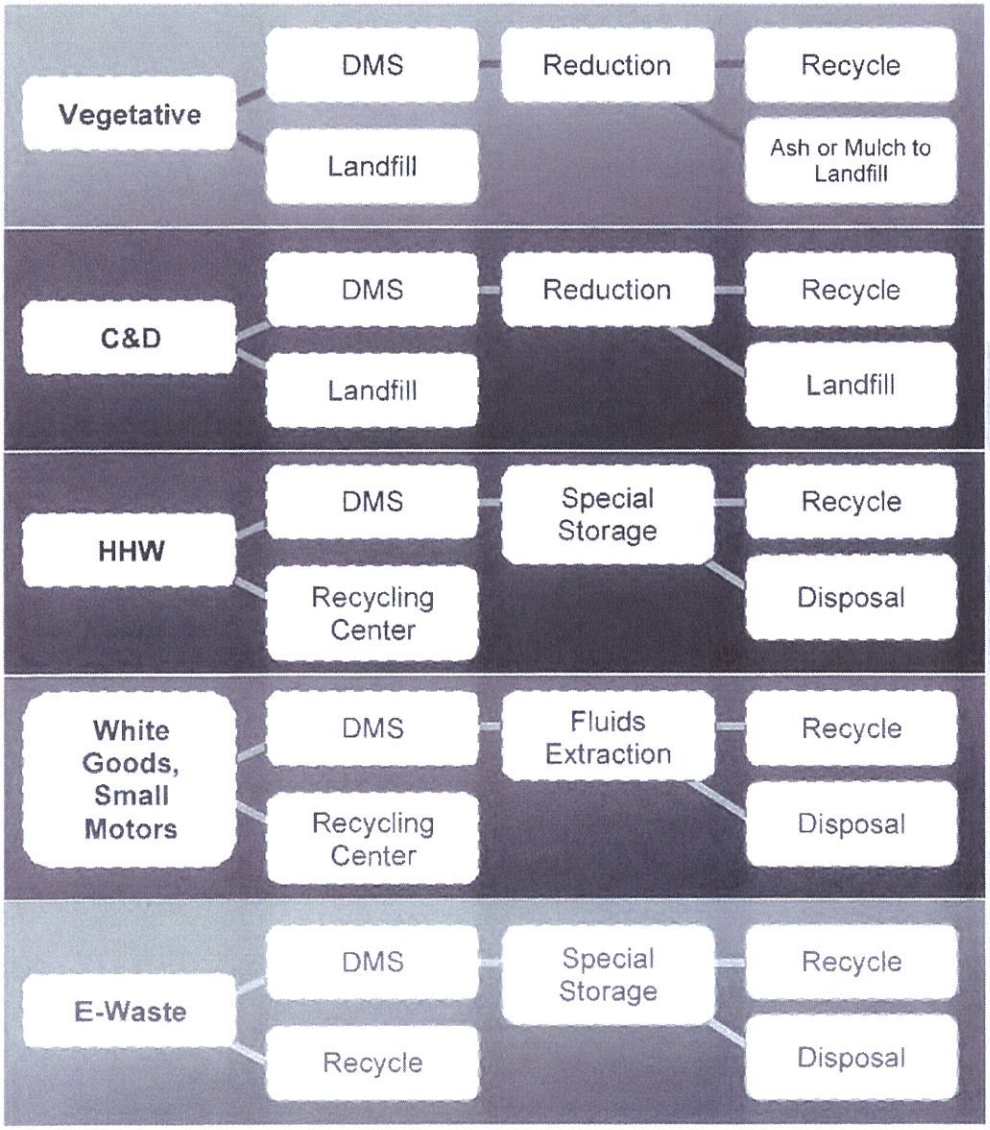
Curbside collection requires that only storm related debris be placed at the curb or public rights-of-way. *Source-segregated debris collection* offers the potential of high salvage value and efficient recycling/reduction processing. This method is important when collecting hazardous and environmentally sensitive debris, such as household hazardous waste and white goods. *Collecting mixed debris* allows for residents to place all debris types in one specified area, usually along the public rights-of-way in front of their residence. While this is the most convenient for the public, it does not facilitate effective recycling and reduction efforts, as the debris will need to be handled multiple times. This method prolongs recycling and reduction efforts and increases operational costs.

Collection Centers, the second type of collection method, relies on having residents transport their debris to a common location. Large roll-off bins may be placed on public rights-of-way or public property for the residents to bring their debris for collection. Separate bins can be designated for particular types of debris. If Collection Centers are used, they must be monitored to ensure only of the citizens use the Center and all debris is storm-related eligible debris.

Regardless of the collection methods used, educating the residents before a disaster occurs and keeping them informed after a disaster about the how, when and where of the debris removal operations, will alleviate a lot of stress for everyone. CrowderGulf can assist with keeping the public informed with the information needed to get their debris removed safely and in a timely manner.

Debris Types

The City of Charleston will determine the scope of the debris to be managed under this contract. However, CrowderGulf is prepared to assist the City in hauling, reducing and disposing of all eligible debris types in accordance with FEMA Public Assistance Program and Policy Guidelines. These include: vegetative debris, construction & demolition (C&D) debris, hazardous wastes, white goods, household hazardous waste (HHW), electronic waste (e-goods), abandoned vehicles and vessels, putrescent debris, infectious waste, chemical, biological, radiological, and nuclear-contaminated debris. The following diagram is a breakdown of the general **debris stream**:



Truck Certification

All debris hauling trucks will be certified by the City or a City representative before any hauling begins. The inside bed dimensions of all trucks will be accurately measured and all safety requirements will be checked and approved. This information along with the description and a picture of the truck, driver's name, license and tag number will be recorded on the FEMA compliant certification forms provided by CrowderGulf. The City will retain the original copy of the form and provide CrowderGulf and the driver with copies. The driver's copy must remain in the truck at all times. A placard displaying the trucks identification and measurement information will be displayed on both sides of the vehicle at all times. Specific truck documentation requirements are discussed in the Documentation and Reimbursement Section of this proposal.

Sectioning and Crew Assignments

Upon NTP, CrowderGulf will assist the City of Charleston in assessing damage and developing a specific plan of action. The affected areas will be divided into sections and then crews, subcontractors, and equipment will be assigned. All areas will be served simultaneously.

Loading Debris

Prerequisites for Loading Debris:

- Truck certification and safety inspections completed on all trucks hauling debris
- Identification of disposal site
- If needed for efficiency, identification and preparation of debris management sites
- Sectioning of City with subcontractor assignments
- Quality Control organization operational
- Load ticketing and data management process operational
- Accident Prevention Plan (APP), Site Safety and Health Plans (SSHP), Activity Hazard Analyses (AHAs)
- Initial safety and health briefing for all personnel complete
- Specific training on traffic control complete for all debris crews
- Preparatory inspections of each worksite by Quality Control staff and debris crew foreman
- Work area cleared of safety and health hazards such as downed power lines and hazardous materials
- Inspection of work area for water meters, fire hydrants, utility pedestals and other infrastructure components that could be damaged by equipment
- FEMA debris eligibility criteria communicated to all Crew Foremen, Superintendents, Quality Control staff, Project Managers, and Equipment Operators
- Overhead power lines and other utility lines identified for safe clearance of loading equipment

Crew Composition

CrowderGulf matches equipment to the requirements of the task. Crew composition varies depending on the type of equipment used in performing the loading operation. For example, crews with self-loading trucks do not need separate loading equipment that is required to support a crew consisting of dump trucks or trailers. However, every crew requires traffic control personnel, a foreman and a designated quality control person. Also, each crew requires a chain saw operator and laborer(s) to assist in the ground support work. Usually each piece of loading equipment (self-loading truck or separate loader) is supported by one saw operator, two laborers and two flaggers.

At a minimum, debris separation crews will consist of two laborers, one chain saw operator with saw, one skid steer loader with operator and implements, all equipment necessary to transport personnel and equipment from one work site to another. When necessary, ground crews will separate and sort the debris by type, saw fallen trees and vegetative debris at the public rights-of-way, and be constantly alert for water meters, fire hydrants, utility pedestals and other infrastructure components that could be damaged by equipment.

Crew Sizes

The size of debris loading crews will be dictated by the severity and localization of damage. Each crew foreman will be experienced in organizing and directing debris crews and will be provided with sufficient chain saw operators, flagmen, laborers and knuckle boom operators to assure rapid and efficient debris removal.

An example of a Crew is demonstrated in the chart below:

Manpower/Equipment Required	Task Responsibility	No. per Crew
Crew Foreman with experience in organizing & running crews with previous work in disaster related jobs	Provide on-site management of crew to ensure quality performance, safety & maximum productivity	1
20 – 60 CY dump trucks with skilled operators &/or 80 - 140 CY self-loader trucks	Pick up debris from curbside & haul to DMS or final disposal	4-6 (or as area dictates)
Chain Saws & Experienced Operators (as needed)	Reduce large trees & limbs to manageable size & trim debris hanging from loaded trucks	1-2
Flagmen	Direct traffic flow & truck movement	3-6
Laborers	Gather small debris that loaders are unable to grasp	2

Truck and Equipment Considerations

The number of debris hauling trucks assigned to each crew will be determined by the time required to transport a load of debris to the disposal site, dump the load and return to the loading site. Sufficient trucks or trailer hauling equipment will be assigned to each crew to preclude having idle loading equipment. If hauling equipment is found idle and frequently waiting to be loaded, some of the hauling equipment will be reassigned to other crews. Crews will be adjusted as needed to maximize the use of all trucks and equipment.

Often on the first pass of debris removal work, large stumps, tree trunks and other heavy debris must be left for loading by larger more specialized equipment. CrowderGulf will make every attempt to "Clean As You Go". However, there are situations when the need for expedient debris removal precludes achieving this standard completely. As required and directed, specialized equipment will be mobilized on subsequent passes to handle the removal of stumps, other large debris and backfill of stump holes.

Truck Drivers will not be issued a load ticket until:

- The tailgate is secured to prevent debris from falling out of the truck while in route to disposal site
- Trimming of overhanging limbs and debris from around the truck or trailer is complete. This includes debris protruding from the truck bed that may pose a risk of utility line damage. (Actual height depends on local line installation height)
- The debris hauling container is loaded as completely (fully) as safely possible

Once the load ticket is issued, the truck driver will safely move the vehicle out of the loading zone and into normal traffic flow in route to the disposal site or to a Temporary Debris Management Site (TDMS).

Repair and Maintenance Equipment

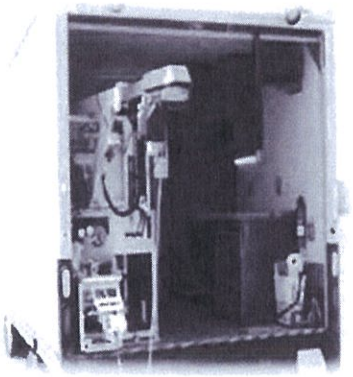
CrowderGulf has the ability to perform maintenance and repair in the field, where the work is happening. Local resources may have experienced damages or have other responsibilities that take priority over their business such as family matters. To insure we have safe functioning equipment, over the years CrowderGulf has built a large support system for our company owned equipment and subcontractor equipment should they need assistance.

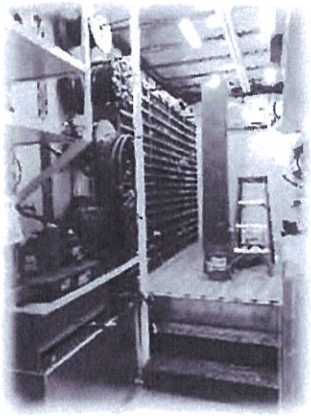
Service Trucks - CrowderGulf often utilizes our fleet of smaller service vehicles. These are typically one plus ton trucks outfitted with specialized equipment to make field services easier to complete. Features of these trucks include the following:

- Air compressors
- Welding equipment
- Boom cranes
- Tommy-gates
- Lubricant
- Exhaust and other fluids
- Small tools
- Misc. small parts

Box Service Trucks - When a repair or service requires heavier equipment and additional support, CrowderGulf provides our "box trucks" which have several different types of equipment to allow the CrowderGulf employed full-time mechanic more options when conducting repairs. These units typically keep on hand the following supplies:

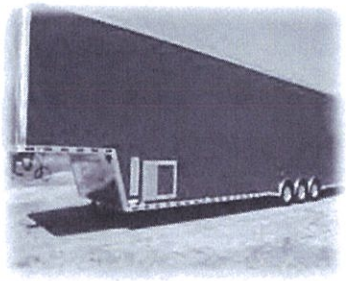
- Several sets of various size tires
- Large air compressors
- Welders
- Lift gates
- Hoses
- Fittings
- Hydraulic lines
- Hydraulic hose crimping machines
- Lubricant
- Exhaust and other fluids
- Small tools
- Misc. small parts





Mobile Repair Shop

CrowderGulf also owns a state of the art mobile repair shop. This is a larger unit, towed by a semi-truck. Once set up in an area, this unit performs the same as a shop. Features of this unit are self-contained, diesel powered electrical system, full hydraulic hose manufacturing ability, tool room, tire racks, outside flood lighting, and many other features that allows this unit to function like a full featured automotive repair shop. No matter what the situation is, CrowderGulf, utilizing our in-house assets, can maintain our fleet during any size activation.



Hauling Debris

The hauling or transport process begins at the time the truck or trailer leaves the "loading zone". Safe transport of the debris material to the disposal site becomes the drivers' primary concern. Drivers remain responsible for their loads until safely dumped at the disposal site.

All drivers will follow the most direct and safe pre-planned route to the nearest disposal site. Particular attention to safety is required in the areas near school buses, school zones and other areas of pedestrian foot traffic. Tarps or load covers are applied as required by local or state regulations.

On arriving at the disposal site, the driver will maneuver the hauling container for inspection by a City representative in the inspection tower. The load will be "called" by the City representative estimating the percent of the full volume or by estimating the number of cubic yards short of full volume. Drivers working for CrowderGulf are instructed never to disagree or complain about the load "call". Any concerns the driver has are to be directed to his or her crew foreman or supervisor for resolution.

When the debris is safely delivered to the disposal site, it will be mandatory to dump the load only when the truck and trailer are level. This prevents the dangerous hazard of trucks and trailers tipping over. CrowderGulf will employ spotters at the dumpsite to assist drivers in dumping safely.
When the dumping process is complete, the driver will maneuver the hauling container back to the inspection tower for a quick check to make sure all debris has been removed during the dumping process. Any debris hung in the truck or trailer bed must be removed before the truck or trailer leaves the disposal site.

All dumpsites will have a dumpsite manager to supervise and oversee the day to day operations. A safety officer will also be onsite to ensure all safety measures are being executed. Flaggers will be strategically placed at the site to direct traffic flow into and out of the disposal site.

Debris Hauling Prerequisites:

- Debris will only be transported in trucks or trailers capable of rapidly and mechanically unloading.
- No self-load trailers will be used. Exceptions to this standard may be necessary to efficiently and safely transport HHW, E-Waste, ACM or white goods.
- All trucks and trailers hauling debris must have completed the truck certification process establishing approved volume for the debris-hauling container.
- All trucks and trailers must have successfully completed the prescribed Safety Inspection.
- Drivers will be instructed to use the most direct and safe route to the nearest disposal site.
- Drivers will be required to wear safety vests and steel-toed shoes when working.
- If loads are required to be covered during transport, the hauling container must be equipped with a functional cover or "tarp" to prevent flying debris during transport.

Note: Proper trimming of loads at the loading site is the best prevention for debris falling out during transport.

Safety Measures

The Safety Manager and Safety Officers will monitor all safety procedures and daily reports of accidents and/or property damage. The Safety Manager or designee will also be responsible for coordinating and conducting safety meetings with crewmembers and subcontractor personnel. Safety is critical throughout all operations and is discussed later within this Debris Operations Plan.

Truck and Equipment Maintenance

Well maintained trucks and equipment are essential for efficient operations. CrowderGulf's crew foremen, subcontractor foremen, and the Field Project Manager will be responsible for keeping all trucks and equipment in good working condition and prepared for each workday. A CrowderGulf mechanic will be on the job for troubleshooting and maintenance of equipment. Local mechanic shops will also be utilized.

Traffic Control

CrowderGulf will use its best efforts to mitigate the impact of debris removal operations on local traffic. Sufficient signing, flagging, barricading, safety equipment and communications devices will be used to ensure the safety of vehicular and pedestrian traffic in all work areas. All work shall be done in conformity with applicable federal, state, local laws, regulations and ordinances.

Hours of Operation

Debris will be collected and loaded during visible daylight hours (dawn to dusk) seven days per week. Debris reduction at the DMS may take place 24 hours per day, seven days per week if required by demand and approved by the City.

Number of Passes

CrowderGulf will make as many passes as the City may direct in order to successfully complete the debris removal process. Normally, a few days may need to elapse between each pass so that the citizens have time to get their debris to the ROW.

Daily Coordinated Issue Management Meetings

Daily meetings will be held between the Field Project Manager, Field Supervisors, the Subcontractor Crew Foremen and representatives of the City of Charleston to discuss progress, needed adjustments and other issues. Decisions to increase/decrease manpower and/or equipment or change work areas will be made with approval of the City.

Accurate Record Keeping

CrowderGulf utilizes a number of systems to assure accurate truck certification and debris hauling information. Production reports, shift inspection checklists, safety meeting reports, quality controls, daily crew and equipment usage reports are some of the Quality Control measures used to provide accuracy in the documentation process.

Using the most appropriate technology provides the necessary information to make decisions during the recovery operation. It also improves our ability to provide all documentation needed for maximum reimbursement from FEMA and other agencies. Details of our documentation procedures are fully described in the *Documentation and Reimbursement section of this proposal.*

Documenting and Resolving Damages

During the debris removal process there will always be some minor damage situations that occur regardless of the care taken during the work. CrowderGulf will respond quickly to all damage claims by the City or its citizens and will work diligently to resolve such claims to the satisfaction of all involved. We are well aware of the trauma and disruption to normal lifestyles that result from a natural disaster. Our personnel are thoroughly indoctrinated regarding our policy to always be caring, courteous, polite, and responsive to the needs of the citizens of the community. Citizens will be provided an avenue to report damages. One option will be a citizens' hot line. The City, the monitoring company or CrowderGulf may provide the hot line. Regardless of the method chosen to provide the information, CrowderGulf is committed to resolving the damage complaint as quickly as possible to the satisfaction of the City and its citizens. We will employ a Claims Resolution Person (CRP) to handle all property damages that may occur during the recovery process. If possible, a local resident with excellent communication and negotiating skills will be employed to fill this position. This person will be tasked with responding to and amicably resolving all incidents that may occur.

> **"From this resident, we thank you and all of your crews for keeping the recovery from being another disaster, as often happens. It has been a pleasure having your team in our backyards."**
>
> ***Citizen, High Island, TX***

Debris Management Site Development

CrowderGulf has vast experience with selecting, developing, managing and operating Temporary Debris Management Sites. We are committed to efficient and safe DMS operations and require all personnel to be vigilant in using safe practices at all times. In the context of this proposal, the terms "***Temporary Debris Separation and Reduction Site***" and the term "***Debris Management Site***" **(DMS)** are used interchangeably. DMS are established when debris cannot be taken directly from the collection point to the final disposition location. A DMS is a location to temporarily store, reduce, segregate, and/or process debris before it is hauled to its final disposition.

DMS Site Selection

Site selection is probably the most important decision effecting DMS operations. CrowderGulf will work closely with the City of Charleston to identify and secure suitable locations. Specific Site Plans will be developed for each DMS either upon activation or upon request by the City, and will be in compliance with FEMA regulations for site plan development. Once site selection is approved by the appropriate Debris Managers, CrowderGulf will perform baseline environmental testing protocols as required and will obtain any required special permits and environmental permissions. All costs associated with the preparation, operation, and restoration of DMSs is included in CrowderGulf's pricing structure for the contract.

Site selection should be based on the following criteria:

- Ownership
- Potential for Land Lease Agreements
- Size
- Location
- Environmental and historic concerns (baseline study findings)
- Required Permits

DMS Design and Operational Features

The information gathered during the baseline data collection becomes important to the design of the site. The efficiency and the overall success of the DMS operations are determined by how the site is designed.

A minimum of the following features will be designed into the DMS plan.

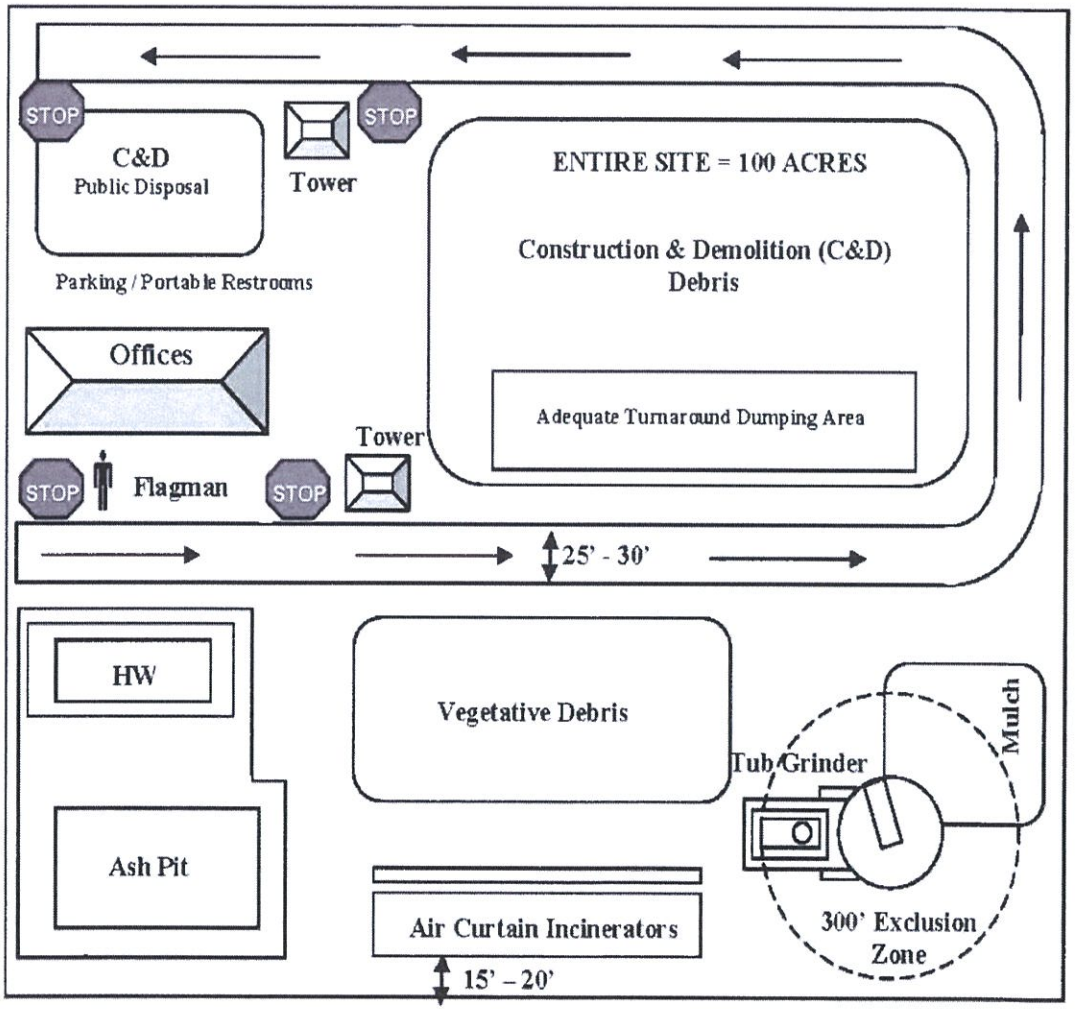
- Portable toilet facilities will be conveniently located to serve the inspection towers, crews working on the site, and office facilities
- Perimeter chain-link fencing, erosion and sediment control fencing, and other necessary drainage control methods
- Site traffic flow will provide for orderly movement of vehicles and equipment to avoid crossing traffic lanes with the construction of two entrances/exits with lockable gates
- At the request of the City of Charleston, the DMS(s) may be restricted to City and Contractor vehicles only
- Safe and ready access of fire safety and rescue equipment will be provided to all functional sections of the site and to debris stockpiles
- A Safety Zone of at least 200' will be established around the grinder
- Air Curtain Incinerator (ACI) or Open burning safety zone will be established and will be 1,200' from any structure (other than inspection tower) and no less than 250' from any other pile or type of debris on site
- Ash storage pit will be adjacent to ACI units
- Compacted crushed rock and/or mulch will be used on ingress/egress road surfaces
- Designated personnel parking area for 30 vehicles will be established
- Space for two 12'x50' office trailers will be established
- Development of a lined Hazardous Materials Containment Area surrounded by a berm
- Two vegetative debris piles for grinding operations
- Sufficient area for chip piles to minimize pile height to prevent spontaneous combustion
- C&D debris area will be separate from other debris areas
- Adequate area maintained at each site for truck maneuverability and a level stable surface for equipment to complete the dumping process
- Site orientation will provide for ACI operations and grinding operations to be located downwind from offices and inspection towers (i.e., prevailing winds will be considered when setting up site)
- If necessary, separate areas/sites for the public to use for dumping vegetative and C&D debris will be provided. Depending on the process prescribed for allowing this, a separate tower may be required to facilitate accounting for the material entering the public section. If off site citizen collection areas are developed in accordance with the City's Debris Management Plan, CrowderGulf will remove debris from those sites on a regular basis as directed by the City's Project Manager.

DMS Site Plan

A DMS Plan will be prepared to a scale of 1" = 50'. The Task Order specific Management and Operations Plan will be updated to include the Site Management Plans for all DMSs and Disposal Sites operated by CrowderGulf. The DMS Plan will display such functions as:

- Access to the Site
- Site Preparation – clearing, erosion control, and grading
- Traffic Control
- Site Security, Safety and Segregation of debris storage areas
- Location of ash disposal area, hazardous material containment area, contractor work area, and inspection towers
- Location of incineration operations and chipping operations
- Location of existing structures or sensitive areas requiring protection
- Household Hazardous Waste (HHW) or Hazardous, Toxic and Radioactive Waste (HTRW) storage
- A detailed list of equipment
- Sanitation facilities

The general site plan shown below will be modified to fit the needs of each specific DMS and will incorporate all specifications addressed in the FEMA 325 and all local, state and federal regulations and requirements.

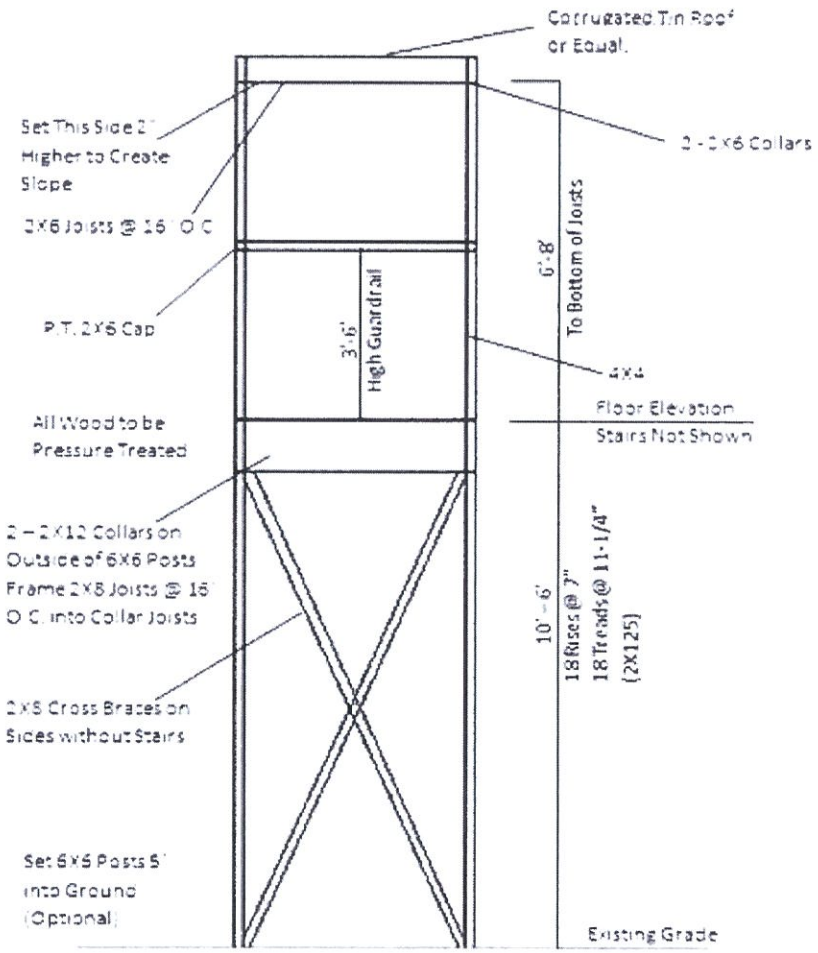


Inspection Towers

At no cost to the City of Charleston, CrowderGulf will construct a minimum of one inspection tower at each site adjacent to the roadway. A minimum of one exit lane for all trucks to use will be visible from a tower. This allows for checking truck beds before exiting, ensuring that they are completely empty. The Inspection tower site location will provide a .25 mile approach outside the public road system to accommodate any truck back up.

- All towers will be OSHA and FEMA compliant. At a minimum, the towers will be constructed with pressure treated wood with the floor elevation of the tower 15' above the existing ground elevation; the floor area shall be 8'x 8', constructed of 2"x8" joists, 16" O.C. with ¾" plywood supported by four 6"x 8" posts.
- The perimeter of the floor area will be protected by a 4' high wall constructed of 2"x 4" studs and ½" plywood. The floor area will be covered by a corrugated tin roof.
- The roof shall provide a minimum of 6'8" of headroom below the support beams.
- Wooden steps will provide access with a handrail. In addition, the construction of towers will comply with all applicable City building codes.
- Inspection towers shall be capable of seating a minimum of three inspectors each.
- Towers will be removed at the completion of the project or when the site is no longer in need.

Inspection Tower



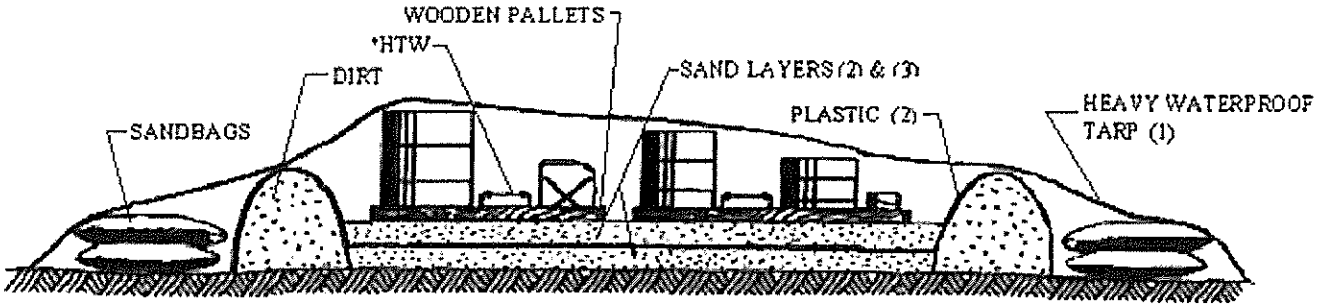
Hazardous Materials Containment Area

In accordance with FEMA PPGA specifications, CrowderGulf will construct an area designed for the temporary storage and confinement of hazardous material. Material deposited into this facility will be inventoried and stabilized. Any leaking containers will be placed in "over pack drums". A well-marked, defined and enforced NO SMOKING area will be established within 200 feet of this area.

Minimum Design Criteria for the Hazardous Materials Containment Area:

- 30'x 30' in size, the perimeter lined with hay bales staked in place
- Water proof liner or plastic ground protection cove
- Rain and snow cover for the entire area

FIELD EXPEDIENT HTW CONTAINMENT CELL



*HTW INCLUDES: Paint, Solvents, POL (Petroleum, Oil & Lubricants), Batteries, Anti-Freeze, Propane Tanks, Aerosols

NOTES:
1. Containment cell must be covered at all times
2. Plastic is sandwiched between layers to prevent plastic from tearing
3. Contaminated sand shall be properly contained & disposed of as hazardous waste

Debris Separation and Reduction

Debris Separation

The Debris Reduction Manager will supervise the separation and segregation of all loads deposited at the DMS. If site segregation is required because of mixed loads, the separation will reflect the six categories cited below. Each of the following categories of debris will be dealt with in full compliance with the CrowderGulf Environmental Plan and local, state and federal standards:

- Clean, vegetative debris
- Vegetative debris containing other foreign matter
- Construction and Demolition (C&D) Debris
- Salvageable or recyclable debris
- White Goods, e-goods
- Hazardous or toxic materials / waste

Vegetative debris will be placed into two or more piles (no more than 15' high) which will allow for volume reduction without interfering with the ongoing dumping operation or until the dumping and/or reduction operations are complete. As directed by the City's representative, all construction and demolition (C&D) debris will be hauled directly to a certified landfill or prepared for reduction or recycling if feasible. White goods will be degassed, crushed and bailed for sale as scrap metal.

Methods of Debris Reduction

There are two primary types of reduction methods – incineration and chipping/grinding. After all major storms, we have used both grinding and burning to reduce debris, however, grinding has become the more common method due to environmental issues with burning.

- **Chipping and Grinding**

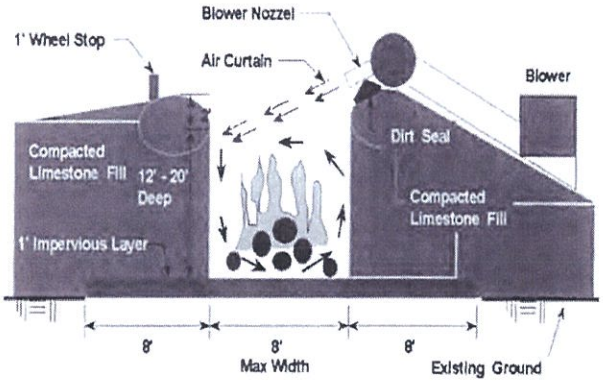
The chipping and grinding of vegetative debris reduces the volume by 75%. Many times clean chips will be recycled as bio-mass fuel.

CrowderGulf is very experienced with chipping/grinding debris and has used this method in the majority of our disaster contracts for the past ten years. When grinding/chipping is utilized as the reduction method, all safety and compliance regulations are enforced throughout the operation.

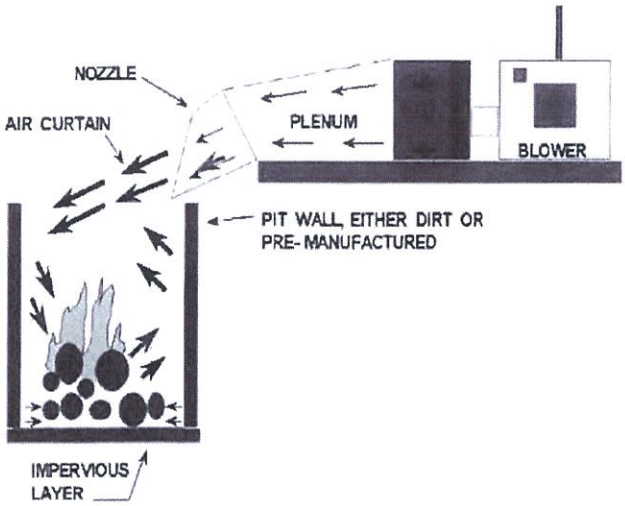
- **Incineration**

There are several incineration methods available for volume reduction. These include uncontrolled open-air incineration, controlled open-air incineration, air curtain pit incineration, and portable air curtain incineration. Portable air curtain incineration is the most efficient incineration system available because the pre-manufactured pit is engineered to precise dimensions to complement the blower system. Any burning method used will only be conducted with concurrence from the City. Burning vegetative debris can produce up to a 95% reduction rate. In those situations where air curtain incineration may be approved by the City, all environmental compliance and safety, concerns will be addressed within the site specific plan. Setbacks and buffer zones will be established within and around the reduction sites not only for the public safety but also for the safety of the debris operations. A setback of at least 100' will be maintained between the debris piles and the incineration area. There will be a buffer of 1,000' between the incineration area and the nearest building in order to create a zone for emergency vehicles, if needed. The fire will be extinguished two hours before anticipated removal of the ash mound. The ash mound will be removed before it reaches two feet below the lip of the incineration pit. To prevent explosions, hazardous or contaminated flammable material will not be placed in the pit. Finally, fencing and signage are simple and effective means to keep the public away from the incineration area. The CrowderGulf

Air Curtain Pit Burner



Overview of an Air Curtain Operation



Environmental Protection Plan address and provides detailed guidance on DMS environmental concerns such as dust, smoke, erosion, storm water plus hazardous and toxic wastes. If the DMS is near an environmentally sensitive area or has historical sites in close proximity, special environmental consideration will be taken to protect and preserve such areas.

Debris Reduction Time Lines

The following Debris Reduction Plan Time Line provides an overview of tasks and identifies both the management personnel responsible and the time frame within which each task shall be completed.

DEBRIS REDUCTION PLAN TIME LINE		
TASK		TIME FRAME (from NTP)
Conduct requirements assessment of damaged area for DMS		Within 24 hrs
Develop DMS according to Management Plan, including rd construction, erosion control, portable office & toilet facility		Within 48 hrs
Construct observation platform per FEMA requirements		Within 48 hrs
Construct grinding, burn pit, ash storage & hazardous waste storage areas		Within 48 hrs
Determine the number of burners &/or grinders/chippers required per site		Within 48 hrs
Ensure Hazardous Waste Plan in place		Within 48 hrs
If burning is permitted, begin construction of burn pits		Within 48 hrs
Complete installation of burners		Within 72 hrs
Secure permits & transport grinders/chippers to designated reduction areas		Within 72 hrs
Set up grinders/chippers		Within 72 hrs
Maintain records of hours worked for operators, location worked, repairs, etc		Daily
Ensure maintenance of burners &/or grinders/chippers		Daily
Make dumpsite adjustments		Daily
Provide daily operations reports to Project Manager & City Rep		Daily
Inspect DMS operations for safety & quality control monitoring		Daily & periodically
Handle storage & disposal of hazardous waste		As required
Restoration of site upon project completion to City's specifications		Upon completion of project
Provide for demobilization of equipment		Upon completion of all tasks

Basic Debris Reduction Crews		
Personnel / Equipment	Task Responsibility	Number per Crew
DMS Reduction Project Mgr	Supervise set up & daily ops of debris reduction site; Ensure all safety regulations enforced	1 / Site
Day Foreman	Monitor incoming trucks, direct separation of materials; Supervise reduction crews; Monitor for safety regulations being followed and report infractions to Foreman	1 / Site
Night Foreman *(if burning)*	Supervise crews & secure site; Monitor safety regulations & report infractions to Foreman	1 / Site
Spotters	Monitor incoming debris types; Ensure drivers drop loads in proper locations at stockpiles; Direct clean loads of recyclable material to storage areas; Follow all safety requirements & report any infractions to Foreman	2 - 4 / Site
Flagmen	Direct flow of incoming & outgoing trucks at site; Follow all safety requirements & report any infractions to Foreman	2 - 4 / Site
Laborers	Separate recyclable materials from incoming debris & move it to designated storage areas; Assist other workers with debris separation	2 - 4 / Site
Tower Monitor	Check all ticket copies for legibility & accuracy; Alert monitor writing tickets of errors; Monitor for safety infractions & report to Foreman	1 / Site
Water Truck w/spray nozzles & high pressure hose	Spray nozzles used for dust control; High pressure for hose for fire control	1 / Site
Road Grader w/Operator	Maintain rds & site	1 / Site
Onsite Fuel & Oil Storage Tanks	Replenish equipment as needed	2 -4 / Site
Track Hoe w/grapple w/Operators	Build burn pit according to Ops Manual; Clean ash from pits & pile in designated areas; Supply debris to burn pit & grinder	2 - 4 / Site
Bulldozer &/or Rubber Tire Loader w/Operator	Stockpile material; Push debris with Trackhoe	2-4 / Site
Burner Technician / Mechanic	Initial burner set-up; Assist starting fires according to Ops Manual; Daily maintenance & care of burner & loader equipment	1 / Site when burning
1000-1200hp Tub or Horizontal Grinder	Grind vegetative debris	1 / Site when grinding
Grinder Operator	Fuel tub grinder & control grinder operation.	1 / Grinder

Debris Disposal

Final disposition of the products of debris reduction will be made in accordance with instructions from the City and in keeping with all federal, state and local laws.

Vegetative Debris

Based on the City's decision, all vegetative debris will be ground or burned. If ground, the reduced vegetative mulch will be hauled to a properly permitted final disposal site in accordance with all local, state and federal regulations. If vegetative debris is burned, the ash will be hauled to a properly permitted final disposal site. In past disasters we have also recycled the clean ash as fertilizer on farm land. We will properly recycle mulch and ash to the greatest extent possible and within permitted regulations.

Construction and Demolition Debris

All C&D material shall be disposed of in facilities approved by the City of Charleston in accordance with all federal, state and local laws.

Specialty Debris

CrowderGulf's supervisory personnel are experienced in identifying and assessing potential problems imposed by specialty debris including **abandoned vehicles and vessels, wet marine debris, white goods and electronic wastes, hazardous materials and waste, bio-hazardous wastes, dead animals, and hazardous trees and stumps.** As mentioned above, CrowderGulf works in conjunction with all federal, state and local regulatory agencies and strictly follows all regulatory guidance. If removal and disposal is beyond the area of our expertise, we will use Garner Environmental Services (www.garner-es.com), a highly qualified and licensed Hazmat contractor, to remove and dispose of any such materials.

Debris Recycling Plan

Based on the debris management goals and objectives of the City of Charleston, CrowderGulf will implement debris recycling programs as marketing opportunities allow. When recycling is feasible, CrowderGulf will monitor procedures to ensure that the recycling contractors comply with local, tribal, state and federal environmental regulations. Any reimbursement for recycled material will be credited or returned directly to the City.

Vegetative Debris

The vast amount of vegetative debris produced by a natural disaster creates a real recycling challenge. We will make maximum efforts to recycle all organic material. Experience has taught us that it will still require freight cost and tipping fees, but recycling is still the best option as opposed to using up valuable landfill space.

Specifically, our plan involves the following:

1. Debris crews will be encouraged to cut tree trunks into 8' or longer lengths for delivery to dump site. Quality logs will be separated and marketed to pulp mills, saw mills, and veneer mills. Timber in the log form is always marketable, and depending on quality can be transported to market even if the markets are relatively far away.
2. Stumps usually have large quantities of dirt attached, which contributes to the low quality of fuel chips. Stumps will be split and burned if burning is permitted. If burning is not permitted split stumps will be ground and resulting chips will be kept separate.
3. Limbs, twigs, short blocks and inferior logs will be ground or burned. To reduce contamination of chips with dirt, care will be taken to use rubber-tire loaders with rakes and track hoes with grapples.
4. Every effort will be made to move chips to organic fuel users in a wide area. CrowderGulf will begin moving chips as soon as possible to prevent the buildup of massive chip piles that create a potential fire hazard.
5. CrowderGulf has contacts with major paper mills, sugar mills, and other organic fuel users in the Southeast. Once CrowderGulf is awarded a contract, we will work to get tentative agreements with users who are in close proximity.
6. If local laws and regulations permit, CrowderGulf will secure land in a rural area(s) as close as possible to our chipping operations. Chips unfit for fuel or chips surplus will be piled on the property, mixed with ash from burning operations that has been tested and free of contaminates, and turned periodically to produce quality marketable compost suitable for landscaping use or applications to farm land.

After Hurricanes Isabel in 2003, and Ivan in 2004, CrowderGulf shipped clean vegetative chips to Italy to be used as bio-mass fuel. After Hurricanes Charley in 2004, and Irene in 2011, local power plants took chips for use as bio-mass fuel. In 2012, after Hurricane Isaac, Mississippi paper mills received all of our clean chips to use for bio-mass fuel.

C&D Debris

Concrete, asphalt and masonry products can be crushed and used as base material for certain road construction products or as a trench backfill. Debris targeted for base materials will need to meet certain size specifications as determined by the end user. The City may choose to recycle these products themselves. As an example, after Hurricane Ike, Galveston County recycled the crushed concrete (from home slabs on Bolivar Peninsula) by using it for road reconstruction and for a new government building foundation.

Hurricanes and tornadoes can cause extensive damage to mobile homes, sun porches, and green houses. Most of the nonferrous and ferrous metal debris is suitable for recycling. Trailer frames, trailer parts, appliances and other metal items will be properly separated, crushed, baled and recycled. Any proceeds will be credited to the City of Charleston.

Site Closure and Restoration

Upon completion of debris reduction operations, all DMSs will be restored to pre-existing conditions. All equipment, inspection towers, and any other temporary buildings will be removed. Burn pits will be returned to existing grade. Ash will be tested for contaminates before being taken to a disposal site. Any unburned or chipped materials will be hauled to an appropriate facility. Separated metals, plastics, white goods or other materials and types will be recycled as required by contract or regulations. Site reclamation / remediation will be billed back to the client at a pass through cost. In addition, if groundwater and / or soil testing is required, these items will be billed to the client at as pass through cost. A final site inspection will be conducted by City authorities and any discrepancies will be corrected.

All work, including site restoration and closeout will be concluded within 30 calendar days of notice from the City that the last load of debris has been delivered.

➢ Documentation and Reimbursement

CrowderGulf has been successful in the past in supporting our Clients with accurate and complete documentation records. This documentation is readily available to the City, FEMA, FHWA and any other agency that provides reimbursement. Superior record keeping using the best available technology from the beginning to the end of the project is critical.

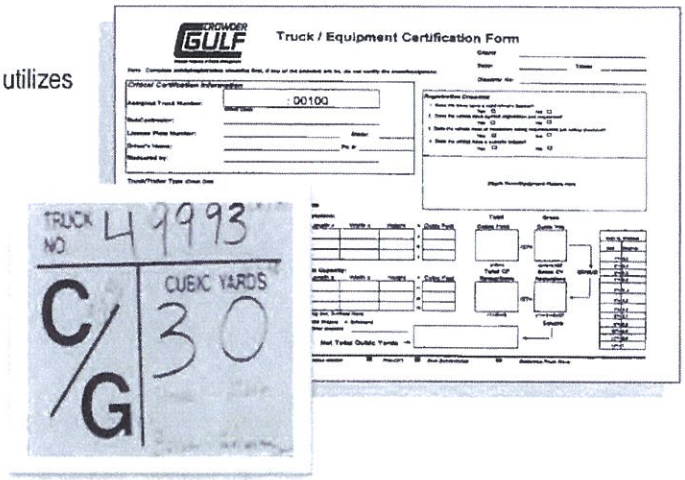
Financial accountability is maintained throughout the process by using a system of checks and balances that are tied directly to the quantitative documentation originating in the field. Throughout the project, FEMA 325 requirements are followed and serve as the foundation of our documentation and accounting systems.

Documentation for Debris Hauling

In an effort to maximize accuracy of accounting, CrowderGulf utilizes the following system of project controls:

Phase 1 - Truck Certification

All debris hauling trucks are certified in accordance with FEMA 325 regulations. Part of the certification procedure includes truck safety checks. Any trucks not meeting the safety requirements will not be certified until infractions are remedied.



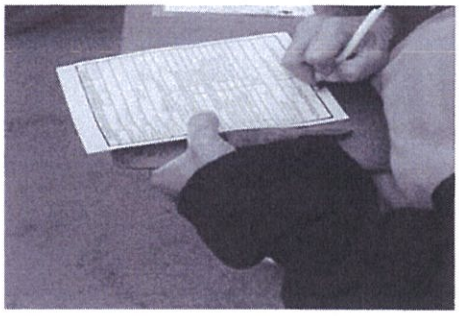
Documentation procedures include:

- Measuring the interior dimensions of all debris hauling truck beds to determine the measured cubic yard capacity
- Safety and insurance requirements check is part of the certification process
- The City's representative, CrowderGulf and the driver will each retain a copy of the completed *Truck Certification Form*
- All equipment are affixed with placards displaying the owner's name, equipment number and certified capacity
- A Capacity Certification Log is maintained in the field as a quality control tool
- All tower inspectors are provided with a current Capacity Certification Log to enforce the integrity of the valid documentation against the truck placard

Phase 2 - Debris Load Ticket Completion

The term "load ticket" refers to the primary debris-tracking document that records the transport of debris from the original collection point to the DMS or final disposal site. By positioning the debris monitors at each point of the operations (collection, DMS and/or final disposition), the eligible scope of work can be properly documented.

This process includes the following procedures:



- Completion of a multi-part *Debris Load Ticket* for each truckload of debris
- City representative(s) at the loading site(s) will inspect each loaded truck, legibly and accurately record the required information on the ticket and provide the debris hauler with a partially completed ticket
- City representative(s) at the temporary or final disposal site(s) inspection tower take the ticket from the driver and complete the disposal information
- City representative(s) retain the original completed ticket and a copy is provided to the driver and a CrowderGulf representative
- CrowderGulf representatives collect ticket copies and perform the first of many quality control checks
- CrowderGulf field office personnel process the tickets sending electronic copies to the Home Office for additional quality control checks, data entry and storage

Accurate completion of these two phases of quantitative and descriptive debris information is imperative for cost reimbursement and contractor invoicing. When electronic ticketing is used, the above procedures are slightly modified according to the firm acquired, while still maintaining the same quality of information and satisfying requirements.

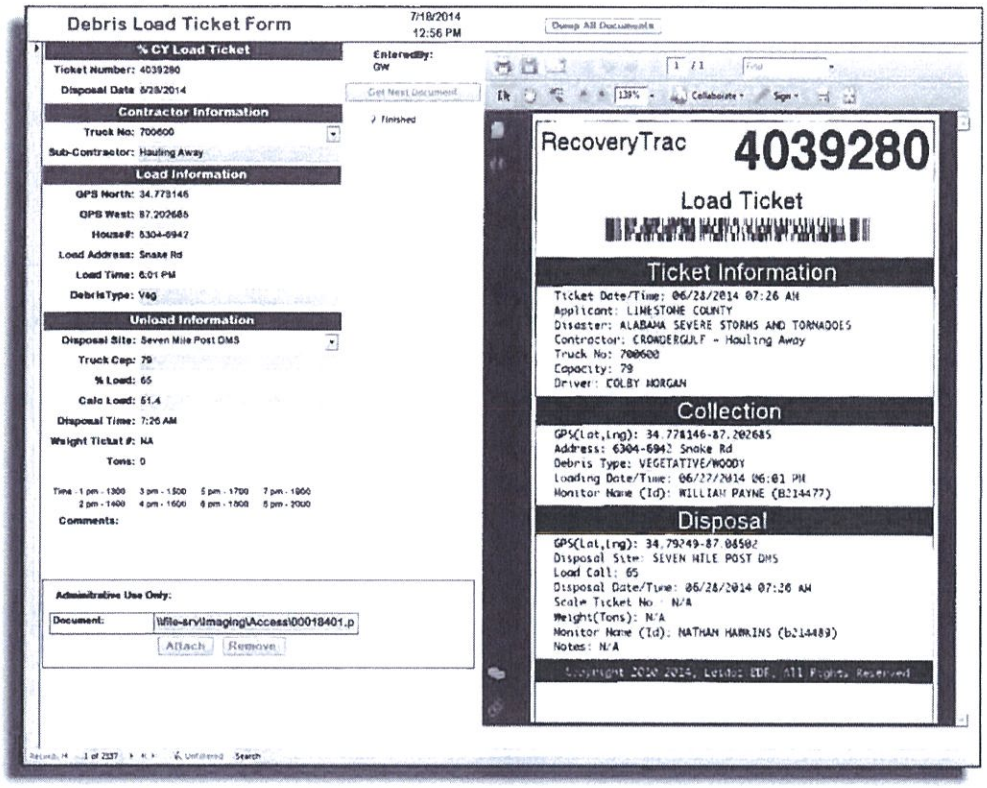
Documentation of Special Projects

There are usually several additional recovery projects besides ROW debris removal and disposal that are required in order to address geographically unique storm damage. Each project is preceded by a specific task order to serve as a formal request to proceed with the project. The Task Order outlines the parameters of the project and establishes the pay rates associated. Detailed documentation that meets FEMA 325 requirements will be kept for each project.

Data Management

CrowderGulf utilizes a comprehensive and seasoned data collection and storage process with all projects. Regardless of whether electronic (ADMS) or paper ticketing documentation is used by the City or representative, CrowderGulf easily adapts data capturing procedures to accommodate all requirements. CrowderGulf's database is specifically designed to capture and track quantitative and descriptive debris data for the entire project while storing ticket images for reconciliation support and audit documentation support.

Here is an example of the CrowderGulf database and document capture capability:



Technology has made documentation, reconciling and invoicing a more efficient, transparent process that can help expedite FEMA reimbursement. However, the technology is only as good as the people using it. CrowderGulf has capable, well-trained personnel with the commitment to ensure functionality and accurate information on a continuous basis. CrowderGulf has these qualified, committed personnel full-time throughout the year ready to provide documentation support even years after the project is complete.

Monitoring Companies and Electronic Ticketing

CrowderGulf has vast experience working with several monitoring companies and are familiar and compatible with their programs, processes and procedures. It is important that to the Client that CrowderGulf and Client representative (i.e., monitoring company) establish and maintain a positive and professional rapport throughout the project. This is necessary in order for the communication flow to be open with the central focus of making sure all documentation for eligible work is accurate and complete.

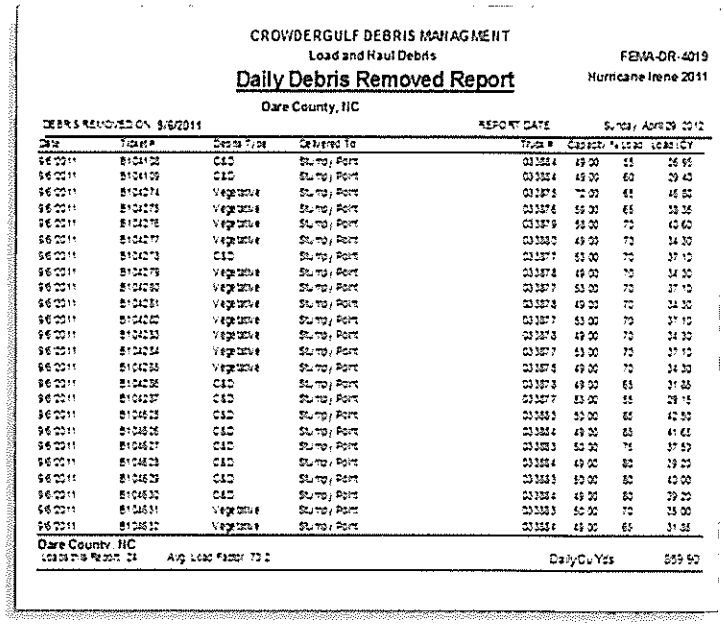
Reports and Information

Reports display tracking of debris through work completed to aid and support ongoing project planning. CrowderGulf has the capability and know how to conform reports to the unique specifications of any project or even portions of a project. Reports can be developed quickly to capture specific City requested data. These reports serve as a valuable tool to everyone in decision making throughout the recovery process.

We can provide the City with the following daily and weekly reports (at a minimum):

- Total cubic yards hauled
- Total cubic yards of vegetative debris hauled
- Total cubic yards of C&D debris hauled
- Total cubic yards of Stump debris hauled
- Total leaners or hangers cut
- Total cubic yards of mulch debris hauled
- Total cubic yards hauled to each DMS
- Other customized reports as requested

Reports may be provided in Excel format, Word format or PDF format.



CROWDERGULF DEBRIS MANAGEMENT
Load and Haul Debris
FEMA-DR-4019
Daily Debris Removed Report
Hurricane Irene 2011
Dare County, NC

DEBRIS REMOVED ON 9/6/2011 REPORT DATE Sunday April 29 2012

Date	Ticket #	Debris Type	Delivered To	Truck #	Capacity	% Load	Load CY
9/6/2011	81024108	C&D	Stump Point	03 3584	49.00	55	26.95
9/6/2011	81024109	C&D	Stump Point	03 3584	49.00	60	29.40
9/6/2011	81024174	Vegetative	Stump Point	03 3575	70.00	65	45.50
9/6/2011	81024175	Vegetative	Stump Point	03 3576	55.00	65	35.75
9/6/2011	81024176	Vegetative	Stump Point	03 3579	55.00	70	40.60
9/6/2011	81024177	Vegetative	Stump Point	03 3580	49.00	70	34.30
9/6/2011	81024178	C&D	Stump Point	03 3577	53.00	70	37.10
9/6/2011	81024179	Vegetative	Stump Point	03 3578	49.00	70	34.30
9/6/2011	81024180	Vegetative	Stump Point	03 3577	53.00	70	37.10
9/6/2011	81024181	Vegetative	Stump Point	03 3578	49.00	70	34.30
9/6/2011	81024182	Vegetative	Stump Point	03 3577	53.00	70	37.10
9/6/2011	81024183	Vegetative	Stump Point	03 3578	49.00	70	34.30
9/6/2011	81024184	Vegetative	Stump Point	03 3577	53.00	70	37.10
9/6/2011	81024185	Vegetative	Stump Point	03 3578	49.00	70	34.30
9/6/2011	81024186	C&D	Stump Point	03 3578	49.00	65	31.85
9/6/2011	81024187	C&D	Stump Point	03 3577	53.00	55	29.15
9/6/2011	81024188	C&D	Stump Point	03 3583	53.00	80	42.40
9/6/2011	81024189	C&D	Stump Point	03 3584	49.00	85	41.65
9/6/2011	81024187	C&D	Stump Point	03 3583	53.00	75	39.75
9/6/2011	81024188	C&D	Stump Point	03 3584	49.00	80	39.20
9/6/2011	81024189	C&D	Stump Point	03 3583	53.00	80	42.40
9/6/2011	81024190	C&D	Stump Point	03 3584	49.00	80	39.20
9/6/2011	81024191	Vegetative	Stump Point	03 3583	53.00	70	37.10
9/6/2011	81024192	Vegetative	Stump Point	03 3584	49.00	65	31.85

Dare County, NC
Loads this Report: 24 Avg Load Factor: 73.2 Daily Cu Yds 859.90

Reconciliation and Invoicing

An important aspect of the documentation process is the reconciling of all the truck certifications and load tickets prior to invoicing. CrowderGulf has earned a solid reputation with clients and monitoring firms by working closely with them to ensure that data reconciling is completed before invoicing. Whether reconciling with a monitoring company or with our clients direct, our database has all the information needed to expedite this process.

After reconciliation is complete, it is time for invoicing. All invoices are fully supported by load tickets and other required documentation. CrowderGulf is very flexible in generating invoices. Invoices can be provided in different ways such as a dollar amount limit per invoice, designated work period on an invoice (i.e. one week per invoice) or single task invoices. CrowderGulf strives to accommodate by adapting to preferred formats and preferences.

Having reconciled the data prior to invoicing makes the invoicing documents easier to read from FEMA's standpoint and speeds up the audit or reimbursement process. Schedules for invoicing are usually outlined in the contract. Many times, due to the severity of the disaster and the available resources by the City the payment schedule may be modified to allow more time to pay the invoices. CrowderGulf is able to accommodate these situations due to our strong financial stability.

Documentation Maintenance

CrowderGulf maintains all documentation for a period of at least 7-10 years, depending on the requirements. All tickets and truck certifications, task orders, and any other pertinent documentation are kept in both hard copy and electronic format. Having all documents in an organized electronic file allows for easy access if and when FEMA audits the work.

FEMA Requirements and Assistance in the Reimbursement Process

CrowderGulf works closely with all regulatory agencies to assure minimum issues in our disaster management efforts. Over the past 20 years, **98%** of CrowderGulf's work has been with Cities, Counties, States and Agencies that received reimbursement from FEMA under the Public Assistance (PA) Reimbursement Program. As a result of our success in documenting all aspects of the debris management process to support reimbursements, CrowderGulf has established itself as one of the most respected debris contractors in the United States.

As an example of our commitment to Clients, in June, 2010, a CrowderGulf Client requested assistance with a FEMA audit for work completed in 2005, after Hurricanes Katrina and Wilma. Consequently, one of our senior managers spent four weeks working onsite with the Client, as well as 1,000 plus hours of work time on the project researching and preparing documentation requests for FEMA. All of our time and assistance was provided to the Client at no cost. This is how every client is treated. CrowderGulf is committed to 'going to the mat' with them to make sure that our documentation is complete, accurate and provided in whatever format FEMA requests.

CrowderGulf's former FEMA Directors, Emergency Managers and FEMA trained Debris Specialists are available to assist in complying with FEMA guidelines and completing all documentation required by FEMA, FHWA or the Office of Inspector General. **Our Staff is well versed in the Code of Federal Regulations (44 CFR), FEMA's Debris Management Guide (FEMA 325), and Public Assistance Debris Monitoring Guide (FEMA 327).**

CrowderGulf will share its knowledge and experience concerning reimbursement matters. The goal is to obtain maximum reimbursement by utilizing extremely accurate record keeping and exacting quality control measures. Specifically, CrowderGulf will assist the City with the following:

- Developing Project Worksheets
- Estimating debris volumes for initial damage assessment
- Identifying eligible and ineligible reimbursements
- Documenting every element of the recovery process
- Reviewing all records to assure that they meet federal and state reimbursement guidelines
- Providing various levels of training for City employees
- Documenting all facets of work to support the claim process
- Maintain all documents for 7-10 years

"I would like to Thank you all, Ashley and her staff, for all of your help in providing information and documentation needed to close out our 2004/2005 Hurricanes with FEMA. It is comforting to know that we can rely on your company to provide accurate information 4 to 5 years after the fact."

Jesse Wright, Village Supervisor
Village of Wellington, FL

Reimbursement

CrowderGulf is committed to completing any emergency management and recovery project for the City in the minimum amount of time and at the best price possible. We work in full regulatory compliance with all agencies involved in disaster recovery including but not limited to:

- Federal Emergency Management Agency (FEMA)
- Federal Highway Administration (FHWA)
- Environmental Protection Agency (EPA)
- United States Coast Guard (USCG)
- United States Corps of Engineers (USACE)
- South Carolina Department of Health and Environmental Control
- South Carolina Department of Transportation

Maximizing Reimbursements under the Sandy Recovery Improvement Act (SRIA) Program

FEMA's SRIA program is intended to increase the effectiveness of debris removal by providing incentives to subgrantees (counties/municipalites) who choose to take advantage of all or only parts of the program. CrowderGulf's Management Team are very experienced in working within the guidelines of FEMA's Public Assistance program and the Pilot progam initiatives. CrowderGulf is available to assist clients in taking advantage of the alternate procedures of the Pilot program.

Currently, FEMA has agreed to extend the Public Assistance Alternative Procedures for Debris Removal until June 2020. However, specific changes to the current Program have not been released. We are anticipating this informtion to be shared by FEMA in the upcoming weeks. CrowderGulf has many years of experience in working to meet all of FEMA's Public Assistance Program requirements and have been very successful in helping our clients take advantage of the afforded cost saving measures. In 2018, in FEMA's attempt to streamline the grantee experience, and simply program delivery, the Agency discontinued the Recycling Revenues and Sliding Scale procedures because they were not meeting the goals established in the Sandy Recovery Improvement Act. FEMA did however, continue to promote the use of Straight Time and Force Account Labor incentives in their 2019 revision. CrowderGulf is prepared to assist the City in taking advantage of any remaining program initiatives and pledge our support in keeping the City aprised of all changes in the program.

ESSENTIAL SUPPORT FUNCTIONS

➢ Readiness Support and Training

CrowderGulf's long and successful history of disaster response and recovery success is, in a large part, a result of continuous Readiness Planning and Training. CrowderGulf is dedicated to a year-round cycle of preparation, practice, review and analysis to refine our procedures and processes. We strive for continuous improvement with the goal of exceeding expectations where it matters, in project execution.

Joint training and pre-planning with the City will be an important part of Readiness Planning. **On at least an annual basis, CrowderGulf specialists will provide training and pre-planning sessions.** In addition, our Debris Reduction specialists will be available to review and advise on potential DMSs. Preparedness training will be tailored to the City's needs and requests.

Usually, training will consist of all or some of the following topics:

- General understanding of the disaster declaration process
- Understanding the importance of thorough documentation in all processes
- Contract scope of work & scope of work timeframe
- FEMA debris removal eligibility & FEMA required documentation
- Responsibilities of the City & the contractor for debris management
- Pre-event actions
- Management team roles & responsibilities
- Initial response & recovery operations
- Debris removal & monitoring functions
- Truck certification process
- Documentation
- Close out & reimbursement

Training and pre-planning sessions are designed by the needs of each individual Client. For example, if our Client is preparing their own session and would like CrowderGulf to prepare material for discussion for a particular time slot, material such as handouts and PowerPoint presentations are created to present to the attendees based on the discussion topic provided by the Client. This type of involvement is usually requested by Clients who have knowledgeable staff who are experienced in the debris removal process and only need a quick overview of a particular topic.

CrowderGulf also provides a more in depth session for the Clients who need training and plan development specific to their geographical location. CrowderGulf is experienced in assessing the needs of each Client and providing the knowledge and training needed for a successful event. In these situations, CrowderGulf provides in depth training and plan development through PowerPoint presentations, handouts and table top exercises. During the in depth training and planning sessions, CrowderGulf can offer assistance in helping the decision makers make informed decisions regarding such things as DMS needs and locations, City disaster debris team members and their roles, whether it is in the best interest of the Client to acquire a monitoring firm, and identifying any other concerns that may not have been previously identified.

➢ Subcontracting - *Found in Section C of this Proposal*

➢ Quality Control

The purpose of a quality control plan is to provide guidance and consistent attention to workplace policies and procedures in order to facilitate efficient, effective and safe debris removal and reduction. **CrowderGulf's success in managing quality is achieved by our commitment and attention to the people, processes, and procedures involved in our projects. This starts with identifying and communicating the following Fundamental Values to Quality**

"Clean As You Go"

This concept is the centerpiece of our Quality Control Plan. "***Clean As You Go***" is a simple concept that is defined as doing the best job possible the first time to reduce the necessity for redoing any work. This policy does not preclude contracted multiple passes. It simply implies that **all** the debris will be removed on every pass, regardless of the number of passes required by the City. This philosophy is especially important for debris work during emergencies or major disasters where restoration of critical public functions is the highest priority.

CrowderGulf was the debris contractor that first coined the term "***CLEAN AS YOU GO***", over 14 years ago. Recently, the term has been used by other contractors and by municipalities in their RFPs. All CrowderGulf employees, subcontractors and consultants are expected to abide by this policy.

Inspections

To assure the quality and timeliness of work, CrowderGulf will use a hierarchy of assigned inspection responsibilities based on the nationally recognized Incident Command System (ICS). This arrangement limits the respective spans of control to appropriate levels and has proven to facilitate optimum performance.

Security

CrowderGulf will restrict general access to its DMS operations to essential company and City personnel for both security and safety. Managers and supervisors will be granted access to a site(s) based upon their duties, responsibilities and spans of control. Operating personnel will be granted access to sites relevant to their respective tasks.

Maintenance

CrowderGulf follows manufacturer's maintenance recommendations on all of its equipment. CrowderGulf systematically performs "routine maintenance" appropriate to each item of equipment. This maintenance is reported on an equipment log that is retained for the life or ownership of the equipment. CrowderGulf's maintenance system uses its employee or contracted full-time mechanics and/or oilers for daily and routine maintenance. Heavy maintenance and/or major repairs of company-owned equipment are performed by heavy equipment maintenance firms under contract with CrowderGulf.

Knowledge and Training

CrowderGulf's Quality Control Manager will conduct briefings and de-briefings no less than once a day for the team managers and weekly for supervisors. Organizational and functional relationships will be thoroughly reviewed with supervisory personnel on an on-going basis. CrowderGulf employs debris-experienced equipment operators, foreman, supervisors, and subcontractors. In accordance with these established practices, CrowderGulf supervisors will evaluate the knowledge and debris experience of each operator and subordinate employees, regarding the specifics of his or her assigned tasks, to determine if the employee requires additional training.

➢ Health and Safety

CrowderGulf's Philosophy of Safety

All company operations are managed with an aggressive and proactive commitment to the safety and wellbeing of employees, subcontractors and the public at large. We believe that this commitment to safety must go hand-in-hand with our commitment to quality production and cost efficiency. CrowderGulf believes that ALL injuries and accidents are preventable through the establishment of and compliance with safe work procedures. Therefore, the prevention of bodily injury and the safeguarding of health are the first considerations in all workplace actions and are the responsibility of every employee and subcontractor at all levels.

This philosophy is reinforced and fulfilled as defined below:

- The CrowderGulf Safety Plan for the City shall be in place at all times to provide mandated directives, required actions, procedures and guidance for all levels of employees from initial response to final closure. The Safety Plan is intended to ensure that all employees work safely and remain safe.
- At all times, CrowderGulf will comply with appropriate safety/ security laws and regulations such as those established by:
  - The Occupational Safety and Health Act (OSHA),
  - The EPA (Environmental Protection Agency),
  - The DOT (Department of Transportation),
  - All other applicable federal, state and local safety and health regulations, and any additional safety standards required by the City

"I would like to take this opportunity to thank you and your crews for the industrious work performed for our City as a result of Hurricane Ike. Your crews should be commended for accomplishing such a monumental task in a short period of time."

Toni Randall, Mayor
League City, TX

Corporate Commitment to Safety

CrowderGulf is committed to providing an accident free experience for our employees, subcontractors, visitors to our work sites and to the public we encounter during the execution of our projects. Our leadership team is firmly committed to the belief that "All Accidents Are Preventable". To emphasize our commitment to achieving an accident free experience in every CrowderGulf project, the company's senior executive, Mr. John Ramsay, serves as the senior Safety Official. Mr. Ramsay's personal attention to CrowderGulf's safety, health and accident prevention performance establishes an absolute standard of top priority for all personnel throughout the organization.

Many companies have written safety plans for individual safety topics, but few have a comprehensive plans designed to drive all company operations. CrowderGulf's corporate commitment to safety starts with its written Health and Safety Plan and includes all facets of company planning and operations. Our complete 368 page CrowderGulf Health and Safety Plan is available upon request.

Safety Performance Summary

CrowderGulf takes tremendous pride in our safety record. Since 2012, CrowderGulf has received no citations, notifications or violations, pertaining to OSHA, or state OSHA. In that time period, CrowderGulf has worked approximately 739,881 and experienced a total of 3 recordables, which is well below industry standards and the last recordable incident took place in 2011. CrowderGulf believes that providing the safest possible work environment is most beneficial for the company, and our clients. CrowderGulf employs a full time safety manager and maintains an up to date, all-inclusive safety manual pertaining to all of CrowderGulf's vast job scope. We also believe that training, communication and monitoring are the best ways to obtain a safe work environment. CrowderGulf policy is that daily tool box meeting are mandatory, and the JSA process is to be used as a communication tool for our workers. Every person involved in a CrowderGulf project has not only the right, but the responsibility to stop the job if an unsafe act or situation is discovered, or if there is a need for more understanding of the work process. These factors have allowed us to perform above average in regards to our safety record.

Year	Hours Worked	OSHA Recordable	Days Away From Work Cases	R.I.F Rate (Recordable Incident Frequency)	D.a.r.t. Rate (Days Away, Restrictions, or Transfers)
2018	173,960	0	0	0	0
2017	148,975	0	0	0	0
2016	111,243	0	0	0	0
2015	94,222	0	0	0	0
2014	89,478	0	0	0	0
2013	92,630	0	0	0	0
2012	59,373	0	0	0	0

As of June 1, 2019 CrowderGulf has completed the last 3,010 days of work recordable free.

*We have included our most current **OSHA Form 300A – Summary of Work-Related Injuries and Illnesses** as additional documentation of our exemplary safety record. Previous year's forms can be provided upon request*

OSHA's Form 300A

Summary of Work-Related Injuries and Illnesses **Year:** 2018 Form approved OMB no. 1218-0176

All establishments covered by part 1904 must complete this Summary page, even if no work-related injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate before completing this summary. Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the Log. If you had no cases, write "0". Employees, former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR Part 1904.35 for further details on the access provisions for these forms.

Number of Cases

Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restriction	Total number of other recordable cases
0 (G)	0 (H)	0 (I)	0 (J)

Number of Days

Total number of days away from work	Total number of days of job transfer or restriction
0 (K)	0 (L)

Injury and Illness Types

Total number of... (M)

(1) Injuries	0	(4) Poisonings	0
(2) Skin Disorders	0	(5) Hearing loss	0
(3) Respiratory conditions	0	(6) All other illnesses	0

Facility Information:

Establishment name: CrowderGulf
Street: 5435 Business Parkway
City: Theodore
State: AL

Industry description:

Standard Industrial Classification (SIC) if known: 238600

Employment Information (If you don't have these figures, see the Worksheet on the back of OSHA Form 300A to estimate)

Annual average number of employees: 54
Total hours worked by all employees last year: 174,822

Sign here

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.

Company executive: SAFETY manager Title
(251) 509-9422 Phone 2/5/2019 Date

Post this Summary page from February 1 to April 30 of the year following the year covered by the form.

Public reporting burden for this collection of information is estimated to average 50 minutes per response, including time to review the instructions, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any other aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Avenue, NW, Washington, DC 20210. Do not send the completed forms to this office.

CrowderGulf's Site Specific Safety Plan

The Accident Prevention Plan (APP) and Site Safety and Health Plans (SSHP) for the City shall include the following commitments:

- Maintaining a safety and health program that meets the requirements of OHSA and all applicable laws.
- Equipping employees and subcontractors with the required safety equipment, hard hats, clothing, and other safety materials necessary to perform specific work tasks.
- Preparing an Accident Prevention Plan (APP) and Site Safety and Health Plans (SSHP) to inventory and address specific work hazards.
- Providing employees and subcontractors with continuing safety and health training necessary to enable them to perform their work in a safe manner.

- Assuring that at no time, while on duty, may employees or subcontractors be under the influence of alcohol, narcotics, intoxicants or mind-altering substances. Violations of this policy may result in immediate dismissal.
- Assuring that employees and subcontractors be required to immediately report all accidents, injuries, and "near misses" to their supervisor.
- Conducting safety meetings to review past activities, plan for new or changed operations, review hazard analyses and establish safe working procedures.
- Communication of Health, Safety, Security and Environment (HSSE) standards will take place in orientation trainings, safety meetings specific to individual situations, daily tool box meetings, memo's and other ways CrowderGulf deems appropriate.
- Assuring that all associates, regardless of position know that they have the right to "Stop the Job" in the event of a HSSE deficiency.
- Conducting Job Hazard Analyses (JHA) to define the activities being performed, the sequences of work, the specific hazards anticipated, and the control measures to be implemented to eliminate or reduce each hazard to an acceptable level.

A list of local Hospitals, Police Stations, and Fire/Emergency Response Stations will be provided as part of the Safety Plan after project activation.

SAFETY WILL BE THE PARAMOUNT CONCERN AT ALL TIMES

➢ Environmental Sensitivity

CrowderGulf is committed to unequivocal protection of the environment at all work sites and surrounding areas. This is accomplished by attention to organizational, operational and performance details. CrowderGulf personnel or subcontractors assigned to specific contractual duties that substantially impact environmental quality (i.e., incinerator operators) will have the quality of their work continually evaluated by a senior supervisor. Employees with duties partially or indirectly applicable to environmental protection will have those duties evaluated daily, whether relating to noise, smoke, dust, traffic, drainage or general containment actions or containment actions specifically related to hazardous materials.

Regulatory Permits and Compliance

CrowderGulf will ensure all applicable permits are obtained before work is started, including but not limited to the following:

- Air Quality
- Forestry
- Storm Water
- Reclamation of Surface Mining Sites
- Ground and Surface Water
- Local Health Department Permits

We work in full regulatory compliance with all agencies involved in disaster recovery including, but not limited to:

- Federal Emergency Management Agency (FEMA)
- Federal Highway Administration (FHWA)
- Environmental Protection Agency (EPA)
- United States Coast Guard (USCG)
- United States Army Corps of Engineers (USACE)
- The South Carolina Department of Health and Environmental Control
- The South Carolina Department of Transportation

Environmental and Historic Considerations

State and local regulations, laws and ordinances will be addressed and followed for all environmental and historic preservation issues. The following list provides a brief review of the primary Federal laws which must be considered during debris management practices.

- National Environmental Policy Act
- Clean Water Act
- Clean Air Act
- Coastal Barrier Resources Act
- Resource Conservation and Recovery Act
- Endangered Species Act
- Coastal Zone Management Act
- Fish and Wildlife Coordination Act
- Wild and Scenic Rivers Act
- Executive Orders
- National Historic Preservation Act

Specific Environmental Concerns

Spills or Leaks

Should a spill or leak occur during performance of this contract, CrowderGulf will report the spill or leak to the City. CrowderGulf shall be responsible for cleaning up all spills in compliance with federal, state, and local laws and regulations and at no cost to the City or other government entities.

Asbestos Containing Materials

CrowderGulf is experienced and capable of managing the removal of asbestos containing material. If asbestos is encountered during a recovery effort for the City, CrowderGulf will utilize its resources to ensure all asbestos related activities are in accordance with Environmental Protection Agency (EPA) requirements, specifically the National Emission Standards for Hazardous Air Pollutants (NESHAP) 40 CFR Part 61, Subpart M.

CrowderGulf staff will always comply with all environmental laws and regulations. CrowderGulf will conduct all debris operations outlined in this proposal to meet the program standards provided for in the **FEMA 325 Debris Management Guide**. In addition, CrowderGulf will conduct all debris related operations in accordance with all applicable federal, state, and local laws, rules and/or regulations.

➢ Public Relations

After a disaster, residents want answers regarding recovery operations. CrowderGulf will work closely with the City to ensure that the residents are given accurate and timely information for their use and own individual planning purposes.

Developing a Public Information Campaign

Experienced CrowderGulf personnel will be available to assist the City in the development of a public information campaign. The information could include the parameters, rules and guidelines of debris operations so residents can begin their personal recovery activities. The language used will be simple and easy for all residents to understand. Materials and information may be distributed in more than one language for it to be understood by non-English-speaking populations and neighborhoods.

Distribution Strategy

The following are suggested vehicles for distributing the information:

- **Media** – Local television, radio, newspapers, or community newsletters
- **Internet Site** – City of Charleston website
- **Public Forums** – Interactive meetings at town hall or shopping area kiosks
- **Direct Mail Products** – Door hangers, direct mail, fact sheets, flyers within billings, and billboards

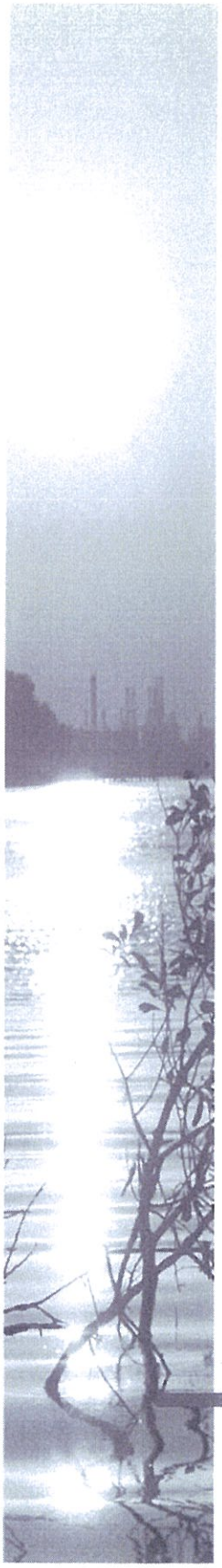
Updates and Redistribution

The public information strategy will be able to address changes and revisions as debris removal operations progress. During the early stages of the operations, distribution may rely on the immediate transmission of the information through radio and television, to update the general public regarding the debris removal operations. Once operations become more routine and predictable, the information can be distributed through the print media, such as newspapers, mailings, and flyers.

Debris Information Center

CrowderGulf can assist the City in establishing a temporary debris information center to address concerns and complaints, and answer questions that are not included in the public information campaign at-large. The debris information center may also be utilized to report fraud. Regardless of the venue, it will be important to address the residents' concerns, complaints, and questions in a timely and efficient manner. Feedback from the information center will give the Management Team an indication of how effective and efficient the operations are progressing. The City and the On-Site Management Team may use this information to adjust operations appropriately.

CROWDER GULF



b. Fee Proposal

City of Charleston, SC

RFP 19-P019R "Storm Debris Removal Services"

2.50.4 General
All insurance shall be placed with South Carolina admitted carriers with a current Best's rating of A (minus), X, or better

Any modifications to specifications must be approved by the City

SECTION III
FEE PROPOSAL

I have read and understand the requirements of this request for proposal Event# 1508 and agree to provide the required services in accordance with this proposal and all attachments, exhibits, etc. The proposed fees shall include all labor, material and equipment to deliver and provide the equipment and services as outlined in the RFP and should include any travel or per diem expenses and any other miscellaneous expense involved. The fee for providing the required equipment and services are:

SCHEDULE I – HOURLY EQUIPMENT AND LABOR PRICE SCHEDULE
Equipment Type – (As per Specification 2.21-2.25) Hourly Equipment Rate
Bobcat Loader
Bucket Truck w/Operator
Crash Truck w/Impact Attenuator
Dozer, Tracked, D5 or similar
Dozer, Tracked, D6 or similar
Dozer, Tracked, D7 or similar
Dozer, Tracked, D8 or similar
Dump Truck, 18 CY-20 CY
Dump Truck, 21 CY-30 CY
Generator and Lighting
Grader w/12' Blade
Hydraulic Excavator, 1.5 CY
Hydraulic Excavator, 2.5 CY
Knuckleboom Loader
Lowboy Trailer w/Tractor
Mobile Crane (Adequate for hanging limbs/leaning trees)
Pickup Truck, .5 Ton
Truck, Flatbed
Water Truck
Wheel Loader, 2.5 CY, 950 or similar
Wheel Loader, 3.5 – 4.0 CY, 966 or similar
Wheel Loader, 4.5 CY, 980 or similar
Wheel Loader-Backhoe, 1.0 – 1.5 CY
Other – Please List
Labor Category Hourly Labor Rate
Operations Manager w/Cell Phone and Pickup
Crew Foreman w/Cell Phone and Pickup
Tree Climber/Chainsaw
Laborer w/Chain Saw
Laborer w/small tools, traffic control, or flag-person

The CrowderGulf Team prides itself on working to achieve the best possible pricing. We have exported the word document and included an excel spreadsheet for clarity. In addition, based on our knowledge of the debris removal business, we found that there were some additional prices that the City might need in the future, so we have provided those rates as a courtesy. Our Vice President, Reid Loper will be available 24/7 to answer any specific questions that the City may have regarding the bid schedule and equipment pricing we have provided.
Reid Loper - 678-477-3755 / rloper@crowdergulf.com

Please see attached pricing schedule.

SCHEDULE 2 - UNIT RATE PRICE SCHEDULE Please see attached pricing schedule.

Refer to Section No. 2.15 of the RFP

1. ROW Vegetative Debris Removal (Collect & Haul) $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of pick and transport of vegetative debris on the ROW to a City-approved DMS or other designated disposal facility.

2. ROW Construction & Demolition Debris Removal (Collect & Haul) $ Per Cubic Yard
Estimated Cubic-Yards Total
Work consists of pick and transport of C&D debris on the ROW to a City-approved DMS or other designated disposal facility.

3. Demolition, Removal, and Transport of Structures $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to demolish structures on private property.

4. DMS Management and Operations $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of the management and operation of DMS' for acceptance, management, segregation, and staging of disaster related debris.

5. Reduction of Storm Generated Debris by Grinding $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by grinding.

6. Reduction of Storm Generated Debris by Incineration $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by incineration.

7. Haul-out of Reduced Debris to Final Disposal Site
$ Per Cubic Yard
Estimated Cubic-Yards
Total
Work consists of pick up and transport of reduced debris at a City-approved DMS to a final disposal facility

8. Removal of Hazardous Leaning Trees and Hanging Limbs $ Per Tree Estimated Trees Total Work consists of removing hazardous leaning or hanging limbs and placing them on the ROW for haul-off.

a. 12 inch to 23.99-inch diameter
b. 24 inch to 35.99-inch diameter
c. 36 inch to 47.99-inch diameter
d. 48 inch and larger diameter

Hanger Removal (per Tree)

9. Removal of Hazardous Stumps
$ Per Stump
Estimated Stumps Total Work consists of removing hazardous stumps and placing them on the ROW for haul off.

a. 24 inch to 35.99-inch diameter
b. 36 inch to 47.99-inch diameter
c. 48 inch and larger diameter

10. Household Hazardous Waste Removal, Transport, and Disposal

Please see attached pricing schedule.

$ Per Pound Estimated Pounds Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Household Hazardous Waste.

11. Abandoned Vehicle Removal $ Per Unit Estimated Units Total Work consists of the removal of abandoned vehicles in areas identified and approved by the City and subsequently transported to a City-approved staging area.

12. Animal Carcass Removal and Disposal $ Per Unit Estimated Units Total Work consists of the removal of animal carcasses in areas identified and approved by the City and subsequently transported to a City-approved staging area.

13. ROW White Goods Debris Removal (Collect & Haul) $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of White Goods.

14. Freon Removal $ Per Unit Estimated Units Total Work consists of the recovery and disposal of refrigerants from items containing Freon.

15. Asbestos Removal $ Per Cubic Yard Estimated Pounds Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Asbestos.

Total Estimated Contract Price

Storm Debris Removal 2019

Please do not forget to include the Unit Rate Price Schedule.

Total-$ 2010.05

SUBMITTED BY: John Ramsay

PROPOSER: CrowderGulf, LLC.

SIGNED: John Ramsay

NAME (PRINT): John Ramsay, President & CEO

ADDRESS: 5435 Business Parkway

CITY/STATE: Theodore, AL ZIP 36582

TELEPHONE: (800) 992-6207 Area Code FAX: (251) 459-7433
Area Code Area Code

INDICATE MINORITY OWNERSHIP STATUS OF BIDDER (FOR STATISTICAL PURPOSES ONLY):
CHECK ONE:

X NON-MINORITY OWNED

_____ ASIAN AMERICAN _____ AFRICAN AMERICAN _____ AMERICAN INDIAN

_____ HISPANIC _____ OTHER MINORITY Describe_____

_____ WOMAN (non-minority)

City of Charleston, SC

Schedule 2 - Unit Rate Price Schedule			
Item #	*Description*	*Unit*	*Unit Price*
1	ROW Vegetation Removal (Collect & Haul) - Work consists of pick and transport of veg debris on the ROW to a City-Approved DMS.	CY	$9.00
1a	ROW Vegetation Removal (Collect & Haul) - Work consists of pick and transport of veg debris to final disposal facility (includes tipping fee).	CY	$18.00
2	ROW C&D Removal (Collect & Haul) - Work consists of pick and transport of C&D debris on the ROW to a City-Approved DMS.	CY	$9.00
2a	ROW C&D Removal (Collect & Haul) - Work consists of pick and transport of C&D debris to final disposal facility (includes tipping fee).	CY	$21.00
3	Demolition, Removal, and Tranpsort of Structures and hauled to DMS.		$14.90
4	DMS Management and Operations - Work consists of the management and operation of DMS' for acceptance, management, segregation, and staging of disaster related debris.	CY	$1.45
5	Reduction of Storm Generated Debris by Grinding- Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by grinding. NOTE: This rate is also valid for C&D Reduction via Compaction.	CY	$3.15
6	Reduction of Storm Generated Debris by Incineration - Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by incineration.	CY	$2.15
7	Haul-Out of Reduced Debris to Final Disposal Site - Work consists of pick up and transport of reduced debris at a City-approved DMS to a final disposal facility. NOTE:Includes the haulout of reduced veg & C&D debris. This rate include 0-30 miles; for miles over 30 please add $0.14/cubic yard per mile. Additionally, tipping fee is included in Line Item # 7 when DMS Option is used.	CY	$16.50
8	Removal of Hazardous Leaning Trees and Hanging Limbs - Work consists of removing hazardous leaning or hanging limbs and placing them on the ROW for haul-off.	Per Tree	
a	12 inch to 23.99-inch diameter		$80.00
b	24 inch to 35.99-inch diameter		$188.00
c	36 inch to 47.99-inch diameter		$245.00
d	48 inch and larger diameter		$295.00
	Hanger Removal	Per Tree	$85.00
9	Removal of Hazardous Stumps - Work consists of removing hazardous stumps and placing them on the ROW for haul off.	Per Stump	

a	24 inch to 35.99-inch diameter		$200.00
b	36 inch to 47.99-inch diameter		$240.00
c	48 inch and larger diameter		$290.00
10	Household Hazardous Waste Removal, Transport, and Disposal - Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Household Hazardous Waste.	Per Pound	$16.90
11	Abandoned Vehicle Removal - Work consists of the removal of abandoned vehicles in areas identified and approved by the City and subsequently transported to a City-approved staging area.	Per Unit	$120.00
12	Animal Carcass Removal and Disposal - Work consists of the removal of animal carcasses in areas identified and approved by the City and subsequently transported to a City-approved staging area.	Per Unit	$20.00
13	ROW White Goods Debris Removal (Collect & Haul) - Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of White Goods.	CY	$50.00
14	Freon Removal $ Per Unit Estimated Units Total Work consists of the recovery and disposal of refrigerants from items containing Freon.	Per Unit	$40.00
15	Asbestos Removal - Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Asbestos. **Alt Rate: $8.25 per POUND** NOTE: Non-Friable Asbestos.	CY	$45.00
	Total:		$2,010.05

Additional Suggested Rates:

Waterway Debris Removal - Land Based Operations (includes tipping fees)	CY	$59.00
Waterway Debris Removal - Water Based Operations (includes tipping fees)	CY	$178.00
Sand Collection, Screening & Returning to City Approved Location	CY	$15.95

Schedule 1 - Equipment and Labor Price Scheudle	**Fee Proposal**	
Equipment Type	*Hourly Rate*	
Bobcat Loacer	$130.00	
Bucket Truck w/Operator	$210.00	
Crash Truck w/Impact Attenuator	$85.00	
Dozer, D5	$135.00	
Dozer, D6	$145.00	
Dozer, D7	$150.00	
Dozer, D8	$165.00	
Dump Truck 18-20 CY	$70.00	
Dump Truck 21-30 CY	$75.00	
Generator & Lighting	$30.00	
Grader w/12' Blade	$140.00	
Hydraulic Excavator 1.5 CY	$145.00	
Hydraulic Excavator 2.5 CY	$175.00	
Knuckleboom Loader	$130.00	
Lowboy Trailer w/Tractor	$130.00	
Mobile Crane	$150.00	
Pickup Truck .5 Ton	$15.00	
Truck, Flatbed	$70.00	
Water Truck	$82.00	
Wheel Loader 2.5 CY 950 similar	$150.00	
Wheel Loader, 3.5-4.0 CY or Similar	$165.00	
Wheel Loader 4.5 CY or Similar	$185.00	
Wheel Loader, 1.0-1.5 CY or Similar	$135.00	
Other please List		
Operations Manager w/Cell Phone and Pick up	$70.00	
Crew Foreman w/Cell Phone and Pickup	$60.00	
Tree Climber/Chainsaw	$122.00	
Laborer w/Chain Saw	$38.00	
Laborer w/small tools, traffic control, or flag-person	$35.00	

CROWDER GULF

c. Subcontracting Participation & Non-Discrimination Statement

City of Charleston, SC

RFP 19-P019R "Storm Debris Removal Services"

c. Subcontracting Participation and Non-Discrimination Statement

Discrimination Statement

It is company policy to utilize **qualified local subcontractors** to the maximum extent possible in **compliance with 44 CFR 206.10**. Per Client compliance requirements under **44 CFR 13.36(e)**, CrowderGulf, as Prime Contractor, will take all affirmative steps required to assure that minority firms, women's business enterprises, and labor area surplus firms are used when possible.

In addition, we maintain a national subcontractor **database of over 3,200 pre-qualified subcontractors**, which allows us to identify companies by size, equipment and geographical location. Prospective subcontractors may visit our website, www.crowdergulf.com, to register or may fax information to the Disaster Administration Office for review. Due to CrowderGulf's reputation of always treating our subcontractors fairly and paying them on a weekly basis, we have a surplus of subcontractors throughout the nation ready to work at a moment's notice.

Subcontracting Practices

It is the practice of CrowderGulf to subcontract debris work and services using the following guidance:

1. Subcontract to the maximum extent possible with local firms and small businesses. In addition, preference will be given to qualified local vendors for equipment rental and supplies sourced in the jurisdictional boundaries.
2. Promote the use of local contracting by tasking a senior manager to assure notification through local media and organizations.
3. Promote subcontracting only with the assured compliance with equal opportunity hiring.
4. Provide all subcontractors a clear chain of command for purposes of official and/or unofficial communications.
5. Accept, process and pay invoices of subcontractors in accordance with the CrowderGulf policy.
6. Provide priority subcontracting considerations to/for subcontractors that have provided quality work to CrowderGulf in past operations – consistent with the subcontracting policy.
7. CrowderGulf does not have a set-a-side percentage of subcontracted work for any particular classification of subcontractor, but will give special attention to small, disadvantaged firms and/or women owned small business firms for contract work or services needed.
8. CrowderGulf is committed to promoting the use of small minority, disadvantaged firms and/or women-owned small business firms for contract work, whenever and wherever possible.
9. We currently maintain an active pre-qualified subcontractor database, tracking current certifications of local and regional D/M/W/SBE qualified subcontractors. Subcontractors can mail, fax, e-mail or log on to www.crowdergulf.com to submit their company information for review. If necessary, we will use additional outlets such as newspapers, publications, websites, etc.
10. As required by each awarded contract, CrowderGulf will meet or exceed goals and expectations on the local minority workforce population and the utilization of minority professional firms, consultants and/or suppliers. CrowderGulf will maintain all requirements set forth by the Client.

Subcontracting Policy

It is standard policy that all subcontractors comply with all of the contractual conditions and commitments of CrowderGulf. As such, all subcontractors shall agree to the following:

1. Enroll in the E-Verify program and provide acceptable evidence of enrollment at the time of subcontract execution. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company. It shall be the **Subcontractor's** responsibility to familiarize themselves with all rules and regulations governing this program.
2. Read and formally acknowledge by signature the CrowderGulf Contract for subcontractors and Safety Manual as provided by CrowderGulf.
3. Provide satisfactory evidence of bonding and licensing that complies with contract and jurisdictional requirements.
4. Provide assurances that no current owner, principal or officer of the firm is or has ever been debarred by the state and/or federal government.
5. Obtain and furnish satisfactory evidence of required insurance from a responsible insurer.

6. Give all notices and fully comply with all local, state and federal laws – including, but not limited to, social security, workers compensation and unemployment insurance, DOT, etc.
7. Begin work to be performed within two full workdays after a subcontractor is notified of a subcontract award, unless otherwise stipulated in the subcontract arrangements. The subcontractor will pay for all materials, equipment and labor used in the performance of the subcontract(s).
8. In the event a subcontractor makes an untimely start, or is unable to supply sufficient skilled workmen, equipment or materials to satisfy the subcontract arrangements, CrowderGulf may terminate the employment/contract of the subcontractor for cause.
9. Take all reasonable safety precautions with respect to contracted work, complying with all safety, workplace standards and environmental measures as directed by CrowderGulf.
10. Furnish periodic progress reports on the work as directed by CrowderGulf, plus use the debris reporting system selected by CrowderGulf.
11. Provide CrowderGulf with progress payment billings (as agreed in the respective subcontracts).
12. Final payments to subcontractor(s) may be deferred pending receipt of contractual or statutory lien waivers, releases, closeout documents or other encumbrances.
13. Other stipulations may apply as may be required by unique local conditions.

Understanding Requirements

CrowderGulf takes several steps during the proposal preparation process to ensure local subcontractor participation as well as M/WBE utilization policies and 44 CFR 13.36(e) compliance are met. Understanding exactly what the Client is requesting during this initial proposal phase is key to implementation upon activation. In order to clearly define the expectations required we take several preliminary steps. The first step is to review M/WBE policies and procedures to determine specific goals set by the Client. Our second step is to determine utilization breakdowns required. Lastly, we identify all required certifications and/or M/WBE directories to be used for soliciting M/WBE firms and any further breakdowns of percentage goals. Once these steps are completed and we have a clear understanding of all requirements we continue with the following process:

Steps in the Process:

1. Before any subcontractors are solicited, CrowderGulf compiles a list of local subcontractors from our Database of pre-qualified subs. These companies have either worked for CrowderGulf and are in good standing, have registered with us through our website, www.crowdergulf.com, or have been previously solicited by CrowderGulf. All subcontractors must meet the following requirements to be considered for prequalification:
   a. Verification through one or more of the following websites:
      - *The **System for Award Management** (SAM) is **a Federal Government owned and operated** free web site that consolidates the capabilities in CCR/FedReg, ORCA, and EPLS. SAM is used to review all subcontractors' debarred status prior to approval as a prequalified subcontractor(https://www.sam.gov/)*
      - *SBA HUBZone Search-confirmation, (http://dsbs.sba.gov/dsbs/search/dsp_searchhubzone.cfm)*
      - *Dun and Bradstreet, (https://sso.dnbi.com)*
   b. Enroll in the E-Verify program and provide acceptable evidence of enrollment at the time of subcontract execution. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company. For additional information regarding the Employment Eligibility Verification System (E-Verify) program visit the following website: http://www.dhs.gov/E-Verify. It shall be the **Subcontractor's** responsibility to familiarize themselves with all rules and regulations governing this program.
   c. Obtain and furnish satisfactory evidence of required insurance from a responsible insurer.
2. If specific directories are to be used, CrowderGulf will check the Client website for directory access or contact the M/WBE Office for a list of potential M/WBE firms to be utilized then compare this list to our current list of local prequalified subcontractors to find possible matches.
3. Contact is then made with M/WBE firms that offer services similar to our scope of work. Initial contact is made by phone then followed up by fax and/or email, confirming the phone conversation.
4. Emailed and/or faxed correspondence provides MBE firms with specific details regarding the request, i.e., scope of work directly from the RFP documents, registration and requirements information, and specific deadlines for submittal of these documents to the CrowderGulf M/WBE Subcontracts Manager.

5. Should letters of intent from interested firms and further proof of M/WBE certifications be required by the Client, CrowderGulf will compile the received documentation and review for completeness.
6. Only those firms that have met set deadlines and returned all requested documentations will be considered for inclusion in final proposal to the Client as a responsive M/WBE Firm.
7. All contacted firms are listed in proposal and delegated either responsive or non-responsive and the reason for this status.
8. Should the appropriations assigned to the responsive M/WBE firms not meet the Client's percentage goal, firm percentages will be adjusted and executed by both parties upon mutual agreement.
9. Once the RFP evaluation process is complete and award notices are received, these M/WBE firms are notified of results and any additional documentation is requested to keep in the Client's file.
10. Current CrowderGulf client folders are updated yearly with current local pre-qualified subcontractors as well as M/WBE firm confirmations.
11. Upon Client activation, if any of the proposed local M/WBE firms are no longer able to fulfill assigned goals, CrowderGulf will identify other certified M/WBE firms to replace inactive M/WBE firms to maintain our proposed percentage goals. CrowderGulf will provide a detailed explanation as well as further commitments from other M/WBE certified subcontractors to perform scope of work in lieu of previously committed Subcontractors.

> **"CrowderGulf is a company with great integrity, is extremely dedicated to their customers and their work, and is entirely one of the best contractors we have worked for...there is not a project or request by CrowderGulf we would ever turn down."**
>
> ***Steve St. George***
> ***President***
> ***St. George Enterprises, Inc***

Reporting

With the nature of "Stand-By" event contracts being on an "as needed" basis, utilization/activation of the identified M/WBE firms will be based on CrowderGulf's activation by Client. Should the Client have yearly or quarterly reports to be submitted, CrowderGulf will file the needed reports upon request.

Good Faith Effort

As required by each awarded contract, CrowderGulf will meet or exceed goals and expectations on the local minority workforce population and the utilization of minority professional firms, consultants and/or suppliers. CrowderGulf will maintain all requirements set forth by the City to maintain compliance with **44 CFR 13.36 (e) and FEMA SuperCircular 2 C.F.R. Chapter 2, Part 200.**

Affirmative Steps Include:

1. Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
2. Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
3. Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
4. Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises; and
5. Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.

Subcontractor Oversight

In the past, CrowderGulf has mobilized over **400** subcontractors with as many as **5,000 people, 2,600 trucks, and 800 pieces of loading equipment**. To assure the same quality control and efficient operations for the City, CrowderGulf's management team will rely on NIMS management protocols to identify the proper number of supervisors for each debris management operation. CrowderGulf is fully prepared to marshal as many Field Project Managers and Debris Supervisors as needed to meet the City's debris management requirements. Project Managers and Field Supervisors will have the direct responsibility to ensure all workers have received the proper safety training and education on Federal Rules and Regulations as they pertain to debris removal operations.

Subcontractors Including M/SBE

See enclosed a partial list of qualified subcontractors including M/SBE subcontractors. CrowderGulf has the necessary resources to successfully manage any debris response in the City of Charleston. Should the need arise for CrowderGulf to need assistance from our pool of subcontract resources, those individuals selected will be submitted to the City for their review and concurrence. A current qualified subcontractor list will be provided to the City for pre-approval prior to an event upon request.

Potential South Carolina Subcontractors	Address	City	ST	Zip	smBus	WBE/MBE/HUB/VET/ SDB
A and K Marketing	413 W. 5th St., North	Summerville	SC	29483	1	
ABB Disaster Relief, LLC	P. O. Box 9	Chesnee	SC	29323	1	
ABC Landscaping & Excavation, Inc.	2323 Laurens Cir	Florence	SC	29501	1	
Able Contracting, Inc	472 Schinger Ave	Ridgeland	SC	29936	1	
Adams Scrap Recycling, LLC	419 Old Easley Rd.	Greenville	SC	29611	1	
Aerotek Environmental Services	4401 Belle Oaks Dr.	North Charleston	SC	29405		
Affordable Land & Lawncare Service	107 Lancer DR	Summerville	SC	29485	1	2
Ally Services, LLC	1317-M North Main St. # 345	Summerville	SC	29483		
American Paving Design	PO Box 217	Bluffton	SC	29910	1	
B & C Enterprises of SC, Inc.	2015 United DR	Huger	SC	29450	1	
Bartlett Tree Experts	20 Trellis Court	Hilton Head	SC	29926		
Blue Ridge Excavation, LLC.	427 Barnett Rd	Greer	SC	29651	1	
Brabham Trucking (Brabham Construction)	7878 Parkgate Dr	North Charleston	SC	29418		1
Carolina Contracting Solutions, LLC	1318 Highway 61	Ridgeville	SC	29472		
Carolina Enviro	408 W. Georgia Rd	Simpsonville	SC	29681	1	
Carolina Site Logistics, LLC	1329 Hwy 61	Ridgeville	SC	29472	1	
Charleston Tree Experts, LLC.	2851 Maybank Hwy	Johns Island	SC	29455		
Chris's Property Services	23 Butternut DR	Greenville	SC	29605	1	
Clear Ways, Inc.	4100 Jennifer Ct.	Sumter	SC	29154	1	2
Cleland Construction Inc	P.O. Box 3822	Bluffton	SC	29910		
Coastal Construction Group of South Carolina, LLC.	4695 Franchise St	Charleston	SC	29418	1	1
Coastal Debris	161 Whispering Pines Ln	Ridgeland	SC	29936		1
Coastal Employment, Inc	1536 Fording Island Rd, Suite 108	Hilton Head Island	SC	29926	1	1
Corley construction LLC	366 Firetower Rd	Irmo	SC	29063	1	2
Creekside Farms	161 Whispering Pines Ln	Ridgeland	SC	29936		1
Cross Country Recycling	1500 Colts Neck Rd.	Loris	SC	29569	1	
Cutting Edge Landscaping	1011 Seay Rd	Inman	SC	29349	1	
D & S Tree Service LLC	4870 Torrington Rd	Laurens	SC	29360	1	
Daly Organics	1465 Bellinger Hill Rd	Hardeeville	SC	29927	1	
Diamond Worldwide, Inc.	733 Lonesome Ln	Ridgeville	SC	29472	1	
Dickson Express, Inc.	627 Heathewood Dr.	Taylors	SC	29687	1	1
DLB	P.O. Box 462	Bluffton	SC	29910		
DT's Services Unlimited LLC	117 Ira Caughman Rd	Leesville	SC	29070	1	
Dump Rite, LLC.	100 Chaussee Blvd	Summerville	SC	29483	1	2
E & G Grading	1172 Chastain Rd	Liberty	SC	29657	1	1
Envirosmart	PO Box 20666	Charleston	SC	29413		
Exterior Perfection LLC	PO Box 6682	Beaufort	SC	29903		1
Failes Trucking and Landscaping LLC	3559 Mining Rd	Kershaw	SC	29067	1	
Finney Enterprises, LLC.	1640 Longleaf Dr.	Myrtle Beach	SC	29575	1	
From The Ground UP	100 Valley View DR	Lugoff	SC	29078	1	
G & P Construction, Hauling and Environmental, LLC	310 Belair Rd	North Augusta	SC	29841		2
Gill Trucking, LLC.	7178 Cross County Rd., Ste. 103	North Charleston	SC	29418	1	2
GOE International, LLC.		Bluffton	SC	29928	1	1
Grading and Clearing LLc	PO Box 1483	Bluffton	SC	29910	1	1
Green Thumb Trucking	7627 Buck Pond Rd	North Charleston	SC	29418	1	1
Gregory Electric Company, Inc.	P. O. Drawer 1419	Columbia	SC	29202		
Grimes Trucking, LLC	225 Barbara DR	Ladson	SC	29456	1	1
H & H Construction & Storm Services, INC	3015 Cato Rd	Florence	SC	29505	1	
Hard Hat Transportation, LLC	PO Box 41106	North Carleston	SC	29423	1	1
HDR Trucking LLC. (Heathers Disaster Relief)	6380 Char-Augusta Rd	Bamberg	SC	29003	1	1
Hilton Head Landscapes	PO Box 21157	Hilton Head Island	SC	29910	1	

Potential South Carolina Subcontractors	Address	City	ST	Zip	smBus	WBE/MBE/HUB/VET/ SDB
Infiniti Solutions Global, LLC	3741 E Hwy 76	Mullins	SC	29574	1	1
J & G Trucking LLC	621 Blackstone Dr	Myrtle Beach	SC	29588	1	
Jason White Construction Co. Inc.	2396 Hwy 701 N.	Loris	SC	29569	1	
JMEC Construction, LLC	1024 Front St	Georgetown	SC	29440		1
Joshua Construction Group, LLC	P. O. Box 1556	Fort Mill	SC	29716	1	1
JS Construction	P. O. Box 1497	Bluffton	SC	29910		
KAT Trucking	579 Flambeau Retreat	Mount Pleasant	SC	29464		
L & R Construction & Hauling Co., Inc.	2700 Nazareth Rd	Wellford	SC	29385	1	1
L. A. Barrier & Son, Inc.	P. O. Box 84007	Lexington	SC	29073		1
Land Cleaning Services, INC. (LCS)	1576 Whiting Way	Lugoff	SC	29078	1	1
Landscape Innovations, LLC.	178 Rice Rd.	Morre	SC	290369	1	
Lindler's Construction of South Carolina	PO Box 731	Newberry	SC	29108	1	1
Lowcountry Land Services LLC	285 Delta Estates Dr.	Hardeeville	SC	29927		
Lubrication Engineer, Inc	P.O. Box 1082	Hardeeville	SC	29927		
Marcol Dredging Company	2015 Cosgrove Ave	North Charleston	SC	29405		
Mazyck & Sons Earth Moving Company, LLC	1285 Six Mile Rd	Mt. Pleasant	SC	29466		
Montgomery Construction, LLC	408 N. Tee Line DR	Ridgeville	SC	29472	1	3
Moorhead Brothers, Inc.	302 Holly Grove Rd	Blacksburg	SC	29702	1	2
Muddy Dawg Trucking LLC	600 Buffington Road	Spartanburg	SC	29307	1	
Mullinax Trucking, Inc.	P.O. Box 80966	Charleston	SC	29416		
Nature's Calling, Inc.	P.O. Box 30039	Charleston	SC	29417	1	1
Neil's Lawn Service, LLC	3871 Dewey Cox Rd	Lake City	SC	29560	1	
Oliver's Bushhogging, LLC.	101 Schein Loop	Beaufort	SC	29906	1	2
Oliver's Clean Burn, LLC.	39 Schwartz Rd	Beaufort	SC	29906		
Parkman Tree Service, Inc.	P.O. BOX 75	Lancaster	SC	29721	1	
Paul Tomberlin Trucking	P.O. Box 579	Pageland	SC	29728	1	
Phillips Unlimited, Inc.	311 Rock Springs Rd	Easley	SC	29642	1	
Pro Disposal, LLC	P.O. Box 6893	Beaufort	SC	29903		
Pyramid 1 Construction, LLC dba American Scrappers	208 Oak Brook Dr.	Columbia	SC	29223		1
Quality Hardscapes	104 Berkeley Place Building 1 , Ste 2E	Bluffton	SC	29910	1	1
R. H. Moore Company, Inc.	P.O. Box 830 / 10601 Hwy 707	Murrells Inlet	SC	29576		
Recleim LLC	P. O. Box 598	Graniteville	SC	29829	1	
Red Cedar Arborist and Landscapers	70 Shipyard Dr 107	Hilton Head Island	SC	29928	1	
Right On Time Total Care	110 Sparks St	Darlington	SC	29532	1	
RMR Enterprises, LLC	2357 Whispering Pine Ct (PO Box 55)	Hamer	SC	29547	1	2
Santee Modular Homes, Inc.	233 Merri Oaks Court	Santee	SC	29142	1	2
Scotts Fence and Ironworks	2304 1/2 S. Purvis Dr	Florence	SC	29505		1
Select Corporate Housing	P. O. Box 786	Mt. Pleasant	SC	29465		
Sleek Eagle Transport	194 Westcott Ridge Rd.	Chapin	SC	29036		2
Southeastern Limb & Tree, LLC.	11211 N. Jacob Smart Blvd.	Ridgeland	SC	29936	1	
Southern Disaster Recovery, LLC	109 White Oak Road	Greenville	SC	29609		
State Tree Service, LLC	852 S. Guignard Dr.	Sumter	SC	29150		
Terry R Lee Contracting Co., Inc	9688 Speedway Blvd	Hardeeville	SC	29927	1	
The Case Company of SC LLC.	180 Russell St	Beech Island	SC	29842	1	
Tiger Logging	119 Travis Hill Rd.	Moncks Corner	SC	29461	1	
TLS Construction, LLC	243 Eagle Rd	Goose Creek	SC	29445	1	1
Tommie's Auto & Diesel LLC	2674 Jefferies Hwy.	Walterboro	SC	29488		1
Tropical Tree Experts, LLC.	2851 Maybank Hwy	Johns Island	SC	29455	1	
Upstate Tree LLC	P.O. Box 406	Court	SC	29645		1
US Waste Industries, Inc.	4420 Jefferies Hwy	Waterloo	SC	29488		
Waterworks/The Storm Network	1236 Alic DR	Sumter	SC	29150		1
Watson Wood Supply LLC	2702 Kamlar Dr.	Florence	SC	29506	1	
Welbom, Inc.	PO Box 368	Summerville	SC	29484	1	1
Willis Recovery, LLC.	1131 Hicklin Rd.	Chester	SC	29706		
Xtreme Debris Removal	1933 Jonestown Rd	Galivants Ferry	SC	29544		1
ZPS Industrial Maintenance & Welding Services, LLC	PO Box 656	Landrum	SC	29356	1	

The table below represents the MWBEs contacted that are responsive and interested in participating in the performance of this contract in the event of a disaster. Subcontractor acknowledgements (if available) are attached.

Business Name	Contact Name	Address	City	Response
Gibbs Construction Group LLC	Katherine Jordan	2898 Ave, B North	N Charleston	Email – Accepted; Certificate Attached
Manning & Sons Trucking & Power Wash	Keven Manning	218 Stratford Drive	Summerville	Email – Accepted; Certificate Attached
Multi-Energy Group LLC	Jeanne Simkins Hollis	8470 Holcomb Bridge Rd, Ste 200	Alpharetta	Email – Accepted; Certificate Attached
Patt-Sing Trucking LLP	Jerome Sington	5234 Stonewall Drive	Summerville	Email – Accepted; Certificate not submitted as of date of submission
Creative Concept Landscaping	Kevin W. Verrett	104 Flicker Lane	Summerville	Email – Accepted; Certificate not submitted as of date of submission

The following MWBEs were unresponsive with explanation. All backup documentation regarding said contact made may be provided upon request at any time to the City and should represent CrowderGulf's Good Faith Effort to contact 44 MWBEs for possible opportunities.

Company Name	Contact Person	Address	City	HUB Type	Contact / Response
Bob Hammond Construction, Inc.	Lorie Hammond	123 Lisa Ann Lane	Moncks Corner	WBE	Email- Declined invitation
Gibbs Construction Group LLC	Katherine Jordan	2898 Ave, B North	N Charleston	WBE	Email - Accepted
Next Generation Logistic, LLC	Eddie Compass	4801 B Rivers Ave. North Char	N. Charleston	MBE	Email – No Response
Noah Green Construction	Noah Green	121 Twin Court	Longs	MBE	Fax – No Response
Old Saint Construction Group, LLC	Arthur Urgent	659 Riverland Drive	Charleston	MBE	Email – No Response
PC Mullins Construction, Inc.	Padrea Mullins	2357 North Hwy 17, Ste. G	Mt. Pleasant	WBE	Fax – No Response
Smalls Constructions & Trucking	Brandon Smalls	1880 Cainhoy Rd	Huger	mbe	Email – No Response
TWIN CAM Construction, LLC	John Campbell, Jr	33 Craig Court	Summerville	MBE	Email – No Response
W. Frazier Construction, Inc	Willie Frazier Jr	7050 Moberry Road	Ravenel	MBE	Email – No Response
Candies Construction Co.	Ernest Candies III	P.O. Box 1972	Summerville	MBE	Fax – No Response
Landmark Construction Co., Inc.	Cynthia Eagerton	3275 Associate Avenue	N. Charleston	WBE	Fax – No Response
Power Clean Transport	Otis Neals	P.O. Box 50309	Summerville	MBE	Fax – No Response
AmeriGro Landscape Services	Patrick Sanders	1939 Belgrade Ave Ste 12	Charleston	MBE	Email – No Response
B & L Landscaping, LLC	Barbara Barrientos	7349 Peppermill Pkwy; Ste. I	N. Charleston	MBE	Fax – No Response
Creative Concept Landscaping	Kevin W. Verrett	104 Flicker Lane	Summerville	MBE	Email – Accepted
Green Acres Services, Inc.	Karen Moore	142 Water Wheel Road	Ridgeville	WBE	Email- Declined invitation
The Greenhouse Company of SC	Judy D Moore	161 Green Pines Road	Columbia	WBE	Email/ Decline – Not in scope
Leggett Professional Tree Service	Thomas C. Leggett	470 Meadowfield St.	Gaston	MBE	Email – No Response
Lowcountry Greens, LLC	Edward Spence	896 College Park Rd, Lot 1	Summerville	MBE	Email – No Response
L.T.D. Lawn Service	Terence L. Robinson	36 Briarcliff Drive	Charleston	MBE	Fax – No Response
Marvin's Gardens	Marvin Alston	P.O. Box 39; 108 Crosswatch Dr	Ladson	MBE	Fax – No Response
Multi-Innovation works LLC	Brain LaRoche	236 Swallowtail Lane	Goose Creek	MBE	Email – No Response
Natural Directions, LLC	Kimberly Russell	628 Orangeburg Road	Summerville	WBE	Email – No Response
Peggra Farms, LLC	Renee Artigues	2908 St. Peters Road	Walterboro	WBE	Email – No Response
Perfect Lawn Care	Carlos S. Irving	P.O. Box 368	Huger	MBE	Fax – No Response
Riley & Sons Lawn Care	Robert Riley	2540 Boyscout Road	Wadmalaw	MBE	Email – No Response
Hemdon, Inc.	Frances Hemdon	P.O. Box 36	Lugoff	WBE	Fax – No Response
B & B Trucking, Inc.	Bobby Bess	P.O. Box 458	Huger	MBE	Phone – No Response
C. Roper Trucking Co., Inc.	Gloria D. Roper	P.O. Box 12935	Charleston	MBE	Phone – No Response
Carwin Logistics, LLC	Aldin Brown	3803 Poplar Grove Place	Summerville	MBE	Email – No Response
Coastal Mining Company	Debra Still	P.O. Box 50486	Summerville	WBE	Phone – No Response
DW&K Services, LLC	DeWayne A. White	2601 Read St., Ste. I-8	Columbia	MBE	Fax – No Response
Green Thumb Trucking, LLC	Craig V. Holmes	7627 Buck Pond Rd; PO Box 21824	N. Charleston	MBE	Fax – No Response
Halls of Cross, Inc.	Richmond Halls	P.O. Box 249	Cross	MBE	Phone – No Response
J. Johnson Trucking, Inc.	J. Johnny Johnson	P.O. Box 13390	Charleston	MBE	Phone – No Response
JES Transport & Construction LLC	Joanna Summey	P.O. Box 5355	N. Charleston	WBE	Phone – No Response
Manning & Sons Trucking & Power Wash	Keven Manning	218 Stratford Drive	Summerville	MBE	Email - Accepted
MC Transportation Services	Debbie M. Myers	2045 Spaulding Dr.	Charleston	WBE	Email – No Response
Pearson Trucking	Michael Pearson	8952 Furr St.	N. Charleston	MBE	Phone – No Response
S & S Transportation, LLC	Isaac Saxby	648 Gaillard Road	Moncks Corner	MBE	Email / Bad Email
Siboney Contracting Company	Enrique Tomeu	1450 Centrepark Blvd. Suite 100	W. Palm Beach	MBE	Email / Declined Invitation
Multi-Energy Group LLC	Jeanne Simkins Hollis	8470 Holcomb Bridge Rd, Ste. 200	Alpharetta	WBE	Email - Accepted
att-Sing Trucking LLP	Jerome Sington	5234 Stonewall Drive	Summerville	MBE	Email - Accepted

MWBE Compliance Provisions and Instructions
Minority/Women Business Enterprise Program Forms

This Project is covered under the City of Charleston's Minority/Women Business Enterprise (MWBE) Program, administered by Ruth Jordan, MBE Manager, 2 George Street, Suite 3600, Charleston SC, 29401, (843) 724-7434.

The City has established goals for both Minority Business Enterprises (MBE) and Women Business Enterprises (WBE). An MBE is a small business owned and controlled by a minority. A WBE is a small business owned and controlled by a woman. The minority or woman must own fifty-one percent (51%) of the business and they must control the management and daily operations of the business in order to qualify.

Charleston City Council has adopted a policy setting 20% as the guidelines for combined minority-owned and women-owned business enterprise participation for this project. This MWBE requirement for participation in this Contract for services shall be made a part of any contract resulting from this solicitation. These requirements shall also apply to all subcontracts issued by the successful bidder(s).

All bidders must document the extent of their MWBE participation by completing the MWBE Compliance Provision Forms.

All MBE/WBE subcontractors must have a Certificate of Eligibility on file with the City's Minority Business Enterprise Office. A list of certified minority and women-owned firms can be found on the City of Charleston's web site www.charleston-sc.gov under "BIDLINE" link or by contacting Ruth Jordan, MBE Manager, 2 George Street, Suite 3600, Charleston SC, 29401, (843) 724-7434, jordanr@charleston-sc.gov.

COMPLIANCE REQUIREMENTS:

1. The Bidder shall provide, **with their bid form submittal,** the following Affidavits properly executed which signify that the Bidder understands and agrees to abide by the City's MWBE Compliance Provisions.

☐ **Affidavit A - Listing of the Good Faith Effort to Identify & Secure Minority and Women-owned Business Participation.**

AND

☐ **Affidavit B – Work to be Performed by Minority and/or Women-owned Firms**

OR

☐ **Affidavit C – *Intent to Perform Contract with Own Workforce***, in making this certification the Bidder states that the Bidder does not customarily subcontract elements of this type of Project and will perform all elements of the work with his/her own current work forces.

Failure to comply with any of the statements, certifications, or intentions stated in the affidavits, or the MBE/WBE compliance provisions shall constitute a breach of the Contract. Any such breach may result in termination of the Contract in accordance with the termination provisions contained in the Contract. It shall be solely at the option of the City of Charleston whether to terminate the contract for breach. In addition to terminating the Contract, the bidder may be prohibited from participation in future solicitations as determined by the City of Charleston.

Name of Company: CrowderGulf, LLC

Signature — Date: 8/12/19

Print Name: John Ramsay — Title: President & CEO

Witness: Melinda Edwards

AFFIDAVIT A
Page 1 of 2

City of Charleston, South Carolina Listing of the Good Faith Effort

Affidavit of CrowderGulf, LLC
(Name of Bidder)

I have made a good faith effort to comply with the City of Charleston's MWBE compliance provisions under the following checked areas:
(A minimum of 6 areas must be checked in order to have achieved a "good faith effort")

o 1. Contacted MWBE businesses that reasonably could have been expected to submit a quote and that were known to the Bidder, or available on Federal, State or local government maintained lists, at least 10 business days before the submittal date and notified them of the nature and scope of the work to be performed. ***Complete Affidavit A, Page 2.***

o 2. Followed up with contacted MWBE subsequent to the initial contact and at least 72 hours prior to submittal deadline/bid opening either by phone, facsimile or in person.

o 3. Made the construction plans, specifications, and requirements available for review by prospective MWBE businesses, or providing these documents to them at least 10 business days before the submittal deadline/bid opening.

o 4. Itemized elements of the work or combined elements of the work into economically feasible units to facilitate MWBE participation.

o 5. Attended any pre-solicitation meetings scheduled by the City.

o 6. Provided MWBE assistance with getting required bonding or insurance requirements or provided alternatives to bonding or insurance.

o 7. Negotiated in good faith with interested MWBEs and did not reject them as unqualified without sound reasons based on their capabilities. ***(Any rejection of a minority or woman-owned business based on lack of qualifications shall include reasons for rejection documented in writing.)***

o 8. Provided MWBEs assistance with securing needed equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisted MWBEs in obtaining the same unit pricing with the Bidder's suppliers in order to help such businesses in establishing credit.

o 9. Provided training or mentoring to at least two (2) MWBEs within 120 days prior to submittal deadline/bid opening. The training or mentoring program should be in conjunction with local trade groups, technical schools or community organizations that provide recruitment, education or skill levels.

o 10. Negotiated joint venture, partnership or other similar arrangements with MWBEs in order to increase opportunities for MWBE participation.

o 11. Provided quick pay agreements and policies to enable MWBE contractors and suppliers to meet cash-flow demands.

I hereby agree to enter into a formal agreement with the firms listed in Affidavit B Work to be performed by Minority Firms conditional upon execution of a contract with the Owner. Failure to abide by this provision will constitute a breach of the contract.

I hereby certify that I have read and agree to the terms of the Minority / Women-Owned Business Enterprise Program, and I am the Bidder or I am authorized to bind the Bidder to the commitment herein set forth.

Date: 8/12/19 Name of Authorized Officer (Print/Type): John Ramsay

Signature: [signature]

Title: President & CEO

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, John Ramsay, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact W. Frazier Construction, Inc	**Minority Firm Address** 7050 Moberry Road Ravenel SC 29470
Minority Firm Telephone Number (843) 556-8784 **Minority Firm Fax Number** (843) 556-4430 **DBE Certification Number** 0110221086 Exp. 2021	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification Accepted
2. Minority Firm Name and Contact Candies Construction Co.	**Minority Firm Address** P.O. Box 1972Summerville SC 29484
Minority Firm Telephone Number (843) 821-2504 **Minority Firm Fax Number** (843) 821-2378 **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
3. Minority Firm Name and Contact Landmark Construction Co., Inc.	**Minority Firm Address** 3275 Associate Ave, N. Charleston, SC 29418
Minority Firm Telephone Number (843) 552-6186 **Minority Firm Fax Number** (843) 760-0973 **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
4. Minority Firm Name and Contact Power Clean Transport	**Minority Firm Address** P.O. Box 50309, Summerville, SC 29485
Minority Firm Telephone Number (843) 532-1369 **Minority Firm Fax Number** (843) 832-9007 **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 8/5/19 Name of Authorized Officer (Print/Type): John Ramsay President

Sworn to before me this 5th day of August, 2019

Signature: [signature]

Notary Public for the State of Alabama

My Commission Expires: 09-14-2022

Title: President & CEO

Print Name: Kerrie Noll

Phone Number: 251-459-7430

Address: 5435 Business Pkwy
Theodore, AL 36582

Kerrie A Noll

Notary Seal:

KERRIE A. NOLL
Notary Public, State of Alabama
Alabama State At Large
My Commission Expires
September 14, 2022

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, John Ramsay, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact Old Saint Construction Group, LLC	Minority Firm Address 659 Riverland Drive Charleston SC 29412
Minority Firm Telephone Number (843) 795-3895 Minority Firm Fax Number (843) 795-3895 DBE Certification Number 0103230919 Exp. 2/28/2022	Minority Group Type ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
2. Minority Firm Name and Contact PC Mullins Construction, Inc.	Minority Firm Address 2357 North Hwy 17, Ste. G, Mt. Pleasant, SC 29466
Minority Firm Telephone Number (843) 881-5900 Minority Firm Fax Number (843) 971-4946 DBE Certification Number	Minority Group Type ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
3. Minority Firm Name and Contact Smalls Constructions & Trucking	Minority Firm Address 1880 Cainhoy Rd Huger SC 29450
Minority Firm Telephone Number 843 -312-35659 Minority Firm Fax Number DBE Certification Number 01-010219-128 Exp. 1/31/2021	Minority Group Type ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
4. Minority Firm Name and Contact TWIN CAM Construction, LLC	Minority Firm Address 33 Craig Court, Summerville SC 29483
Minority Firm Telephone Number (843) 642-1560 Minority Firm Fax Number DBE Certification Number 0108061064 Exp. 2017	Minority Group Type ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 8/5/19 Name of Authorized Officer (Print/Type): John Ramsay President

Sworn to before me this 5th day of August, 2019

Signature: [signature]

Notary Public for the State of Alabama

My Commission Expires: 09-14-22

Title: President & CEO

Print Name: Kerrie Noll

Phone Number: 251-459-7430

Address: 5435 Business Pkwy
Theodore, AL 36582

Kerrie A Noll

Notary Seal:

KERRIE A. NOLL
Notary Public, State of Alabama
Alabama State At Large
My Commission Expires
September 14, 2022

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, John Ramsay, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact Bob Hammond Construction, Inc.	**Minority Firm Address** 123 Lisa Ann Lane, Moncks Corner SC 29461
Minority Firm Telephone Number (843) 761-1655 **Minority Firm Fax Number** (843) 761-2826 **DBE Certification Number** 0305150925 Exp. 8/31/2019	**Minority Group Type** ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification Decline
2. Minority Firm Name and Contact Gibbs Construction Group LLC	**Minority Firm Address** 2898 Ave, B North, N Charleston, SC 29405
Minority Firm Telephone Number (843) 460-5190 **Minority Firm Fax Number** **DBE Certification Number** 03081618-72 Exp. Aug. 30, 2020	**Minority Group Type** ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification Attached
3. Minority Firm Name and Contact Next Generation Logistic, LLC	**Minority Firm Address** 4801 B Rivers Ave. North Char,N. Charleston, SC 29406
Minority Firm Telephone Number 504-251-3788 **Minority Firm Fax Number** **DBE Certification Number** 01083018-73 Exp. Sept. 30, 2020	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
4. Minority Firm Name and Contact Noah Green Construction	**Minority Firm Address** 121 Twin Court, Longs, SC 29568
Minority Firm Telephone Number (843) 504-4327 **Minority Firm Fax Number** (843) 399-4026 **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 8/5/19 Name of Authorized Officer (Print/Type): John Ramsay President

Sworn to before me this 5th day of August, 2019

Signature: John Ramsay

Notary Public for the State of Alabama

My Commission Expires: 09-14-22

Title: President & CEO

Print Name: Kerrie Noll

Phone Number: 251-459-7430

Address: 5435 Business Pkwy
Theodore, AL 36582

Kerrie A Noll

Notary Seal:

KERRIE A. NOLL
Notary Public, State of Alabama
Alabama State At Large
My Commission Expires
September 14, 2022

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, John Ramsay, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact Siboney Contracting Company	**Minority Firm Address** 1450 Centrepark Blvd. Suite 100, W. Palm Beach, FL 33401
Minority Firm Telephone Number (561) 832-3110 **Minority Firm Fax Number** **DBE Certification Number** 04-050319-150 Exp. 5/30/2024	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification Decline
2. Minority Firm Name and Contact Multi-Energy Group LLC	**Minority Firm Address** 8470 Holcomb Bridge Rd, Ste. 200, Alpharetta ,GA 30022
Minority Firm Telephone Number 770-587-0725 **Minority Firm Fax Number** **DBE Certification Number** 02083018-78 Exp. 09/30/2020	**Minority Group Type** ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
3. Minority Firm Name and Contact Patt-Sing Trucking LLP	**Minority Firm Address** 5234 Stonewall Drive Summerville SC 29485
Minority Firm Telephone Number (843) 670-3852 **Minority Firm Fax Number** **DBE Certification Number** 01-06181853 Exp. 6/30/2020	**Minority Group Type** ☒ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification Accepted Waiting for Certificate
4. Minority Firm Name and Contact	**Minority Firm Address**
Minority Firm Telephone Number **Minority Firm Fax Number** **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 8/5/19 Name of Authorized Officer (Print/Type): John Ramsay

Sworn to before me this 5th day of August, 2019

Signature: John Ramsay

Notary Public for the State of: Alabama

My Commission Expires: 09-14-22

Title: President & CEO

Print Name: Kerrie Noll

Phone Number: 251-459-7430

Address: 5435 Business Parkway
Theodore, AL 36582

Kerrie A Noll

Notary Seal:

KERRIE A. NOLL
Notary Public, State of Alabama
Alabama State At Large
My Commission Expires
September 14, 2022

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, John Ramsay, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact AmeriGro Landscape Services	**Minority Firm Address** 1939 Belgrade Ave Ste 12 Charleston, SC 29407
Minority Firm Telephone Number (843) 556-4052 **Minority Firm Fax Number** **DBE Certification Number** 05-110918-108 Exp. Nov. 2023	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
2. Minority Firm Name and Contact B & L Landscaping, LLC	**Minority Firm Address** 7349 Peppermill Pkwy, N. Charleston, SC 29418
Minority Firm Telephone Number (843) 303-2644 **Minority Firm Fax Number** (843) 608-5498 **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
3. Minority Firm Name and Contact Creative Concept Landscaping	**Minority Firm Address** 104 Flicker Lane Summerville SC 29485
Minority Firm Telephone Number 843-224-4511 **Minority Firm Fax Number** **DBE Certification Number** 01-083018-81 Exp. 9/30/2020	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification Accepted
4. Minority Firm Name and Contact Green Acres Services, Inc.	**Minority Firm Address** 142 Water Wheel Rd Ridgeville SC 29472
Minority Firm Telephone Number (843) 873-6300 **Minority Firm Fax Number** (843) 873-1380 **DBE Certification Number** 0305261102 Exp. 1/31/2019	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification Decline

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 8/5/19 Name of Authorized Officer (Print/Type): John Ramsay-President

Sworn to before me this 5th day of August, 2019

Signature: John Ramsay

Notary Public for the State of Alabama

My Commission Expires: 09-14-22

Title: President & CEO

Print Name: Kerrie Noll

Phone Number: 251-459-7430

Address: 5435 Business Pkwy
Theodore, AL 36582

Kerrie Noll

Notary Seal:

KERRIE A. NOLL
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Alabama State At Large
My Commission Expires
September 14, 2022

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, John Ramsay, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact The Greenhouse Company of SC	**Minority Firm Address** 161 Green Pines Rd, Columbia SC 29212
Minority Firm Telephone Number (803) 798-4000 **Minority Firm Fax Number** (803) 798-6584 **DBE Certification Number** 0305051715 Exp. 5/31/2019	**Minority Group Type** ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification Declined
2. Minority Firm Name and Contact Leggett Professional Tree Service	**Minority Firm Address** 470 Meadowfield St. GastonSC 29053
Minority Firm Telephone Number (803) 479-5471 **Minority Firm Fax Number** **DBE Certification Number** 0109051265 Exp. 10/31/2019	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
3. Minority Firm Name and Contact Lowcountry Greens, LLC	**Minority Firm Address** 896 College Park Rd, Lot 1, Summerville, SC 29483
Minority Firm Telephone Number (843) 419-6066 **Minority Firm Fax Number** (843) 419-6068 **DBE Certification Number** 01-11011305 Exp. 11/30/2018	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
4. Minority Firm Name and Contact L.T.D. Lawn Service	**Minority Firm Address** 36 Briarcliff Drive Charleston SC 29407
Minority Firm Telephone Number (843) 303-5459 **Minority Firm Fax Number** (843) 763-8601 **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 8/5/19 Name of Authorized Officer (Print/Type): John Ramsay President

Sworn to before me this 5th day of August, 2019

Signature: [signature]

Notary Public for the State of Alabama

My Commission Expires: 09-14-22

Title: President & CEO

Print Name: Kerrie Noll

Phone Number: 251-459-7430

Address: 5435 Business Pkwy
Theodore, AL 36582

Kerrie A Noll

Notary Seal:

KERRIE A. NOLL
Notary Public, State of Alabama
Alabama State At Large
My Commission Expires
September 14, 2022

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, John Ramsay, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact Marvin's Gardens	Minority Firm Address P.O. Box 39; 108 Crosswatch Dr, Ladson, SC 29456
Minority Firm Telephone Number (843) 797-7262 Minority Firm Fax Number (843) 797-6770 DBE Certification Number	Minority Group Type ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
2. Minority Firm Name and Contact Multi-Innovation Works LLC	Minority Firm Address 236 Swallowtail Lane Goose Creek SC 29445
Minority Firm Telephone Number (843) 696-2379 Minority Firm Fax Number DBE Certification Number 0106151852 Exp. 6/30/2020	Minority Group Type ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
3. Minority Firm Name and Contact Natural Directions, LLC	Minority Firm Address 628 Orangeburg Rd Summerville SC 29483
Minority Firm Telephone Number (843) 873-8939 Minority Firm Fax Number (843) 873-8347 DBE Certification Number 0307080936 Exp. 2016	Minority Group Type ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
4. Minority Firm Name and Contact Peggra Farms, LLC	Minority Firm Address 2908 St. Peters Road Walterboro SC 29488
Minority Firm Telephone Number (843) 893-3460 Minority Firm Fax Number DBE Certification Number 0308061073 Exp. 2/28/2022	Minority Group Type ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 8/5/19 Name of Authorized Officer (Print/Type): John Ramsay President

Sworn to before me this 5th day of August, 2019

Signature: John Ramsay

Notary Public for the State of Alabama

My Commission Expires: 09-14-22

Title: President & CEO

Print Name: Kerrie Noll

Phone Number: 251-459-7430

Address: 5435 Business Pkwy
Theodore, AL 36582

Notary Seal:

KERRIE A. NOLL
Notary Public, State of Alabama
Alabama State At Large
My Commission Expires
September 14, 2022

Kerrie Noll

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, John Ramsay, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact C. Roper Trucking Co., Inc.	**Minority Firm Address** P.O. Box 12935 Charleston SC 29422
Minority Firm Telephone Number (843) 795-2065 **Minority Firm Fax Number** **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
2. Minority Firm Name and Contact Carwin Logistics, LLC	**Minority Firm Address** 3803 Poplar Grove Place, Summerville, SC 29483
Minority Firm Telephone Number (843) 974-7123 **Minority Firm Fax Number** (843) 285-5198 **DBE Certification Number** 0112211734 Exp. 12/31/2019	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
3. Minority Firm Name and Contact Coastal Mining Company	**Minority Firm Address** P.O. Box 50486 Summerville SC 29485
Minority Firm Telephone Number (843) 875-9115 **Minority Firm Fax Number** **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
4. Minority Firm Name and Contact DW&K Services, LLC	**Minority Firm Address** 2601 Read St., Ste. I-8, Columbia SC 29204
Minority Firm Telephone Number (803) 764-2172 **Minority Firm Fax Number** (803) 764-2177 **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 8/5/19 Name of Authorized Officer (Print/Type): John Ramsay President

Sworn to before me this 5th day of August, 2019

Signature: [signature]

Notary Public for the State of Alabama

My Commission Expires: 09-14-22

Title: President & CEO

Print Name: Kerrie Noll

Phone Number: 251-459-7430

Address: 5435 Business Pkwy
Theodore, AL 36582

Kerrie Noll

Notary Seal:

KERRIE A. NOLL
Notary Public, State of Alabama
Alabama State At Large
My Commission Expires
September 14, 2022

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, John Ramsay, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact Perfect Lawn Care	Minority Firm Address P.O. Box 368 Huger SC 29450
Minority Firm Telephone Number (843) 412-4213 Minority Firm Fax Number (843) 336-3861 DBE Certification Number	Minority Group Type ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
2. Minority Firm Name and Contact Riley & Sons Lawn Care	Minority Firm Address 2540 Boyscout Road Wadmalaw SC 29487
Minority Firm Telephone Number (843) 408-9726 Minority Firm Fax Number DBE Certification Number 01-060619-161 Exp. 6/30/2021	Minority Group Type ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
3. Minority Firm Name and Contact Herndon, Inc.	Minority Firm Address P.O. Box 36 Lugoff SC 29078
Minority Firm Telephone Number (803) 438-1078 Minority Firm Fax Number (803) 438-1292 DBE Certification Number	Minority Group Type ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
4. Minority Firm Name and Contact B & B Trucking, Inc.	Minority Firm Address P.O. Box 458 Huger SC 29450
Minority Firm Telephone Number (843) 336-4433 Minority Firm Fax Number DBE Certification Number	Minority Group Type ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 8/5/19 Name of Authorized Officer (Print/Type): John Ramsay President

Sworn to before me this 5th day of August, 2019

Notary Public for the State of Alabama
My Commission Expires: 09-14-22
Print Name: Kerrie Noll
Phone Number: 251-459-7430
Address: 5435 Business Pkwy
Theodore, AL 36582

Signature: John Ramsay

Title: President & CEO

Notary Seal:

KERRIE A. NOLL
Notary Public, State of Alabama
Alabama State At Large
My Commission Expires
September 14, 2022

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, John Ramsay, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact Green Thumb Trucking, LLC	**Minority Firm Address** PO Box 21824N. Charleston SC 29416
Minority Firm Telephone Number (843) 324-5804 **Minority Firm Fax Number** (843) 402-0920 **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
2. Minority Firm Name and Contact Halls of Cross, Inc.	**Minority Firm Address** P.O. Box 249 Cross SC 29436
Minority Firm Telephone Number (843) 753-2040 **Minority Firm Fax Number** **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
3. Minority Firm Name and Contact J. Johnson Trucking, Inc.	**Minority Firm Address** P.O. Box 13390 Charleston SC 29422
Minority Firm Telephone Number (843) 762-2155 **Minority Firm Fax Number** **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
4. Minority Firm Name and Contact JES Transport & Construction LLC	**Minority Firm Address** P.O. Box 5355N. Charleston SC 29405
Minority Firm Telephone Number (843) 270-8081 **Minority Firm Fax Number** **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 8/5/19 Name of Authorized Officer (Print/Type): John Ramsay President

Sworn to before me this 5th day of August, 2019

Signature: John Ramsay

Notary Public for the State of Alabama

My Commission Expires: 09-14-22

Title: President & CEO

Print Name: Kerrie Noll

Phone Number: 251-459-7430

Address: 5435 Business Pkwy
Theodore, AL 36582

Kerrie A Noll

Notary Seal:

KERRIE A. NOLL
Notary Public, State of Alabama
Alabama State At Large
My Commission Expires
September 14, 2022

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, John Ramsay, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact Manning & Sons Trucking & Power Wash	**Minority Firm Address** 218 Stratford Drive Summerville SC 29485
Minority Firm Telephone Number (843) 200-0705 **Minority Firm Fax Number** (843) 261-9687 **DBE Certification Number** 0101151547 Exp. 1/31/2017	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification Accepted
2. Minority Firm Name and Contact MC Transportation Services	**Minority Firm Address** 2045 Spaulding Dr. Charleston SC 29406
Minority Firm Telephone Number 843-573-7015 **Minority Firm Fax Number** **DBE Certification Number** 02-050119-147 Exp. 05/30/2021	**Minority Group Type** ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
3. Minority Firm Name and Contact Pearson Trucking	**Minority Firm Address** 8952 Furr St. N. Charleston SC 29406
Minority Firm Telephone Number (843) 569-3504 **Minority Firm Fax Number** **DBE Certification Number**	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
4. Minority Firm Name and Contact S & S Transportation, LLC	**Minority Firm Address** 648 Gaillard Rd, Moncks Corner SC 29461
Minority Firm Telephone Number (843) 377-3747 **Minority Firm Fax Number** (843) 608-4882 **DBE Certification Number** 0105161716 Exp. 5/31/2019	**Minority Group Type** ☐ (African American) ☐ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 8/5/19 Name of Authorized Officer (Print/Type): John Ramsay

Sworn to before me this 5th day of August, 2019

Signature: John R Ramsay

Notary Public for the State of Alabama

My Commission Expires: 09-14-22

Title: President & CEO

Print Name: Kerrie Noll

Phone Number: 251-459-7430

Address: 5435 Business Parkway
Theodore, AL 36582

Kerrie A Noll

Notary Seal:

KERRIE A. NOLL
Notary Public, State of Alabama
Alabama State At Large
My Commission Expires
September 14, 2022

CITY OF ATLANTA

SUITE 1700
55 TRINITY AVENUE, SW
ATLANTA, GA 30303
(404) 330-6010 Fax: (404) 658-7359
Internet Home Page: www.atlantaga.gov

Kasim Reed
Mayor

OFFICE OF CONTRACT COMPLIANCE
Larry Scott
Director
lscott@atlantaga.gov

March 8, 2016

Ms. Jeanne Simkins Hollis
Multi-Energy Group, LLC
1924 Lenox Road
Atlanta, GA 30306

ANNIVERSARY DATE: April 3

Dear Ms. Hollis:

Your firm has been certified as a(n) **Small Business Enterprise (SBE)** with the City of Atlanta's Small Business Opportunity Program (SBO). Your company's certification will last for a period of five (5) years from the date on this certification letter. Certification entitles your firm to be included in SBO plans submitted by contractors bidding on City of Atlanta projects.

Your company's certification lasts five (5) years; however, it is contingent upon the company maintaining its eligibility every two years through this office. You will receive a notice to submit an **Affidavit of No Change** approximately six (6) weeks prior to the deadline for submission. **The Affidavit of No Change must be completed, signed, and returned to our office before your anniversary date in order to continue your company's eligibility as an SBE.**

As a certified firm, you are required to notify the Office of Contract Compliance if the ownership or control of your firm changes or if your office relocates outside of the twenty-county Atlanta Regional Development Commission (ARDC) area. Failure to provide this notification, in writing, may result in your firm being removed from the Small Business Opportunity Register.

We welcome you to the City of Atlanta's Small Business Opportunity Program.

Sincerely,

Larry Scott, Director
Mayor's Office of Contract Compliance

LS/mp

Certification #: 2014-079 **Supplier ID #: 1004327** **Phone #: (770) 587-0725**

Fax #: (770) 585-0726

Business: Water/sewer management; engineering; business consulting

Clayton County Central Services

Administration Division
Risk, Claims & Safety Division
Contracts, Purchasing & Contract Compliance
7994 North McDonough Street
Jonesboro, Georgia 30236
Main #: 770-477-3587
Fax #: 770-477-3335

Carol J. Rogers
Director

Print Shop Division
Warehouse Division
1330 Government Circle
Jonesboro, Georgia 30236
Print Shop Main #: 770-477-3562
Warehouse Main #: 770-477-3561
Fax #: 770-477-3616

June 20, 2018

Ms. Jeanne S. Hollis
Multi-Energy Group, LLC
1805 Old Alabama Rd., Ste. 330
Roswell, GA 30076

Re: **Minority and Women Business Enterprise (MWBE) Reciprocal Certification Program**
Certification Number: **MWBE-1806-9332**
Expiration Date: **06-20-2020**

Dear **Ms. Hollis,**

Congratulations! You have successfully completed an application for certification with Clayton County. **Your firm has been certified.** In recognition of your certification, please attach a copy of this letter with each bid and proposal whether you submit as a Prime contractor or Subcontractor.

We are pleased to certify your firm with Clayton County for a period of **two years**, beginning with the date of this letter. Prior to ninety (90) days of expiration, we ask that you submit an application for recertification, preventing a separation between certifications. Although you are certified we may conduct a site visit to your business location to verify information contained in your application at any time.

Certification does not guarantee any present or future contracts with Clayton County. All registered vendors must take the necessary steps to become a part of the County procurement process and bid competively for business. You may visit our website for bids and proposals at: www.claytoncountyga.gov/departments/central-services.aspx.

You are also required to register in our certified vendor management system. Once you are certified, please visit: https://pro.prismcompliance.com/CustomCertApp/ApplicationStart.aspx?t=200&j=c0mF6H2wYmyFSmmx2Am1Qg%3d%3d.

Again, we are pleased that you have chosen to become a vendor with us. We look forward to doing business with you.

Sincerely,

Carol J Rogers

Carol J. Rogers, CCA
Director of Central Services

CR:sn

THIS CERTIFIES THAT

Multi-Energy Group, LLC

NMSDC
National Minority Supplier Development Council

* Nationally certified by the: **GEORGIA MINORITY SUPPLIER DEVELOPMENT COUNCIL**

*NAICS Code(s): 561210; 237310; 541330; 221320; 237130; 238210; 221310; 236220; 541611; 541350

* Description of their product/services as defined by the North American Industry Classification System (NAICS)

04/30/2018	AT02961
Issued Date	**Certificate Number**
Louis Green	Stacey Key
04/30/2019	
Expiration Date	**Stacey Key, President and CEO**

By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: http://nmsdc.org

Certify, Develop, Connect, Advocate.

* MBEs certified by an Affiliate of the National Minority Supplier Development Council, Inc.®

September 12, 2016

Thomas M Gibbs
2898 Ave B N
North Charleston, SC 29405

Dear Thomas:

Congratulations!! It is my pleasure to inform you of your passing grade on the SC Department of Health and Environmental Control approved Certified Erosion Prevention and Sediment Control (CEPSCI) qualifying exam. You scored a 70 out of 80.

We would like to thank you for your participation and hard work. We hope you have gained useful information from the course material in addition to discussions with your colleagues and instructors. Enclosed you will find your laminated certification card. Please take note of your individual certification number and record it in a safe place so that it can be retrieved if necessary.

You will be required to provide your certification number on each weekly Storm Water Pollution Prevention Plan inspection report. In addition, should your project require submittal of monthly reports, the certification number will also need to be included. Your certification will expire 6/30/2021. Before that date you will be required to complete a sediment and erosion control continuing education course for certification renewal.

If you have questions about any element of your certification, please call my office at (864) 656-6306 or email me at cepsci@clemson.edu.

Sincerely,

Jeremy Pike
CEPSCI Program Manager
Clemson University

Enclosures: Certification Card

South Carolina Department of Health and Environmental Control
Certifies that:

Thomas M Gibbs

Successfully Completed Certification Requirements for:
Erosion Prevention & Sediment Control Inspector

Ann R. Clark, Director
Stormwater, Construction, Agricultural, and Permitting Division
Bureau of Water

EXPIRATION
6/30/2021

REG. NO.
11726

State of South Carolina No. 038381 T

Permit To Transport Non Ferrous Metals

This is to certify that Thomas M. Gibbs
has been issued a permit in the State of South Carolina to transport and sell non ferrous metals for the period of two years

321 Palm St.
Mt. Pleasant, SC 29464

in accordance with the provisions of Chapter 16 Title 17 Section 680 in the South Carolina Code of Laws, 1976.

Charleston County Sheriff's Office
Issuing Agency

Issued By

1/25/19 — Date of Issue
12/25/21 — Date of Expiration

CCSO-363 10/14

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esco institute PO Box 521 • Mount Prospect Il • 60056

Enclosed are the results of your EPA Section 608 Certification examination. A passing score of 70% or greater is required in each section. Additionally, you must pass the Core or "Section A" plus another section in order to be issued a certification. The scores of your exam are listed on the right and your certification card is attached.

Please visit our website at www.escoinst.com for additional training resources or contact us at 1-800-726-9696 with any questions!

THOMAS M. GIBBS
321 PALM ST
MT PLEASANT, SC, 29464

Scores:

Core: 92% Type-I: 96% Type-II: 84% Type-III: 64%

esco institute
Program EPA Approved
December 28, 1993

EPA Certified

CERTIFICATE NO. 811233084550

THOMAS M. GIBBS
has been certified as a
TYPE I - TYPE II
technician as required by 40CFR part 82 subpart F

Please report address changes to 800/726-9696. Visit www.escoinst.com to replace a lost card.

card off backing

WALL CERTIFICATE BELOW

CCB 164527

STATE OF SOUTH CAROLINA
DEPARTMENT OF LABOR, LICENSING AND REGULATION
SC CONTRACTOR'S LICENSING BOARD

LICENSE CERTIFICATE

LICENSE# - G111560 The following licensee: LICENSE# - G111560

GIBBS CONSTRUCTION GROUP
321 PALM STREET
MOUNT PLEASANT SC 29464

has met the necessary qualifications required by the laws of the state of South Carolina and is duly qualified and entitled to practice as a:

GENERAL CONTRACTOR

for the Classification(s) and Group Limitation shown below:

BD4 MR4 AP4 CP4 BR4 CT4 WL4 SP4

Initial License Date: 06/10/2005
License Print Date: 07/28/2018
Expiration Date: 10/31/2020

*** Group Number and Dollar Limitations: ***
The number after your 2-letter classification(s) above is your Group#
Group #1 - $50,000 Group #3 - $500,000
Group #2 - $200,000 Group #4 - $1,500,000
Group #5 - $Unlimited

Administrator

Qualifying Party(s): THOMAS M GIBBS

It is at the discretion of the licensee, not the Board, to authorize officers or employees of the company to pull permits and conduct business.

STATE OF SOUTH CAROLINA
Department of Labor, Licensing and Regulation
S C CONTRACTOR'S LICENSING BOARD

BPC1019824

CONSTRUCTION MANAGER CERTIFICATE

This certificate recognizes: Certificate Number: **CCM. 918**

THOMAS M GIBBS

as a **GENERAL CONSTRUCTION MANAGER** by the laws of South Carolina
for the following licensee:

GIBBS CONSTRUCTION GROUP (CLG.111560 GC)
321 PALM STREET
MOUNT PLEASANT SC 29464

and is duly authorized to engage in **Construction Manager Oversight** for the following classification(s) and contract limit:

BD MR AP CP BR CT WL SP
Contract Limit: Group 4-$1,500,000

Issue Date: **July 28, 2018**
Expiration Date: **October 31, 2020**

Administrator

License CLG.111560 GC must be "Active" for this certification to be valid.
Licensee Lookup: https://verify.llronline.com/LicLookup/LookupMain.aspx

City of Charleston

W/MBE Certification

This is to certify that

Gibbs Construction Group, LLC

has met the requirements and is a certified minority or woman-owned business enterprise in good standing with the City of Charleston, South Carolina's Minority and Women Business Enterprise Program.

August 16, 2018	05081518-72	August 30, 2020
Date of Certification	**Certification Number**	**Expiration Date**

MBE Manager

CrowderGulf

Disaster Recovery and Debris Management

5435 Business Parkway
Theodore, Alabama 36582

Office: (800) 992-6207
Fax: (251) 459-7433

July 22, 2019

keven.manning@manningandsonstrucking.com

Manning & Sons Trucking & Power Wash
218 Stratford Drive
Summerville, SC 29485

Re: City of Charleston local Contractors and MWBE Participation Request

CrowderGulf is currently bidding a Pre-Event Standby Contract with The City of Charleston for **RFP - 19-P019R Storm Debris Removal Services.** Our company specializes in the disaster debris and recovery industry and FEMA regulations and we are looking for local haulers in the south Alabama Region to participate in the event of a disaster if our company is activated. We must submit a list of all M/WBE and SBE subcontractors we plan to utilize in the event of an activation and your company has been selected as being listed as one of our M/WBE and SLBE Subs to use should a disaster occur based on the areas of work you have listed on the City's MWBE Website Directory.

We welcome the opportunity to include your company as one of our preferred local contractors for the City and County contracts as part of the 20 % participation goals. We also currently hold various standby contracts for disaster debris removal for several surrounding counties and municipalities near the Charleston County area.

If this may be something you would be interested in should a disaster event occur in the future, **please take a moment and complete the attached pre-qualification then return via email to** jtodd@crowdergulf.com and REFERENCE ***City of Charleston RFP – 19-P019R*** .

We will need the following back for inclusion as part of our submission to the City's RFP:

1. Prequalification info (forms)
2. Copies of your company certifications (MWBE / SBE)

Our deadline for subcontractor participation and inclusion will be **Monday, August 5th by Close of Business**. I would really like your company to be a part of our submittal list. Should you have any questions or concerns, please contact me on my cell at (205) 454-5242 or by email at jtodd@crowdergulf.com . Thank you for your interest in working with CrowderGulf.

Please acknowledge receipt of this letter as any subs contacted have been provided to the City as proof of our good faith efforts to included MWBE certified contractors in this solicitation. **Should you decline this participation request, please respond with your reason as it will also be required for our submission.**

Best Regards,

Jenny Todd

Jenny Todd (Weaver)
Subcontracts Manager

K. D. M

Subcontractor Acknowledgment

Keven D. Manning, CEO
Name / Title

Manning and Sons Trucking & Utilities, LLC
Subcontractor Company Name

South Carolina
Department of Transportation

November 3, 2016

Mr. Keven Manning
Manning & Sons Trucking & Utilities, LLC
218 Stratford Drive
Summerville, SC 29485

RE: Disadvantaged Business Enterprise Certification - **EXPANSION**

Dear Mr. Manning:

We are pleased to inform you that your request for **expansion** of services has been approved for participation as a Disadvantaged Business Enterprise (DBE) with the South Carolina Unified Certification Program.

The Unified Certification Program is a "One-Stop Shopping" certification program that eliminates the need for DBE firms to obtain certifications from multiple USDOT recipients that receive federal financial assistance within this State. A list of recipients is attached for your reference.

As a condition of your certification, you will be required to submit your Personal Financial Statement, an Affidavit of No Change, and current Tax Returns on an annual basis. You must report to this office any changes in ownership, management, control and location of the firm. Your firm will be listed in the Unified DBE Directory as follows:

Manning & Sons Trucking & Utilities, LLC
218 Stratford Drive
Summerville, SC 29485
(843)860-3341
Contact: Keven Manning

Area of Work: Pressure Washing (e.g., buildings, decks, fences), freight trucking (local), hauling (10); water and sewer pipe installation, poured concrete to include manholes, catch basins, concrete pipe, and demolition; earthmoving, land clearing, and trenching, supplier of earth materials, including fill dirt, sand, aggregates, top soil, and rocks

NAICS: 237110, 238110, 238910, 423320, 484110, 484220, 561790

If you have any questions regarding your certification or the Unified Certification Program in general, please call Gary Linn at (803) 737-4672 or Christina Johnson at (803) 737-3482.

Sincerely,

Arlene Prince

Arlene Prince, Director, Ph.D.
Business Development & Special Programs

AFP:cg-UPCEx
Enclosure

UCP UNIFIED CERTIFICATION PROGRAM

Certificate of Eligibility

granted to

Manning & Sons Trucking & Utilities, LLC

It has been determined that the firm listed above has met all federal requirements in accordance with the Code of Federal Regulations (49 CFR Part 26) and is thereby eligible to participate in the Disadvantaged Business Enterprise Program in the State of South Carolina.

Area of Work:

Pressure Washing (e.g., buildings, decks, fences), freight trucking (local), hauling (10); water and sewer pipe installation, poured concrete to include manholes, catch basins, concrete pipe, and demolition; earthmoving, land clearing, and trenching, supplier of earth materials, including fill dirt, sand, aggregates, top soil, and rocks

NAICS:

237110, 238110, 238910, 423320, 484110, 484220, 561790

Issue Date: 11/3/2016

Arlene Prince

Director of Business Development & Special Programs
South Carolina Department of Transportation

Business Development and Special Programs • 955 Park Street • P.O. Box 191 • Columbia, SC 29202-0191
(803)737-1372 • Fax (803)737-2021 • www.scdot.org/doing/dbe.shtml

SCDOT South Carolina Department of Transportation

FTA U.S. DEPARTMENT OF TRANSPORTATION FEDERAL TRANSIT ADMINISTRATION

FEDERAL AVIATION ADMINISTRATION

DEPARTMENT OF TRANSPORTATION UNITED STATES OF AMERICA

CHARLESTON COUNTY
SOUTH CAROLINA

Certified
Charleston County
Small Business Enterprise

CHARLESTON COUNTY
S·B·E
SMALL BUSINESS
ENTERPRISE PROGRAM

W. Frazier Construction
Ravenel, SC

Certification No. 073008-10-CN-040

Valid Until: *July 30, 2019*

Certified for: *General Contractor: Highway Incidental & Grading; Building, Sale of aggregates, rock, dirt, and sand; Site preparation, hauling, grading, demolition, wood chipping*

Holly S. Chesser

Holly S. Chesser, Manager
Small Business Enterprise Program
Charleston County Contracts & Procurement

Issued On: August 1, 2018

City of Charleston

MWBE Certification

This is to certify that

W. Frazier Construction, Inc.

has met the requirements and is a certified minority or woman-owned business enterprise in good standing with the City of Charleston, South Carolina's Minority and Women Business Enterprise Program.

April 12, 2016	0110221086	April 30, 2021
Date of Certification	Certification Number	Expiration Date

MBE Manager

UCP UNIFIED CERTIFICATION PROGRAM

Certificate of Eligibility

granted to

W. FRAZIER CONSTRUCTION, INC.

It has been determined that the firm listed above has met all federal requirements in accordance with the Code of Federal Regulations (49 CFR Part 26) and is thereby eligible to participate in the Disadvantaged Business Enterprise Program in the State of South Carolina.

Area of Work:

Sales of aggregates, rock, dirt, and sand; site prep, land clearing, debris disposal, Hauling (5), grading, demolition, and wood chipping

NAICS:
212399, 238910, 484220, 237310

Issue Date: 11/3/2011

Arlene Prince

Director of Business Development & Special Programs
South Carolina Department of Transportation

FTA U.S. DEPARTMENT OF TRANSPORTATION FEDERAL TRANSIT ADMINISTRATION

Form **W-9**
(Rev. December 2014)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

Print or type
See Specific Instructions on page 2.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
W. FRAZIER CONSTRUCTION, INC.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification; check only one of the following seven boxes:
☐ Individual/sole proprietor or single-member LLC ☑ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate
☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶
Note. For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member owner.
☐ Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):
Exempt payee code (if any)
Exemption from FATCA reporting code (if any)
(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.)
7050 MOBERRY ROAD

Requester's name and address (optional)

6 City, state, and ZIP code
RAVENEL, SOUTH CAROLINA 29470

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.

Social security number
☐☐☐ - ☐☐ - ☐☐☐☐

or

Employer identification number
5 7 - 0 8 7 9 8 2 7

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here Signature of U.S. person ▶ Willie Frazier Date ▶ 11-22-18

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at *www.irs.gov/fw9*.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding? on page 2.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.

CCB1043325

STATE OF SOUTH CAROLINA
DEPARTMENT OF LABOR, LICENSING AND REGULATION
SC CONTRACTOR'S LICENSING BOARD

LICENSE CERTIFICATE

LICENSE# - G13281 The following licensee: LICENSE# - G13281

W FRAZIER CONSTRUCTION INC
7050 MOBERRY ROAD
RAVENEL SC 29470-5323

has met the necessary qualifications required by the laws of the state of South Carolina and is duly qualified and entitled to practice as a:

GENERAL CONTRACTOR

for the Classification(s) and Group Limitation shown below:

HI5 GD5 BD5

EXPIRATION DATE:.....10/31/2020
Effective License Issue:07/06/2018
Initial License Date: ... 01/06/1992

*** Group Number and Dollar Limitations: ***
The number after your 2-letter classification(s) above is your Group#
Group #1 - $50,000 Group #3 - $500,000
Group #2 - $200,000 Group #4 - $1,500,000
Group #5 - $Unlimited

Administrator

Qualifying Party(s): DAVID BARKER, WILLIE FRAZIER JR

It is at the discretion of the licensee, not the Board, to authorize officers or employees of the company to pull permits and conduct business.

W. FRAZIER CONSTRUCTION, INC.
7050 Moberry Road
Ravenel, South Carolina 29470
(843) 556-8784 X-22; 556-4430 (Fax)
david@wfrazierconstruction.com
DBE, SBE CERTIFIED CONTRACTOR

Equal Employment Opportunity (EEO) Policy

W. Frazier Construction, Inc. is an Equal Employment Opportunity Employer. It is, has been, and will continue to be the policy of W. Frazier Construction, Inc. to provide equal employment opportunity without regard to race, color, religion, sex, national origin, age, or disability.

It is our policy to provide job opportunities, pay, benefits, promotions, and other conditions of employment without discrimination or segregation on account of race, color, religion, sex, age, national origin or disability.

Further, it is the policy of this Company to undertake affirmative action in compliance with all federal, state and local requirements to recruit a diverse pool of applicants and to ensure that our employment practices are, in fact, non-discriminatory.

Willie Frazier, Jr.

Willie Frazier, Jr., President
W.Frazier Construction, Inc.
843.556.8784 x20; 843.729.4741 (c)
williejr@wfrazierconstruction.com

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AFFIDAVIT B

City of Charleston, South Carolina
Work to be Performed by Minority/Women-Owned Businesses

Affidavit of CrowderGulf, LLC (Name of Bidder). I hereby certify that on the _____ (Project Name), Total Project Amount $ TBD

I will make a good faith effort to expend a minimum of 20 % of the total dollar amount of the Contract with minority/women-owned business enterprises. Minority/women-owned businesses will be employed as subcontractors, vendors, suppliers, or providers of professional services. Such work will be subcontracted to the following businesses listed below:

(Attach additional sheets if needed)

Name and Phone Number	*Minority Code	Work Description	Dollar Value
Gibbs Construction Group LLC (843) 460-5190	WBE	Debris Hauling	$ TBD 2%
W. Frazier Construction, Inc (843) 556-8784	B	DMS /location/ haul outs	$ TBD 4%
Creative Concept Landscaping 843-224-4511	B	Debris Hauling	$ TBD 2%
Manning & Sons Trucking & Power Wash (843) 200-0705	B	Debris Hauling	$ TBD 5%
Multi-Energy Group LLC 770-587-0725	B/W	Storm Water; Environmental	$ TBD 2%
Patt-Sing Trucking LLP (843) 670-3852	B	Debris Hauling	$ TBD 5%
			$

Total MBE Participation: 20 % $ TBD

* Minority categories: African American (**B**); Hispanic (**H**); Asian American (**A**), American Indian (**I**); Woman Owned (**W**); Other (**D**)

I will enter into a formal Contract with the above minority/women-owned business enterprises for the work listed in the above schedule conditional upon execution of a Contract with the Owner.

I certify that I have read the terms of this commitment and I am the Bidder or authorized to bind the Bidder to the commitment set forth herein. I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 8/12/19 Name of Authorized Officer (Print/Type): John Ramsay

Signature: _____

Title: President & CEO

Sworn to before me this 12th day of August, 2019

My Commission Expires: 09/14/2022

Print Name: Kerrie Noll

Phone Number: 251 - 459-7430

Address: 5435 Business Parkway
Theodore, AL 36582

Notary Public for the State of Alabama

Notary Seal:
KERRIE A. NOLL
Notary Public, State of Alabama
Alabama State At Large
My Commission Expires
September 14, 2022

Note: Should any of the above MWBEs no longer be certified at time of an activation or are otherwise unable to perform tasks as delegated by the City, CrowderGulf will solicit additional MWBEs from the City's most current directory a to fulfill the City's 20% goal as set forth in this RFP.

AFFIDAVIT C

City of Charleston, South Carolina
Intent to Perform Contract with Own Workforce.

Affidavit of Non- Applicable
(Name of Bidder)

I hereby certify that it is our intent to perform 100% of the work required for the _____

_____ contract.
(Name of Project)

In making this certification, the Bidder states that the Bidder does not customarily subcontract elements of this type Project, and normally performs and has the capability to perform and will perform *all the elements of the work* on this Project with his/her own current work forces, and

The Bidder agrees to provide any additional information or documentation requested by the Owner in support of the above statement.

I hereby certify that I have read this certification and I am the Bidder or I am authorized to bind the Bidder to the commitments contained herein. I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date:_____ Name of Authorized Officer (Print/Type):_____

Signature: N/A

Title:_____

Sworn to before me this ____ day of _____, 20__.
Notary Public for the State of _____
My Commission Expires: _____
Print Name: _____
Phone Number: _____
Address: _____
_____

Notary Seal:

CROWDER GULF

d. Summary of Qualifications & Experiences

City of Charleston, SC

RFP 19-P019R "Storm Debris Removal Services"

d. Summary of Qualifications of CrowderGulf

CrowderGulf At-A-Glance

- **Full time (365 days/yr) Debris Management Company with over 50 years of successful experience** in debris management, removal and disposal services.

- **Bases of Operation:**

  Primary — **Theodore, Alabama**

  Satellite Offices — **Hilton Head Island and Laurens, South Carolina**
  Rocky Mount, North Carolina
  Coral Springs, Davenport, Florahome, Clearwater and Winter Garden, FL
  Austin and Denton, Texas

- **Never failed to complete** all contract obligations and never defaulted on a contract.

- **Committed to the same** Project Management Team remaining with the project from start to finish.

- Large cadre of management personnel with extensive disaster debris training and experience.

- **Completed simultaneous** debris projects after all major hurricanes **since 1969.**

- Over **485** disaster recovery projects successfully completed.

- Successfully removed, reduced and disposed of over **365 million cubic yards of debris.**

- Industry leader in **waterway debris removal**, including work after Hurricane Sandy and Deep Horizon Oil Spill.

- Fully committed to using local citizens and qualified local subcontractors to the maximum extent, including Minority Business Enterprise (MBE) owners.

- **No lawsuits, liens or judgments** by clients ever filed or pending and no bankruptcy proceedings filed or pending.

- **No lawsuits, liens or judgments by CrowderGulf** to clients ever filed.

- Over 350 pieces of company-owned/leased equipment available for rapid response.

- Experienced in providing FEMA compliant documentation to every client. We provide unlimited support and accurate documentation to help ensure that no clients are denied reimbursement.

- Well-developed and proven Debris Management and Operations Plan that is reviewed and revised after every event.

- Quality Control always maintained to reinforce the "Clean as You Go" policy for debris removal.

- Technical advice and training available to all clients throughout the contract term, at no cost to client.

- Significant financial strength:

AGGREGATE BONDING CAPACITY	**$ 500,000,000**
SINGLE BONDING CAPACITY	**$ 250,000,000**
OTHER AVAILABLE FUNDING	**$ 80,000,000**

Over Fifty Years of Debris Management Experience

CrowderGulf's owners, John and Woodie Ramsay, joined forces with local contractors in 1969 to clean up Biloxi and much of the Mississippi Gulf Coast after Hurricane Camille. The business continued to grow and in 1984, they began doing business as Gulf Equipment Corporation, an Alabama General Contractor licensed in seven Southeastern states. Based on the work generated, John and Woodie developed three divisions in Gulf Equipment: tower erection, construction, and disaster management.

In 2002, CrowderGulf was formally created by the Ramsay brothers as an independent disaster management company. During the last four and a half decades, CrowderGulf has managed over **485 disaster recovery projects in 15 states and has successfully removed, reduced and disposed of over 365 million cubic yards of debris.** CrowderGulf's current and past performance, as highlighted in this proposal, demonstrates our expertise in successfully completing multiple contracts simultaneously, regardless of their locations or the amount of damage.

CrowderGulf has encountered and successfully handled everything within the City's Scope of Work identified in this RFP. We are committed to completing every project in a minimum amount of time and in a safe, orderly, and practical manner. CrowderGulf contracts have involved disaster debris work in all eligible areas identified in FEMA's Public Assistance Program, Category A. The confidence that we can deliver services to the City effectively and efficiently is bred from our past successes.

All disaster management work is completed in full regulatory compliance with all agencies involved in disaster recovery, including the Federal Emergency Management Agency (FEMA), the Federal Highway Administration (FHWA), the Environmental Protection Agency (EPA), the South Carolina Department of Health and Environmental Control, and the South Carolina Department of Transportation This commitment to regulatory detail has earned CrowderGulf a reputation as a company of integrity, dependability and reliability.

CrowderGulf is committed to working as a team with City personnel to facilitate the pre-planning that will assure a smooth debris removal operation in the event of a disaster. We can assist in preparing and updating Debris Management, Emergency Operations and Mitigation Plans. In addition, CrowderGulf will provide preparedness training designed specifically to meet the needs of the City. **Our training and technical advice is provided free of charge throughout the contract term.**

> **"The County of York has worked with CrowderGulf on three different storm events. On all three events CrowderGulf's professionalism, responsiveness, and attention to detail was outstanding! As a Manager, I could not have asked for any more support than they provided to us during these events."**
>
> ***Frank Hedspeth, Waste Services Manager***
> ***County of York, VA***

The CrowderGulf Staff is dedicated to providing the City of Charleston with priority service, quality performance and expert on-site management. The combination of CrowderGulf's human resources, extensive equipment inventory, financial capacity and experienced subcontracting teams, allow the company to honor all contractual commitments with dispatch and efficiency, regardless of geographic location or size of disaster. The depth of these integrated components will also allow CrowderGulf to respond to those special needs of the City that may not have been considered in the pre-event contract.

CrowderGulf Services Available to the City of Charleston

CrowderGulf has a plan tailored to meet the needs and specific requirements of the City of Charleston. The services provided will consist of furnishing all labor, materials, and equipment to complete and deliver full Emergency Response and Recovery Services. CrowderGulf is able to offer the City the widest possible spectrum of debris management and disaster recovery services which are itemized below:

Pre Planning & Training

Annual pre-disaster debris management planning sessions include training, review of emergency management plans, Debris Management Site (DMS) selection and other disaster recovery components.

Emergency Road Clearance "PUSH"

CrowderGulf provides push services by making certain that roadways designated by the City are clear and passable within 70 working hours from issuance of a Notice to Proceed (NTP) with such clearance.

ROW & ROE Debris Removal

CrowderGulf performs permitting, clearing, and/or removing FEMA eligible disaster related debris from the public rights-of-way, private property, streets, roads, canals, lakes, ponds and waterways in the City's jurisdiction as directed. Each load of debris is accurately and verifiably recorded on load tickets and presented to the City daily along with requested daily and weekly reports.

Development and Operation of DMS

CrowderGulf constructs DMS to handle the volume of debris generated in the City by the disaster. Operation of the DMS includes debris separation, reduction, recycling and proper holding, separating and disposal of hazardous waste and fluids. DMS are fully restored to original condition after project completion. CrowderGulf can also assist in selecting and identifying appropriate DMS locations and provide site specific operational plans.

Final Debris Disposal

CrowderGulf disposes of all debris, including reduced debris, in accordance with all applicable federal, state and local laws, standards and regulations. Tipping fees are typically associated with final disposal facilities and can be paid by CrowderGulf and back billed at a later date as a pass through cost at the City's request.

Stump Removal

All stump removal will be conducted following all FEMA 325 regulations. Stumps left on the rights-of-way will be hauled as regular vegetative debris. Only hazardous stumps that meet FEMA stump requirements will be removed upon FEMA approval. Complete documentation will be collected before and after the extraction.

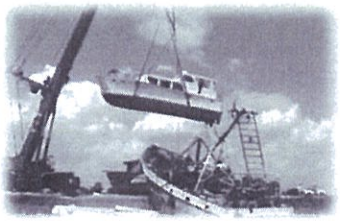
Tree Trimming & Removal (Leaners and Hangers)

CrowderGulf performs tree trimming and removal in accordance with American National Standard ANSI A300. Other tasks also associated with tree trimming are tree topping, stump grinding, grubbing, clearing, hauling and disposal of trees to abate imminent and/or significant threats to public health and safety. All Tree work is directed by the City and a FEMA representative.

Demolition

CrowderGulf provides demolition services and removal of condemned structures and buildings that pose a threat to public health and safety. All demolition services requested are commenced with safety and regulatory requirements in place and all local, state and federal requirements are followed.

Derelict Vehicle Removal & Abandoned Vehicle Removal



CrowderGulf can perform all aspects of vessel and vehicle removal from land or water. Also offered is assistance with Ownership records and contact verification procedures. If needed, a storage site is established, maintained and managed for the vessel and/or vehicle holding as may be required by law. Documentation is kept on all stages of the removal of each vessel and vehicle from collection to final disposal.

Removal & Disposal of White Goods & E-Goods

CrowderGulf is experienced in the special handling of white goods (refrigerators, stoves, ac units, etc.) and e-goods (electronic equipment). All regulations on the proper disposal of hazardous fluids removal are followed.

Waterway Debris Removal & Shoreline Restoration

CrowderGulf has completed numerous projects throughout the Southeast removing marine debris from storm water drainage ditches to large rivers and canal systems. Removal of debris from the rivers and canals can require the use of shallow draft boats and barges equipped with knuckle-booms or track-hoes with debris grapples. In shallow water areas with limited access and extremely sensitive areas, the debris will be removed by hand labor. CrowderGulf has also completed earthen fill repairs and restoration as well as armored shorelines consisting of rip-rap, (both stone and recycled concrete). Additionally, CrowderGulf has the capabilities and experience to install gabions, geo-web products and various types of bulkheads and retaining walls.

Sonar Scanning

CrowderGulf has conducted numerous large scale operations utilizing sonar imagery and underwater video and photography. Sonar scanning is a technological and efficient way to locate and remove sunken marine debris from waterways.

Technical Disaster Recovery Assistance

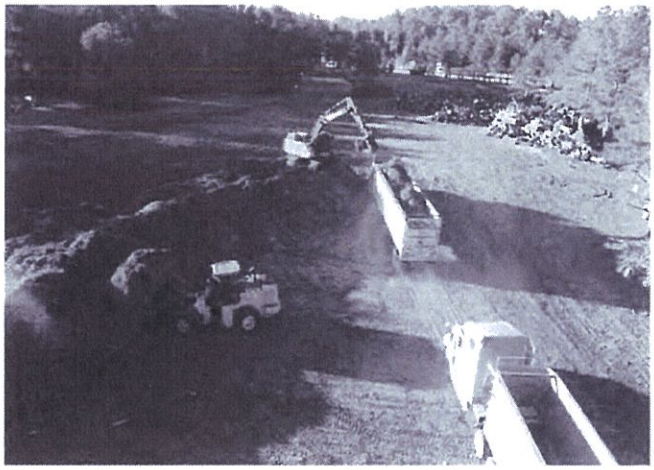
CrowderGulf can provide assistance with all aspects of the Public Assistance Program including damage survey reports, project worksheets, documentation support and consultations/negotiation services and any other technical assistance needed.

Other services CrowderGulf is experienced in are, but not limited to:

Household Hazardous Waste (HHW)
Temporary Ice, Water and Other Consumables
Levee Construction
Land Clearing and Site Preparation
Road and Utility Work
Marine Salvage
Marine Construction
Bulkhead and Pier Replacement
Portable Housing
Cellular Tower Construction
Hazardous Materials Handling
Historic Property Preservation
Temporary Power Services/Generators
Dredging
Pile Driving
Bio-Mass Recycling
Wetlands Restoration

Unique Services - New Drone & GoPro Capabilities

CrowderGulf utilizes the latest in Drone Technology to access and document projects. As of 2015, CrowderGulf has utilized **3D Robotics Solo Smart Drones** and **DJI Phantom Series Drones** on some of our projects. At client's request and supplemental cost, implementation of aerial technology has provided beneficial intelligence of existing conditions to help better prepare the response for areas that are still unreachable by truck or boat. Coupled with state of the art software, real time aerial maps and models can be constructed on site to deliver information never before available to the client in a timely manner. These capabilities have increased the effectiveness of training with our Clients, by providing recent project data and experiences to reference. Pricing for the CG Drone Operations can be provided upon request.



Aerial footage of the Hurricane Matthew Debris Removal Operation on Hilton Head Island, SC

- Feb. 2017(left)

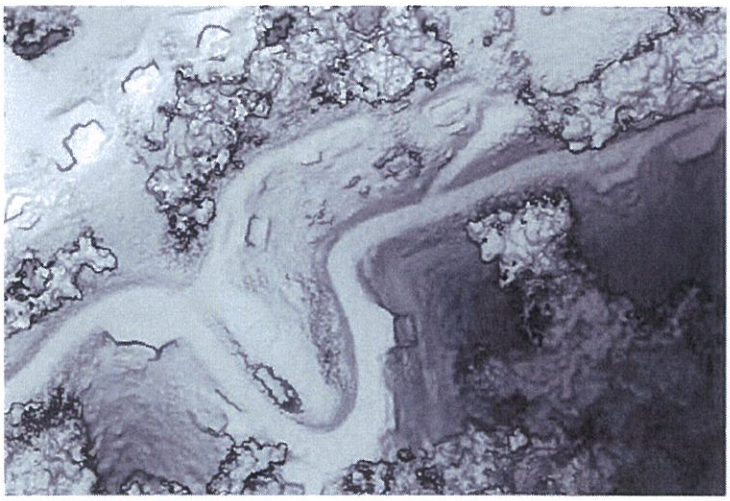
Aerial Image of Debris Management Site on Hilton Head Island, SC during the Hurricane Matthew Debris Removal Operation (right) aided in site documentation and updates to client.

Benefits of Utilizing Drone Technology:

- High Resolution Aerial Maps of DMS or Affected Area
- Debris Estimation
- Damage Assessments
- 3D Computer Models
- High Definition Video
- Live Stream Video for EOC or other meetings
- Site/Project Documentation
- Historical Documentation
- Allows for effective decimation of information to the public showing the scope of the project
- Training
- Much more cost effective than traditional aerial platforms
- Can be deployed quickly in the most austere environments with little support

Custom Aerial Maps produced on site allow for the real time flow and decimation of critical information. These maps can be overlaid with annotations and area/volume calculations.

Advanced Topographical Maps can be generated and are useful in planning, recovery, and pickup operations.



Contract Management - Ability to Handle Multiple Contracts

CrowderGulf has a proven track record of simultaneously managing multiple contracts and many specialty debris projects such as waterway debris removal and demolition. CrowderGulf has at its disposal an extensive inventory of company-owned equipment coupled with a large pool of dedicated subcontractors to complete any project, large or small.

> **"Their (CrowderGulf) overall performance and management of each project I found to be exceedingly professional, They maintained their projected schedules, if not exceeding them in some cases, met our staff's expectations, performed within the contract documents, adhered to schedules and budgets defined within their' projects and the close-out process was smooth and submitted promptly."**
>
> ***Cathie Lewis, Public Works Director***
> ***Town of Fort Myers Beach, FL***

The Summary Table below provides a snapshot of CrowderGulf's disaster-related work experience. It reflects the Company's ability to successfully complete multiple simultaneous disaster projects by providing the personnel and equipment resources needed, regardless of size, location, number of active projects, or the nature and severity of the disaster.

Over 98% of the 403 disaster projects listed in the table below were the result of pre-event contracts that were activated after a disaster. CrowderGulf successfully provided every Client all documentation FEMA required for Client to receive reimbursement.

SUMMARY TABLE OF SIMULTANEOUS DISASTER DEBRIS PROJECTS

Year	Hurricane	# of DMS Managed	Simultaneous Contract Activations	Approx. CY	Invoice Amt
2018	*Hurricane Michael*	24	10	10,900,233+	$208,066,983+
2018	*Hurricane Florence*	10	18	1,851,851	$28,521,987
2017	*Hurricane Nate*	1	3	110,000 CY	$1,549,118
2017	*Hurricane Irma*	91	64	11,850,445 CY	$180,937,263
2017	*Hurricane Harvey*	15	27	6,371,922 CY	$86,676,080
2016	*Hurricane Matthew*	32	39	5,675,560 CY	$82,267,725
2016	*Hurricane Hermine (2 Activations)*	3	2	401,366 CY	$9,080,715
2016	*Severe Storms, (Ice, Flood & Tornados)*	1	12	648,612 CY	$9,153,193
2015	*Severe Storms, (Ice, Flood & Tornados)*	0	15	109,578 CY	$2,311,844
2014	*Ice Storms Pax & Ulysses, Severe Storms (Flood & Tornados)*	5	14	669,314 CY	$9,866,559
2012	*Sandy*	1	4	727,194 CY	$57,805,734
2012	*Isaac*	3	9	245,799 CY	$2,821,936
2011	*Irene*	13	31	1,673,821 CY	$14,754,641
2008	*Ike*	27	36	16,933,904 CY	$178,318,425
2005	*Dennis, Katrina, Rita, and Wilma*	41	67	19,441,656 CY	$279,764,959
2004	*Charley, Frances, Ivan, Jeanne*	61	36	16,800,678 CY	$292,426,233
2003	*Isabel*	19	16	5,447,815 CY	$66,344,733

Our ability to successfully manage multiple contracts is demonstrated in the following excerpts of our past experience following major natural disasters:

Past Experience

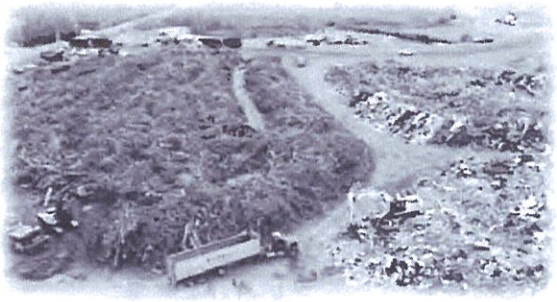
For all activations, CrowderGulf Management teams have been led by experienced and knowledgeable personnel well-versed in FEMA regulations, including eligible work, funding and reimbursement requirements. Several of CrowderGulf's personnel have held emergency management positions both locally, as well as state and federal positions. These individuals provide updates and training to CrowderGulf staff on a regular basis. Details of personnel qualifications are provided in the **Key Personnel Section** of this proposal.

The best way to demonstrate the qualifications, knowledge, and experience of CrowderGulf is to provide summaries of past performance and references to support our work, which we have provided below. CrowderGulf's ability to successfully manage multiple contracts, within client timelines and FEMA guidelines, is highlighted in the following excerpts of past experience following major natural disasters. A Summary Chart is included at the end of each year's work that shows the varied scopes of work that were completed.

2018 Hurricane Michael

Hurricane Michael plowed into the Florida Panhandle on October 10 as a major Hurricane. It is the first Category 5 storm on record to hit the Florida Panhandle. Tropical storm-force-winds extended more than 320 miles from the center, devastating the entire region.

CrowderGulf holds many pre-event contracts within the area so our Director of Operations and Florida Regional Manager were on the ground doing damage assessment within 2 hours of the storms passing. We immediately mobilized hauling units to begin right-of-way (ROW) debris operations. From October 12-January 12, 2019, CrowderGulf has removed, processed, reduced and disposed of approximately **10 Million Cubic Yards** of vegetative and construction/demolition debris at 26 Debris Management Sites and 13 Final Disposal Facilities. More than 83,000 hazardous trees have had falling hangers and leaners, to date and those limbs were cut to restore safe passage. Ongoing CrowderGulf operations in within the State of Florida will also include the removal of construction and demolition debris, white goods, e-waste, household hazardous waste (HHW), hazardous stumps, demolition of structures and Private Property Debris Removal (PPDR).



2018 Hurricane Florence

Hurricane Florence, a powerful and deadly Category 1 Hurricane took aim at the North Carolina coastline in September, 2018. This deadly hurricane claimed 55 lives as it swept across the state. Hurricane Florence brought devastating rainfall accumulations which caused flooding not only to the large stretch of coastline but also created widespread inland flooding. Many of the state's major rivers and tributaries reached record level height as 30+ inches of rainfall drenched the area and closed major interstates and roadways for weeks.

CrowderGulf was activated on 18 pre-event contracts across the state of North Carolina which involved the removal and reduction of over 2.1 million cubic yards of debris, the removal of approximately 50,000 leaners and hangers and the management and maintenance of 16 debris management sites. In addition, CrowderGulf provided sand and beach restoration to North Top Sail Beach, Oak Island and Bald Head Island.

While working in North Carolina, CrowderGulf experienced contract requirements which presented their own unique challenges. Damage assessments were hampered by non-reseeding floodwaters causing the closure of many roads and isolating communities. CrowderGulf assisted communities with damage assessment by providing drone flyovers into flooded areas and working with local officials to identify altemate debris management sites not affected by floodwaters. The community of Bald Head Island had its own set of unique challenges. Bald Head Island is an island off the coast of North Carolina separated from the mainland by the Cape Fear River, accessible only by ferry boat. The challenge of this contract involved the access of equipment to the island and the means of disposal of storm generated debris. CrowderGulf worked with Bald Head Island to provide the debris collection and disposal services by setting up a debris reduction site on the island for the vegetative debris. At the vegetative debris site all material was reduced to mulch and then given back to the residents and local landscape businesses for residential use. CrowderGulf secured barges to transport the remaining materials, which included C&D and Household Hazardous Waste (HHW), across the Cape Fear River to final disposal sites. While contracts such as this one can present special challenges, so does the addition of another land falling hurricane.

Rising to the Challenge - During the Florence activation, the Florida Panhandle experienced the devastation of Hurricane Michael, a category IV storm. CrowderGulf had eleven additional contracts activated making a total of twenty nine simultaneous activated contracts. During the 2017 Hurricane season, CrowderGulf experienced the same scenario involving multiple contract activations which led our team to revisit and revise our level of response. Following our 2017 - 18 activation assessment, CrowderGulf worked diligently to enhance our program. We provided additional training to project managers and team members across seven states, solidified relationships with subcontract resources nationwide and revised plans and procedures for faster response to our clients and improved documentation protocols.

During the 2018 activation, our company stood strong and we were ready. We provided each contract activation with an experienced project management team that remained with the assignment from start until finished. We provided each client with the needed assets, both personnel and equipment to successfully meet all contractual obligations within the specified time to include safety, quality assurance and documentation personnel.

CrowderGulf responded to Florida with urgency, providing each Florida Client with their own trained Project Management team. CrowderGulf did not downsize equipment and personnel in North Carolina to respond to Florida, **we doubled and in some cases tripled our equipment resources in our North Carolina contract activations** to re-assure our North Carolina clients that we would finish their projects strong and successfully. We responded to our Florida clients with full resources and had damage assessment **personnel on the ground within two hours of the storms passing. CrowderGulf provided personnel, drones and helicopters for damage assessment and brought in our own professional videographer to capture storm damage and the debris removal process.**

2017 Hurricanes Harvey & Irma

The 2017 Hurricane Season was extremely challenging as Hurricane Harvey caused extensive damage to the Texas Coast and two weeks later Hurricane Irma impacted the Florida Keys and stretched all the way to South and North Carolina.

In Texas, CrowderGulf had 27 contracts activated and debris removal operations were in full swing. Then Hurricane Irma visited Florida, leaving behind great damage and devastation. As a result, CrowderGulf's resources had to be quickly expanded and adjusted to accommodate 64 clients in Florida. While the usual initial chaos and stress for everyone after a disaster was present, CrowderGulf focused on serving all affected clients in both states as quickly and efficiently as possible. As a result, all jobs were finished

Hurricane Harvey

Texas - On August 25, 2017, Hurricane Harvey, one of the strongest hurricanes to hit the United States since 2005, made landfall as a Category 4 Hurricane in Rockport, Texas. The maximum winds were 130 mph as it churned its way through Aransas County. As the storm continued to make its way along the eastern edge of the Texas coastline, additional impacts of storm surge and inland flooding affected numerous areas. The Houston metropolitan area observed between 30 and 60.5 inches of rain from this historic tropical system. Harvey destroyed 9,000 homes and damaged an additional 185,000 dwellings. CrowderGulf had 27 Texas County and Municipal contracts activated during this event and managed 25 Debris Management Sites (DMS), resulting in approximately **5 MILLION CUBIC YARDS** of debris being removed from ROW or ROE.

Hurricane Irma

Florida - On September 10, 2017, Hurricane Irma made two landfalls in the State of Florida. The first landfall was recorded in Cudjoe Key, Florida, with winds of 130 mph. The second landfall occurred in Naples, Florida, with sustained winds of 115 mph. This large hurricane impacted all of Florida as it moved north, causing 67 counties to be declared for FEMA Public Assistance. In response, CrowderGulf had 65 contract activations and managed 92 DMS in Florida while simultaneously managing 26 contract activations that occurred in August in the State of Texas, following Hurricane Harvey. Clean up included the removal of over **7 MILLION CUBIC YARDS** of debris and resulting in costs of over **100 MILLION DOLLARS**.

> **"I would like to thank you and your staff for the outstanding service provided to the County in 2017 due to Hurricane Irma"**
>
> ***Russell A. Rowland, Assistant to County Administrator, Okeechobee County***

2017 Hurricane Harvey & Irma Projects and Tasks												
91 Total Clients	Number of Clients in 2017 Hurricane Harvey & Irma Utilizing Task											
Contract Amt	PUSH Ops	ROW Hauling	Private Rds Hauling	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	E-waste	HHW	ADMS Utilized	Waterway Debris
$281,720,975	7	91	15	49	91	36	12	18	15	15	79	2

2016 Hurricane Matthew

Georgia - On October 7th, 2016, Hurricane Matthew began its devastating impacts on thirteen Counties in Georgia. CrowderGulf's debris contracts were activated the following week in Liberty County (serving the County and the Cities of Hinesville, Midway and Riceboro) as well as two contract activations in Chatham County. The storm left over 182,460 cubic yards of vegetative storm debris, 2,055 leaners and hangers, 727 stumps and 75 tons of C&D to be removed, reduced (by air curtain incineration) and disposed in Liberty County. During our kick-off meeting, CrowderGulf was made aware the County elected to participate in the Public Assistance Pilot Program for expedited debris removal. CrowderGulf immediately began ramping up resources to successfully remove, reduce and dispose all debris within the given timeframe established by the County. Invoicing for the County was submitted in 30 day increments and supported by daily progress reports by both CrowderGulf and the monitoring Company. This close working relationship made participation in the **Pilot Program successful** for the County. The total project cost for Liberty County was $1,736,692.

In Chatham County, the municipalities of Port Wentworth, Thunderbolt and Garden City activated their pre-event contracts with CrowderGulf. Port Wentworth recovered over 6,282 cubic yards of vegetative debris and removed 952 leaners and hangers while Garden City had 33,580 cubic yards of debris removed. Thunderbolt recovered 9,896 cubic yards of vegetative debris. All three municipalities reduced their debris by mulching/chipping. Three Georgia contracts were monitored by Tetra Tech and one was monitored by Witt O'Briens. All were completed in less than 90 days. The total project cost for Port Wentworth was approximately $84,000, Thunderbolt was approximately $108,700 and Garden City totaled $365,490.

Florida - Following Hurricane Matthew impacting the east coast of Florida, CrowderGulf received 13 Florida contract activations from Counties and cities as far south as Martin County and as far north as Duval County. Utilizing 18 Project Managers, and numerous field supervisors and equipment assets, CrowderGulf removed over 1,695,743 cubic yards of debris and managed 13 debris management site locations. CrowderGulf forces were tasked with the removal of vegetative debris, C&D, leaners, hangers and stumps, and collection and disposal of white goods. Reduction was performed by burning, grinding and mulching debris. Additional contract activations where received by the Florida Department of Environmental Protection (FDEP) in Duval, Clay, St John's, Brevard, Volusia and Nassau Counties for Waterway Debris Removal. Costs for the recovery efforts in Florida were $30,358,208.

South Carolina - CrowderGulf was activated by Hilton Head Island (HHI) on October 7, 2016. CrowderGulf supplied over 125 pieces of equipment which included 6 grinders and a Trammel screen plus an additional 300+ personnel to assist with the HHI's 12 communities with recovery operations. Reduction operations consisted of chipping and mulching at both Debris Management Site locations. CrowderGulf removed, reduced and disposed 2,989,342 cubic yards of vegetative debris and removed 42,058 hangers 5,301 leaners and 10,693 Cubic Yards of C&D material and managed 2 debris management site locations on the island for a total project cost of $33,693,545.

Having worked in 2015 for the SCDOT to recover Richland and Lexington Counties from severe flooding, CrowderGulf was once again activated to aid Darlington, Florence and Sumter Counties with Hurricane Matthew debris removal. The SCDOT tasked CrowderGulf with removing debris on the right of way and hazardous leaners, hangers and stumps. CrowderGulf was responsibile for debris removal from the follwoing roads throughout the Counties:

State Maintained Roads	County Maintained Roads	City Maintained Roads
Darlington County	Florence County	City of Sumter
Florence County	Sumter County	
Sumter County		

CrowderGulf quickly mobilized forces and hired local companies to begin the debris removal. CrowderGulf set up 7 Debris Managemnt Sites and reduced the debris by grinding. All of the mulch from reduction by grinding was hauled to mulch recycling facilities and papermills in the areas. None of the debris was hauled to any landfill which resulted in significant cost saving to the SCDOT from not paying landfill tipping fees. Overall, CrowderGulf removed and reduced over 500,000 cubic yards of debris in less than 90 days.

2016 Hurricane Matthew Projects and Tasks											
39 Total Clients	Number of Clients in 2016 Hurricane Matthew Utilizing Task										
Contract Amt	PUSH Ops	ROW Hauling	Private Rds Hauling	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	ADMS Utilized	Waterway Debris	Special Projects
$82,267,725	**8**	**33**	**3**	**24**	**33**	**12**	**6**	**2**	**18**	**1**	**5**

2016 Floods & Storms

Texas Tornado – Starting in late December 2015, Severe Storms made their way through Texas (FEMA-4255-DR-TX) causing flooding and tornados. Our fist activation of the year was requested by Rowlett, TX. A tornado ripped through the town causing C&D debris to be scattered in its path. Over 70,000 cubic yards of debris was collected and disposed after this event. CrowderGulf was also tasked to remove and dispose of 140 white goods and 49 e-waste debris. It took 37 days to complete the project under the City's management. CrowderGulf also worked with the monitoring firm True North during this project. The total cost of this project was $680,036.

Ice Storms – Late January, Virginia was the target for a winter storm (FEMA-4262-DR-VA). Approximately 16,000 cubic yards of vegetative, C&D and stump debris was collected, transported and disposed from the ROW in Essex County, VA due to this winter storm. The project was completed in 20 days and involved CrowderGulf working with the County, Virginia Peninsulas Public Service Authority (VPPSA) and the monitoring firm Rostan Solutions (aka Arcadis). The total cost of this project was $138,739.

Louisiana Storms – Louisiana received their share of severe storms and flooding (FEMA-4263-DR-LA) in March. CrowderGulf was activated by St. John the Baptist Parish and Ouachita Parish. St. John the Baptist Parish relied on volunteers and its citizens to help in the recovery. The Parish requested that CrowderGulf only provide portable showers and restrooms for the volunteers and citizens.

Ouachita Parish, LA activated CrowderGulf at the end of March. After 53 days, CrowderGulf had removed and disposed of over 32,000 cubic yards of debris, 18 white goods, 105 Tires and 370 pieces of e-waste. In some areas, water had to recede before hauling could begin. The project total cost was $397,774.

Second Round of Storms in Texas – In March, Texas received another round of storms, tornados and flooding (FEMA-4266-DR-TX). CrowderGulf was activated by Montgomery County, Newton County and Waller County.

Montgomery County tasked CrowderGulf with removing and disposing of vegetative debris and C&D debris. Just over 19,000 cubic yards of debris was removed in 21 days. Along with working with the County, CrowderGulf also teamed with the monitoring firm Tetra Tech. The total cost of the project was $288,408.

Newton County Activated CrowderGulf near the beginning of April. Newton County was experiencing flooding and CrowderGulf was tasked with the removal and disposal of over 37,000 cubic yards of C&D debris. There were also 418 pieces of white goods removed and disposed of during the project. CrowderGulf has worked with their monitoring firm, Thompson consulting on the project. The total cost for this project was $349,990.

Waller County was also affected by the storms with flooding and straight lined winds. CrowderGulf was activated to remove a small amount of vegetative and C&D debris. Just over 1,000 cubic yards of debris was removed and disposed of in 7 days. Along with working with the County, CrowderGulf also teamed with the monitoring firm Tetra Tech. The total cost of the project was $19,674.

Third Round of Storms in Texas – In April another round of severe storms and flooding hit Texas (FEMA-4269-DR-TX). CrowderGulf was once again activated in Montgomery and Waller Counties. CrowderGulf worked in these counties with the same tasks as with the previous storm.

Montgomery County accumulated an additional 39,079 cubic yards of debris on this round of storms that was managed by CrowderGulf. The total cost for this project was $520,549.

Waller County accumulated an additional 1,183 cubic yards of debris on this round of storms that was managed by CrowderGulf. The total cost for this project was $18,402.

CrowderGulf was also activated in Brazoria County, TX. To date, CrowderGulf has removed approximately 19,202 cubic yards of C&D debris. The debris is being hauled to a final disposal facility and is being monitored by Tetra Tech. The cost of the project so far is estimated at $301,984.

Along with the other Texas Counties, the contract for debris removal services has also been activated by the Texas General Land Office for the cleanup efforts on 20 miles of Brazoria County's beaches. CrowderGulf worked closely with their monitoring firm, Tetra Tech, on this project with over 6,000 cubic yards of vegetative debris being removed and disposed. The total cost of this project was $397,252.

In August, Louisiana experienced storms that caused severe flooding. CrowderGulf was awarded a contract for debris removal in Central, LA in East Baton Rouge Parish. Among the debris hauled were C&D and HHW. CrowderGulf worked closely with the City's debris monitor, Debris Tech who is using their ADMS system. The final project total was: $5,486,871 and our team removed and disposed of 324,951 cubic yards.

2015 Floods & Storms

Ice Storms - Early in 2015 the City of Raleigh activated the Pre-Event Contract and called on CrowderGulf to support debris removal operations within the City. The operation consisted of debris pickup from rights-of-way. CrowderGulf removed approximately 30,000 cubic yards of debris during the week long project.

Texas Flooding - In June of 2015, CrowderGulf was activated by Blanco County for debris removal operations after severe storms came through the County. Vegetative and C&D debris was collected and hauled directly to a landfill.

South Carolina Flooding - In early October 2015, a cold front with widespread heavy rain moved southeast across the Carolinas and interacted with Hurricane Joaquin to produce record breaking rains throughout the region. Rainfall across parts of South Carolina reached 500-year event levels, with areas within Richland County, SC experiencing 1-in-1,000 year levels. The record breaking rainfall overwhelmed the Midlands causing severe flooding, power outages, dam breaches, road washouts and bridge collapses.

On October 7, 2015, the South Carolina Department of Transportation (SCDOT), activated the CrowderGulf Pre-event Contract for *Disaster Recovery Assistance following a Declared Disaster,* to remove and dispose of flood debris from State maintained roads within Richland and Lexington County, SC. Soon thereafter, both Richland and Lexington County executed Memorandums of Understanding (MOU) with the SCDOT to enable CrowderGulf to also remove and dispose of flood generated debris from County maintained roads. CrowderGulf immediately mobilized forces and began debris removal operations simultaneously in both Counties. Over the next few weeks, CrowderGulf hauled the flood related debris, inclusive of demolished house debris, damaged furniture and possessions, electronic waste, appliances, white goods (washers, dryers, refrigerators, etc.) and household hazardous waste (HHW) to the local landfills. Overall CrowderGulf removed and disposed of over 33,000 cubic yards of debris, 20,000 pounds of HHW, 300 White Goods and 400 Electronic Goods. The majority of the above operations were completed within the first 30 days of the FEMA incident period to aid the State and Counties in applying for 85% reimbursement from the Federal Emergency Management Agency (FEMA).

Texas Tornados - In November of 2015, the City of Friendswood, TX experienced damages from a tornado that devastated several neighborhoods. CrowderGulf responded quickly to remove and dispose of the 8,700 cubic yards of debris.

2015 Storms Projects and Tasks								
15 Total Clients	**Number of Clients in 2015 Storms Utilizing Task**							
Contract Amt	ROW Hauling	Debris Reduction	Debris Disposal	White Goods/ Ewaste	HHW	Wet Debris	Sand/ Beach Work	Special Projects
$2,727,109	**9**	**1**	**12**	**1**	**1**	**5**	**1**	**8**

2014 Storms

Severe Flooding Event for the States of Alabama and Florida - Following 18-22 inches of rainfall in the States of Alabama and Florida coupled with tornados across the State of Alabama in April, CrowderGulf was activated by **eight** Alabama Contracts (Baldwin, Blount, DeKalb and Limestone Counties, and the Cities of Orange Beach, and Perdido Beach as well as the Alabama Department of Conservation and Natural Resources and Alabama Department of Transportation) and **two** Florida Contracts (Escambia and Walton Counties). The debris services included emergency debris removal and reduction of over **280,000** cubic yards of debris. It also involved managing citizen drop sites, removing over **600** leaning trees and hanging limbs from over **1000** trees, removing over 150 hazardous stumps, clearing storm debris from beaches, providing pumping stations for flooded areas, and removing drift debris from rivers. **The total event** utilized 10 subcontractors, 54 trucks including certified trailers (all averaging around 54 cubic yards capacity). Twelve tree crews and several more crews doing specialized tasks were used and all managed by CrowderGulf.

Ice Storms Pax and Ulysses - These February, 2014 ice storms produced primarily tree damage. CrowderGulf had **three** pre-event contracts activated as a result of these storms.

In both Berkeley County, SC, and Dorchester County, SC, CrowderGulf performed ROW debris removal, reduction, and final disposal of vegetative debris. CrowderGulf was also tasked with the removal of leaning trees and hanging limbs in both South Carolina counties. Hanging limbs were removed from over **30,000** trees from both counties and over **277,000** cubic yards of vegetative debris removed. All work in both counties was completed in a little over two months.

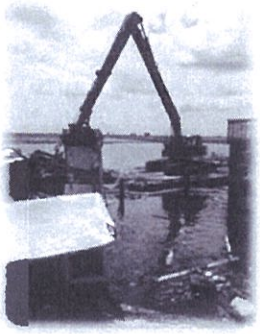
The third contract activated was Greensboro, NC, for debris removal. Work was completed in Greensboro in approximately **45** days and **13,510** tons of debris removed.

During these three projects, CrowderGulf managed 26 tree crews from 18 subcontractors to complete the work. Over 123 trucks were certified and hauled debris, including certified trailers (averaging approximately 67 cubic yards capacity).

2014 Storms Projects and Tasks										
13 Total Clients	**Number of Clients in 2014 Storms Utilizing Task**									
Contract Amt	ROW Hauling	Debris Reduction	Debris Disposal	Burn	Grind	L&H	Stump Work	Wet Debris	Sand/ Beach Work	Special Projects
$9,866,559	**9**	**5**	**10**	**1**	**3**	**5**	**3**	**2**	**1**	**1**

2012 Tropical Storms Beryl and Debby; Hurricanes Isaac and Sandy

Tropical Storms Beryl and Debby - Following two early season tropical storms, CrowderGulf was activated for debris removal in Nassau County, FL; Polk County, FL; and the Town of Fort Myers Beach, FL. The work consisted of hauling and reducing vegetative debris and cleaning and restoring beaches.



Hurricane Isaac - CrowderGulf had **nine** contracts activated across **three** states. Our work ranged from providing emergency "Push" operations in Key West, FL, sand removal and sand screening for the Town of Dauphin Island, AL, to debris removal and reduction, providing generators and removal of hazardous leaners and hangers.

Hurricane Sandy – This late season storm at the end of October affected the entire Eastern Seaboard from Florida to the New England states. By far, the greatest damage was inflicted on the New York and New Jersey coasts.

As part of the "Superstorm Sandy" cleanup, the State of New Jersey Department of Environmental Protection (NJDEP) awarded three waterway contracts in January, 2013. CrowderGulf was awarded the central coast of New Jersey where **the worst damage occurred**. In this area, the ocean surged over the densely populated chain of barrier islands and into Barnegat Bay causing massive destruction to the homes in its path. As a result, debris, sand, and multiple homes were washed into the Bay. Some homes were left almost intact while others were torn apart and strewn across the Bay waters.

CrowderGulf was tasked with removing all storm related debris from the Bay and all tributaries in the central region of New Jersey, including wetlands and salt marshes. Submerged debris required using side scan sonar to locate and document the submerged storm debris. CrowderGulf conducted side scan sonar, evaluated the results, and then directed crews to remove the identified debris. **Over 100,000 cubic yards of submerged and floating debris were removed**.

Crews completed the removal of eligible floating and submerged debris in approximately eight months. Part of this operation was the management of the aggregate site for the vessels and vehicles removed from the waterways, which included **6** vehicles and **117** vessels. The total project value for this contract with the NJDEP was **over $57,000,000.**
The Sandy waterway project in New Jersey presented several unique situations such as the requirement that no waterway debris could touch the ground. The debris had to be off-loaded directly into a debris hauling truck and taken to the final disposal site. CrowderGulf had to secure several off-loads sites and each site had to be approved by the NJDEP. Both public and private sites were identified and all necessary documentation secured before any site was used.

Besides removing eligible submerged debris, four large homes that were pushed into Barnegat Bay had to be demolished and removed. This was a slow and careful process conducted on the water using long-reach track hoes with grapples on barges to take the houses apart and load the debris onto debris barges. The house debris was taken to the off-load site and loaded into the hauling trucks for disposal.

The tremendous amount of debris that was deposited in the wetlands and salt marshes presented another unique situation. CrowderGulf was tasked with removing the eligible debris while ensuring minimal disturbance to these areas. CrowderGulf used specialized low ground pressure amphibious equipment to minimize further damage to the sensitive areas. In addition, all work was scheduled to accommodate the endangered/protected species in the region. Another unique aspect of this contract was the removal of over 300,000 cubic yards of displaced sediment that Sandy washed into Barnegat Bay. The operation involved mechanical dredging, hydrographic surveying, staging the dredged sediment for drying, screening the sediment, replacing beach quality sand on the ocean side, and hauling the remainder of the sediment and debris to a certified disposal site.

As a result, over **320,000** cubic yards of displaced sediment were dredged from the Bay areas and over 100,000 cubic yards of sediment were screened and returned to beach quality sand. The documentation for this part of the Sandy project required a combination of measures be implemented to document the dredged sediment. Pre- and post-hydrographic surveys were used in measuring the dredging that was done. The dirty and screened sediment, and resulting debris, were measured by truck loads and documented using cubic yards and truck load tickets.

CrowderGulf is the most experienced contractor in waterway disaster debris removal. During this project, several of our documentation methods and procedures were adopted and used as a model for the other two companies working under this contract.

Other projects, as a result of Hurricane Sandy, included activation by two coastal towns, one in Florida and the other in North Carolina. In November, 2012, CrowderGulf hauled and removed vegetative and C&D debris for Kitty Hawk, NC, and provided sand removal operations for roadways in Ft. Lauderdale, FL. These contracts resulted in the removal of over **274,725** cubic yards of debris at a cost of **$3,016,226**.

Overall, during the 2012 season of two tropical storms and two hurricanes, CrowderGulf managed 15 subcontractors, which included 274 trucks, 3 tree crews, and multiple boat crews, side scan sonar crews, dredging and hydrographic surveying crews.

2012 Tropical Storm Beryl & Debby; Hurricanes Isaac & Sandy Projects and Tasks												
15 Total Clients	**Number of Clients in Tropical Storms Beryl & Debby; Hurricanes Isaac & Sandy Utilizing Task**											
Contract Amt	Push	ROW Hauling	Debris Reduction	Debris Disposal	Grind	Vessel/ Vehicle Removal	L&H	Wet Debris	Side Scan Sonar	Sand/ Beach Work	Special Projects	Generators
$60,769,355	**1**	**7**	**3**	**8**	**3**	**2**	**1**	**1**	**1**	**8**	**6**	**1**

2011 Hurricane Irene

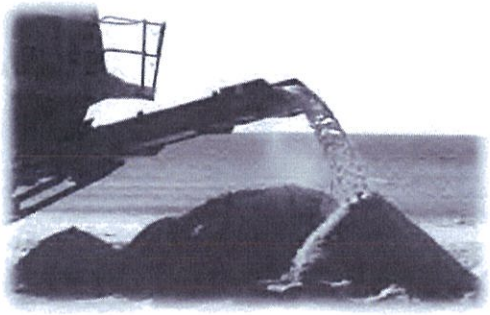
Following Hurricane Irene in 2011, CrowderGulf was activated for debris removal, reduction and disposal contracts by **20 municipalities in North Carolina and four municipalities in Virginia.** We were also awarded **six contracts with the North Carolina Department of Transportation (NCDOT) to remove debris from DOT roads in 13 counties.** During these activations we developed, managed and restored **13 temporary DMSs** and removed over **1.5 million cubic yards of debris**, for a total cost of **$14,754,641.**

The work in North Carolina and Virginia primarily involved **ROW debris removal, reduction and disposal of both C&D and vegetative debris.** These contracts ranged from work that required no more than two trucks and one day of work, to sixty trucks and over three months work. Some towns had less than **5,000** cubic yards of debris removed while others had over **100,000** cubic yards. Regardless of the amount of debris, size or location, CrowderGulf provided immediate and effective debris removal to all clients. During Hurricane Irene recovery, CrowderGulf worked with **four different monitoring firms** while managing **527 trucks from approximately 50 subcontractors.**

2011 Hurricane Irene Projects and Tasks											
25 Total Clients	Number of Clients in Hurricane Irene Utilizing Task										
Contract Amt.	Tonnage	ROW Hauling	Debris Reduction	Debris Disposal	Stump Work	Burn ACI	Grind	HHW	L&H	Monitoring Co	Special Projects
$14,384,727	**3**	**20**	**16**	**20**	**5**	**9**	**6**	**1**	**2**	**11**	**5**

Throughout the Hurricane Irene work, CrowderGulf was also working along the Alabama Gulf Coast on the BP Deepwater Horizon oil spill cleanup.

2010 BP Deepwater Horizon Oil Spill



On April 20, 2010, the BP Deepwater Horizon oil spill occurred, eventually leaking an estimated **4.9 million** barrels of oil into the Gulf of Mexico. From the beginning, CrowderGulf played a role in the cleanup, responding first to the needs of our pre-event clients. Throughout this project, the CrowderGulf management team and crews worked hand in hand with local, state, federal agencies and municipalities as well as with BP management and BP Safety, Quality Assurance and Quality Control personnel to safely and efficiently complete the project. In all efforts, CrowderGulf complied with all laws, rules and regulations designed to protect the environment and wildlife habitats. In every aspect of the project, CrowderGulf remained sensitive to public concerns and requests. After September, 2010, CrowderGulf was primarily involved in on-shore cleanup using hand crews and power screening. This operation included simultaneously managing five field offices in two counties. At the height of the response, work at these five sites involved the employment of over **1,200 people** and approximately **700 pieces of equipment** to clean Alabama beaches. In approximately five months, CrowderGulf screened the entire Alabama coast from the toe of the dunes to ten feet above the rack line. This required the coordination of **over 160 pieces of heavy equipment**, including **40 one-ton off-road trucks and JD-330 size excavators** with operators. Approximately **7 billion pounds** of sand was screened and over **3 million pounds of hydrocarbon** material was recovered from the beaches in both counties.

CrowderGulf also provided services to several pre-event contract clients along the Gulf Coast that were directly affected by the Deep Horizon oil spill.

Other types of operations we conducted in response to the Oil Spill include:

Work Performed	Location	Purpose of Work
Berm Construction	Dauphin Island, AL	Prevent oil from reaching beach areas
Lagoon Pass Dredging to close opening to Gulf	Gulf Shores, AL	To protect lagoon from oil contamination
Back Bay Skimming	Orange Beach, AL	Provided boats and skimmers to patrol back bay waters in an effort to remove oil sheen
Boom Placement	Baldwin County	Prevent oil from coming ashore and protection of wetlands
Anchor Retrieval	Alabama Gulf Coast Ways	Locate by side scan sonar and retrieve boom anchors abandoned by other contractors
Gabian Basket Removal	Dauphin Island/Fort Morgan	Removed from Surf Line

2008 Hurricane Ike

After Hurricane Ike in 2008, CrowderGulf managed **36 contracts** and removed, reduced and disposed of approximately **17 million cubic yards of debris**. During these activations, we developed, **managed and restored 27 temporary DMSs.** The total cost for these contracts was approximately **$180,000,000.** This operation included Right-of-Way (ROW) and Right-of-Entry (ROE) debris removal, reduction and disposal, demolition, leaning trees and hanging limbs removal and disposal, stump removal and disposal, removal and proper disposal of white goods, e-goods, tires, hazardous household materials and abandoned vehicles and vessels, marine debris removal and disposal, and beach cleaning and sand screening.

Hurricane Ike did the most damage in Texas and, as a result, CrowderGulf had pre-event contracts activated in **five counties and 23 cities in that state.** Two days before Hurricane Ike made landfall, CrowderGulf's management team was on-site in Texas and communicating with the counties and cities in preparation to begin immediate response and recovery efforts for debris removal. Immediately after the storm, CrowderGulf's management team and subcontractors were in place to begin the cleanup in affected areas of Texas.

Throughout the recovery process, the same CrowderGulf senior management personnel were directly involved with the cleanup operation and worked closely with county, state and federal officials and their representatives to ensure that all debris was FEMA eligible and reimbursable. CrowderGulf communicated daily with all appropriate officials and assisted in decision-making to successfully complete the project.

CrowderGulf **simultaneously completed three contracts for the Texas General Land Office (GLO) for** beach cleaning which included sand screening, side scan sonar of gulf and bay waters, removal and disposal of sunken debris, and removal and disposal of abandoned and sunken vessels in waterways under the responsibility of the GLO.

2008 Hurricane Ike Projects and Tasks											
36 Total Clients	Number of Clients in Hurricane Ike Utilizing Task										
Contract Amt	ROW Hauling	Debris Reduction	Debris Disposal	ROE	Haz Mat	HHW	L&H	Marine Debris	Special Projects	Vacuum Truck	Generators
$176,411,377	28	21	22	5	1	12	7	7	5	2	4

2005 Hurricanes Katrina, Rita and Wilma

Following these storms, CrowderGulf had **56 contracts** activated **across five states,** and completed all of them successfully by removing, reducing and disposing of over **18 million cubic yards** of debris. We developed, managed and restored **35 temporary DMSs** during these activations. The total cost for these contracts was approximately **$267,000,000**. This operation included ROW and ROE debris removal, reduction and disposal, demolition, leaning trees and hanging limbs removal and disposal, stump removal and disposal, removal of marine debris, removal and proper disposal of white goods, e-goods, tires, hazardous household materials, abandoned vehicles and vessels, sand screening and beach restoration.

2005 Hurricanes Katrina, Rita & Wilma Projects and Tasks														
56 Total Clients	Number of Clients in Hurricanes Katrina, Rita & Wilma Utilizing Task													
Contract Amt.	PUSH	ROW Hauling	Debris Reduction	Debris Disposal	ROE	Stump Work	L&H	White Goods/ E-Goods	Demo	Side Scan Sonar	Sand Screening	Marine Debris	Vac Trucks	Generators
$265,772,848	13	27	21	27	6	8	4	2	3	4	4	9	1	5

2004 Hurricanes Charley, Frances, Ivan, Jeanne

In 2004, as a result of the four hurricanes within a six week span, CrowderGulf had **36** pre-event contracts activated. 23 of these were in Florida, 12 in Alabama, and one in Mississippi. All of these projects were in operation simultaneously during the period from October, 2004 through December, 2004, and some continued through June, 2005. During these activations we developed, managed and restored **61 temporary DMSs and removed over 16 million cubic yards of debris during this timeframe for a total cost of $292,426,233.**

CrowderGulf was activated by both large and small municipalities and provided quality service to all of them. CrowderGulf had nine field offices in operation during these projects. All field offices were operated by local citizens who were provided on-the-job-training and were managed by CrowderGulf's on-site senior management.

As with all of CrowderGulf's projects, from the beginning to the end of the work, CrowderGulf's Management Teams remained the same for each contract, and met with County officials daily to provide the leadership and guidance that allowed all of the damaged areas to be cleaned up in an organized manner. As a result, correct decisions were made in order to get the eligible hurricane debris removed and to restore the Cities/Counties to normal, as quickly as possible. In addition, CrowderGulf helped City and County officials ensure FEMA reimbursement for all eligible work.

2004 Hurricanes Charley, Frances, Ivan & Jeanne Projects and Tasks											
36 Total Clients	Number of Clients in Hurricanes Charley, Frances, Ivan & Jeanne Utilizing Task										
Contract Amt	PUSH	ROW Hauling	Debris Reduction	Debris Disposal	Stump Work	L&H	White Goods/E-Goods	Beach Work	Wet Debris	Generators	Special Projects
$276,149,129	8	28	23	27	16	6	4	4	2	1	2

2003 Hurricane Isabel

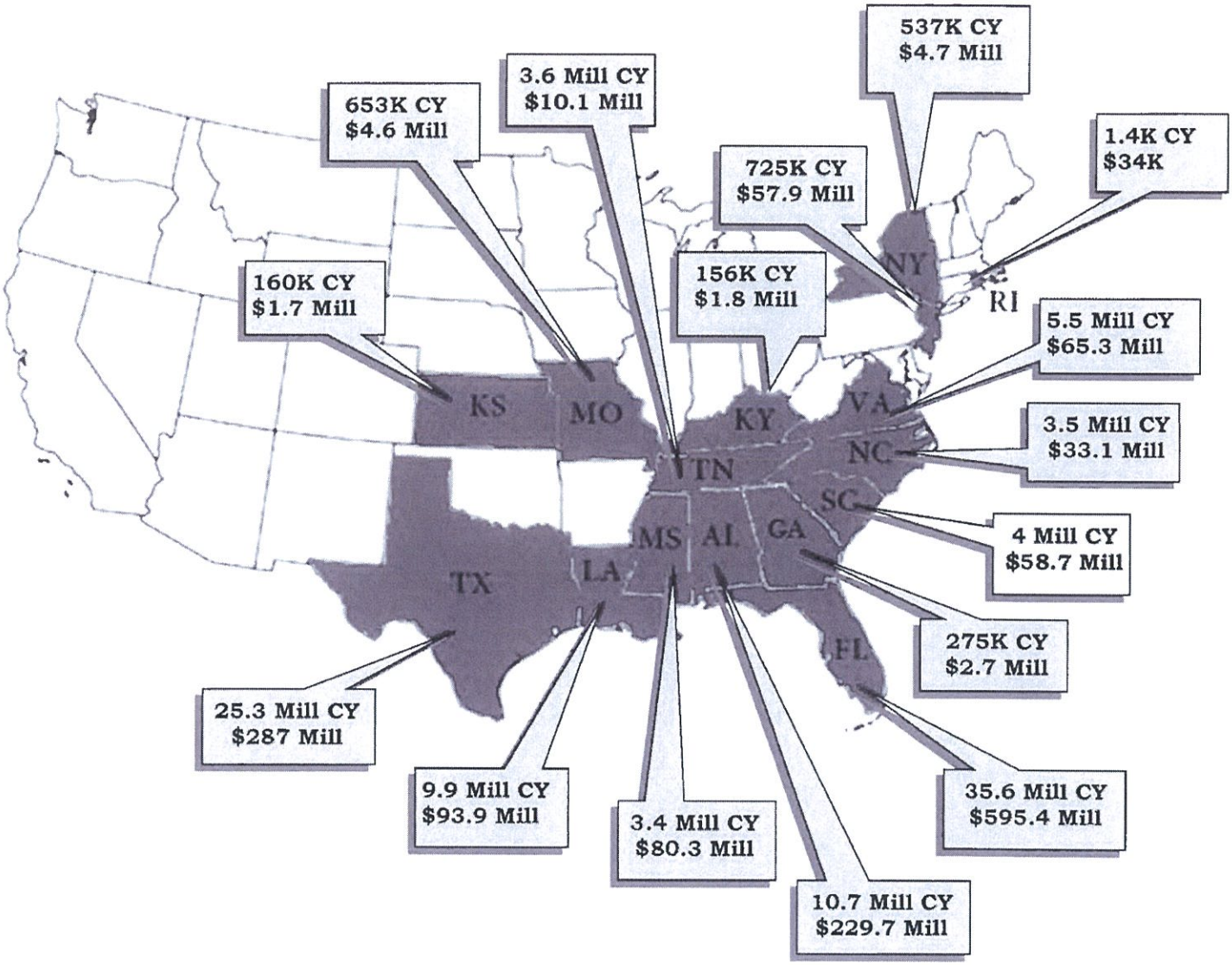
On September 17, 2003, the day before Hurricane Isabel made landfall, CrowderGulf was issued a NTP by the Virginia Peninsulas Public Service Authority (VPPSA) for the Cities of Newport News and Poquoson, and the Counties of James City and York. On the same day, the Southeastern Public Service Authority (SPSA) issued CrowderGulf a NTP for the Cities of Norfolk, Suffolk, Virginia Beach and Isle of Wight and Southampton Counties. CrowderGulf subsequently mobilized **1,063 trucks, 155 loaders, eleven tub grinders, nine air curtain incinerators, and numerous pieces of support equipment. Manpower mobilization exceeded 1,450 people.**

CrowderGulf was also activated by **seven additional municipalities** after Hurricane Isabel. In Dare County, CrowderGulf mobilized manpower and equipment by ferry and barge. During these activations we developed, managed and restored **19 temporary DMSs and removed over 5 million cubic yards of debris, for a total cost of $66,344,733.**

2003 Hurricane Isabel Projects and Tasks									
16 Total Clients	Number of Clients in Hurricane Isabel Utilizing Task								
Contract Amt	ROW Hauling	Debris Reduction	Debris Disposal	Stump Work	Burn ACI	Grind	L&H	Wet Debris	Beach Work
$66,344,733	16	15	16	11	5	12	3	1	1

The work in North Carolina and Virginia primarily involved ROW debris removal, reduction and disposal of C&D and vegetative debris, right-of-entry debris removal, tree removal, demolition of structures, sand screening, rebuilding and replanting sand dunes and white goods removal and disposal.

CrowderGulf's Historical Workload & Experience Across the U.S.



Past Performance Chart

The chart below contains a partial listing of contracted work accomplished by CrowderGulf as Prime Contractor (unless otherwise stated) for the past **5 years.** If CrowderGulf was activated to pre-position for emergency road clearing operations, the word "Push" is listed under the Description of Work. An actual response time can be different for each client depending on their issuance of a NTP and the terms of their contract. Please feel free to contact any of our past clients for references regarding our past performance. A complete past performance list can be made available dating back to Hurricane Frederick in 1979 if requested.

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2018 Hurricane Michael CAT V (FL)	**9 Activations – 24 DMS's**	**$188,558,900 +** Total Event Cost	**10,178,510 +** Total Event CY	
Apalachicola, FL	**Removed & Disposed:** vegetation; **Reduced: Grinding** (47,227cy); **Leaners** (9) **& Hangers** (1,175) Trees; **Monitored** by Tetra Tech	$1,044,871	59,069	**Ronald W. Nalley**, City Manager; 1 Avenue E., Apalachicola, FL 32320; amklibrary2017@gmail.com;
Bay Co, FL	**Removed & Disposed:** vegetation; **C&D Compact** (274,381cy) **Reduced: Grinding** (1,184,582) **Leaners** (5,995) **& Hangers** (9,000) Trees; **Monitored** by Landfill Strategies	$28,161,298	1,797,668	**Keith Bryant**, Director of Public Works; 840 W. 11st Street, Panama City, FL 32401; 850-248-8302; kbryant@baycountyfl.gov
Carrabelle, FL	**Removed & Disposed:** vegetation; **Reduced Grinding** (18,456)	$360,820	20,056	**Courtney Dempsey**, CRA Director; 1001 Gray Avenue, Carrabelle, FL 32322; 850-544-5233; citycbel@gtcom.net
Dauphin Island, AL	**Sand Removal**	$271,683	Hourly	**Mayor Jeff Collier**; 1011 Bienville Blvd.; Dauphin Island, AL 36528 251-861-5525; jcollier@townofdauphinisland.org
Franklin Co, FL	**Removed & Disposed:** vegetation; **Reduced Grinding** (49,259cy); **Leaners** (53) **& Hangers** (797)Trees; **Monitored** by Tetra Tech	$2,213,220	126,087	**Pamela Brownell**, EM Director; 28 Airport Rd., Apalachicola, FL 32320; 850-653-8977 ext 100; Cell 850-653-6748; em3frank@fairpoint.net
Jackson Co, FL	**Removed & Disposed:** vegetation; **Reduced Grinding Monitored** byCDR McGuire	$35,206,600	2,260,315	**Rodney Andreasen**, Director of Emergency Management; 2819 Panhandle Rd., Operations Complex, Marianna, FL 32446; 850-718-0007; Cell 850-573-1058; randreasen@jacksoncountyfl.com
Lynn Haven, FL	**Removed & Disposed:** vegetation; **Leaners** (164) **& Hangers** (606)Trees; **Monitored** by Tetra Tech. Provided Sat. Phones	$10,029,208	633,615	**Michael White**, City Manager; 825 Ohio Ave., Lynn Haven, FL 32444; 865-265-2121, Cell 850-814-8740; citymanager@cityoflynnhaven.com
Panama City Beach, FL	**Removed & disposed of vegetation**	$444,581	Hourly	**Janine Thomas**, PW Senior Administrative Support Specialist, 116 S. Arnold Road Panama City Beach, FL 32413 850-233-5100 jthomas@pcbgov.com
Panama City, FL	**Removed & Disposed:** vegetation; **C&D Compact**, **Reduced Grinding** (1,445,193cy); **Leaners** (5,296), **Trees** (24,208); **Monitored** by Landfill Strategies	$59,202,777	3,307,326	**Neil Fravel**, Director of Public Works; 819 E. 11th Street, Panama City, FL 32401; 850-872-3015; nfravel@pcgov.org
Parker, FL	**Removed & Disposed:** vegetation; **C&D Compant** (1,279cy **Reduced: Grinding** (271,887cy); **Leaners** (203) **& Hangers** (842) Trees; **Monitored** by Tetra Tech	$7,637,566	535,114	**Nancy Rockwell**, City Clerk; 1001 West Park Street, Parker, FL 32404 850-960-1908, Cell 850-528-9032; narowell@cityofparker.com
Washington Co, FL	**Removed & Disposed:** vegetation; **Reduced: Grinding** (719,889cy); **Leaners** (7,086), **Hangers** (29,673) Stumps (17); **Monitored** by Witt O'Briens	$19,163,600	1,237,539	**Ms. Lynne Abel**, EM Public Safety Director; 2300 Pioneer Road, Chipley, FL 32428; 850-638-6203; label@washingtonfl.com
2018 Hurricane Florence CAT 1 (NC & SC)	**18 Activations – 16 DMS's – FEMA-DR-4292-NC**	**$28,521,987** Total Event Cost	**1,851,851+** Total Event CY	
Bald Head Island, NC	**Removed & Disposed:** vegetation; **Reduced Grinding** (20,548cy); **Leaners** (275) **& Hangers** Trees (3,148); WG (169) **Monitored** by Landfill Strategies	$1,383.281	34,059	**Chris Clemmons**, Director of Public Works; 110 Rothschild Street, Holden Beach, NC 28463; 910-842-6488; pworks@hbtownhall.com **Chris McCall** – Village Manager, 910-457-9700; cmccall@villagebhi.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Bolivia, NC	**Removed & Disposed:** vegetation; **Reduced Grinding** (749cy) ; **Monitored** by Landfill Strategies	$15,489	1,064	**Dustin Graham**, Director of Public Works; 700 Sunset Blvd., Sunset Beach, N 28468; 910-579-6297 ext 1048, Cell 910-443-1144; dgraham@sunsetbeachnc.gov **Jane Marshton,** Mayor; 910-471-2024
Brunswick Co, NC	**Removed & Disposed, Reduce Grinding** (318,734) **Leaners** (2,138) **& Hangers** (18,932) Trees; **Monitored** by Landfill Strategies	$6,106,287	385,556	**Wyatt Richardson**, Operation Services Director of Parks & Recreation; 102 Town Hall Drive, Leland, NC 28451; 910-332-4651, Cell 910-470-7347; wrichardson@townofleland.com **Micki Bozeman**, Solid Waste Coordinator, micki.bozeman@brunswickcountync.gov
Caswell Beach, NC	**Removed & Disposed:** vegetation; **Reduced Grinding** (8,722cy) **Monitored** by Landfill Strategies	$154,906	10,520	**Mayor Jane Marston**; PO Box 93, Bollivia, NC 28422; 910-471-2024; townhall.bolivia@atmc.net;
Duplin Co, NC	**Removed & Disposed:** vegetation; **Reduced Grinding** (89,635cy); **White Good** (1,186cy); **Monitored** by Tetra Tech	$2,682,013	190,032	**Chris Vernon**, Emergency Management Director; 209 Seminary St. Kenansville, NC 28349; 910-296-2160 x224, Cell 910-271-2772; chris.vernon@duplincountync.com
Fayetteville, NC 09/14/19-11/16/19	**Removed & Disposed:** vegetation; **Reduced Grinding** (107,490cy) ; **Monitored** by Tetra Tech	$1,991,073	120,741	**Jackie Tuckey,** Public Information Officer 910-433-1854 jtuckey@ci.fay.nc.us **Scott L. Bullard**, Emergency Manager of Fire/EM; 433 Hay St., Fayetteville, NC 28301; 910-433-1789, Cell 910-551-4208; sbullard@ci.fay.nc.us
Jacksonville, NC	**Removed & Disposed:** vegetation: ROW to DMS and **Reduced Grinding**; **Leaners** (13,777) **& Hangers** (2,823) Trees; **Monitored** by Thompson	$5,245,709	269,224	**Wally Hansen**, Public Services Director – Engineering & Construction; PO Box 128. Jacksonville, NC 28451; 910-938-5260; whansen@ci.jacksonville.nc.us; **Dr. Richard L. Woodruff**, City Manager; 910-938-5220; citymanager@ci.jacksonville.nc.us
Leland, NC	**Removed & Disposed:** vegetation; **ROW to DMS** and **Reduced Grinding**; **Monitored** by Landfill Strategies	$1,527,901	113,668	**Wyatt Richardson**, Operations Services Director; 102 Town Hall Drive, Leland, NC 28451 Ofc: 910-332-4651 Cell: 910-470-7347 wrichardson@townofleland.com
Navassa, NC	**Removed & Disposed:** vegetation and C&D.	$184,995	15,811	**Mayor Eulis Willis**; 334 Main St., Navassa, NC 28451; 910-371-2432; mayor@townofnavassa.org
Northwest, NC	**Removed & Disposed:** vegetation and C&D.	$29,944	1,879	**Mayor James Knox** - 910-515-9677 - cityofnorthwest@cityofnorthwest.com
North Topsail Beach, NC	**Removed & Disposed:** vegetation; **ROW to DMS, C&D Reduction and Sandscreening**; **Monitored** by Tetra Tech	$1,282,198	40,178	**Thomas Best**, Public Works Director; 3315 Gray St., North Topsail Beach, NC 28460; 910-328-9297, Cell 910-376-0453; tbest@ntbnc.org
Oak Island, NC	**Removed & Disposed:** vegetation; **ROW to DMS** and **Reduced Grinding** (55,965) **Leaners** (154) **& Hangers** (2,752) Trees; **Monitored** by Land Strategies	$1,764,065	129,837	**David Kelley,** Town Manager; dkelly@ci.oak-island.nc.us
Onslow Co, NC	**Removed & Disposed:** vegetation; **ROW to DMS** and **Reduced Grinding** (123,457); **Leaners** (51) **& Hangers** (2,072) Trees; **Monitored** by Tetra Tech	$6,349,681	477,354	**Norman Bryson**, Emergency Services Director; 1180 Commons Drive North, Jacksonville, NC 28546; 910-347-4270, Cell 910-340-5033; Norman_Bryson@onslowcountync.gov
Sandy Creek NC	**Removed & Disposed:** vegetation; **Monitored** by Land Strategies	$14,987	1,889	**Genn Marshall,** Mayor; 910-655-6028 or 240-256-0810
SCDOT	**Removed & Disposed:** vegetation; **Monitored** by Thompson	$117,808	4,867	**Tom Johnson**, SCDOT Manager / Emergency Operation; 803-354-2288; johnstona@scdot.org
Shallote, NC	**Removed & Disposed:** vegetation; **ROW to DMS** & **Reduced Grinding** (6,563cy) ; **Monitored** by Land Strategies	$151,948	10,565	**Mimi Gaither,** Town Administrator; 910-619-7452

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Swansboro, NC	**Removed & Disposed:** vegetation; **Reduced Grinding** (27,705cy); **Leaners** (8) **& Hangers** (87) Trees; **Monitored** by Thompson	$535,676	30,816	**Scott Chase**, Town Manager; 601 W. Corbett Avenue, Swansboro, NC 28584; 910-326-4428 x 175, Cell 910-712-4500; schase@ci.swansboro.nc.us
Varnamtown, NC	**Removed & Disposed:** vegetation; **ROW to DMS** and **Reduced Grinding** (3,675cy) ; **Monitored** by Land Strategies	$68,261	4,369	**Judy Galloway,** Mayor; 910-842-6697; jllg@atmc.net
2018 Red Tide / Fish Kill Cleanup	**6 Contracts** Activated for Event	**$2,341,980** Total Event Cost		
Barrier Islands Park, Boca Grande, FL 8/8/2018-8/14/2018	**Remove debris from beach**	$7,051	Hrly	**Sharon McKenzie,** Exec. Dir., Barrier Islands Parks Society, PO Box 637, Boca Grande, FL 33921, 941-964-0060, smckenziebips@gmail.com
Collier Co, FL 8/27/2018-9/4/2018	**Remove debris from Canal & Bay**	$47,444	Hrly	**Gary McAlpin**, Gary.McAlpin@colliercountyfl.gov
Ft Myers Beach, FL 7/31/2018-8/12/2018	**Remove debris from Beach / Canal & Bay**	$262,767	Hrly	**Chelsea O'Riley,** chelsea@fmbgov.com
Lee Co, FL 8/20/2018-9/3/2018	**Remove debris from Beach / Canal & Bay**	$374,201	Hrly	**Mary Tucker,** Dir of Procurement, Lee Co Board of County Commissioners, 1500 Monroe St, 4th Floor, Ft Myers, FL 33901, 239-533-8881, mtucker@leegov.com
Sanibel, FL 7/31/2018-9/6/2018	**Remove debris from Beach / Canal & Bay**	$1,556,961	Hrly	**Laura Zautcke,** Ops Manager, City of Sanibel, 800 Dunlop Rd, Sanibel, FL 33957, 239-472-9615, ext 368, Laura.Zautcke@mysanibel.com
Sarasota Co, FL 8/28/2018-8/31/2018	**Remove debris from Beach**	$93,556	Hrly	**Lois Rose,** Solid Waste Mgr. 4000 Knights Trail Road Nokomis, FL 34275 Ofc: 941-861-1589 Cell: 941-650-0722 Fax: 941-486-2620 lerose@scgov.net
2017 Hurricane Nate	**3 Contracts** Activated for Event	**$2,119,616** Total Event Cost	**165,947** Total Event CY	
Dauphin Island, AL 10/8/2017-4/3/2018	**Clearing Sand** from the Roads	$2,100,704	163,903	**Jeff Collier**, Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org **Wanda Sandagger**, Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, wsandagger@townofdauphinisland.org
Dauphin Island Water Authority, AL 12/12/2017-12/15/2017	**Sand Push**	$5,702	Hrly	**Vaile Feemster,** DIWSA@AOL.COM
Mobile, AL 11/16/2017-11/20/2017	**Removed & Disposed:** C&D,	$18,911	2,044	**Bill Harkins,** Public Works Dir, harkinsb@cityofmobile.org
2017 Hurricane Irma	**64 Contracts** Activated for Event - 115 DMS Managed for Event	**$202,589,827** Total Event Cost	**10,447,423** Total Event CY	
Apopka, FL 9/24/2017-01/26/2018	**Removed & Disposed:** vegetation, hangers (1,194 ea), stumps (15); **Tasks:** Storm Sewer Cleaning; **Monitored** by Landfall Strategies	$2,108,037	150,295	**Josh Robinson**, Solid Waste Operations Manager,748 E. Cleveland St. Apopka, FL 32703, 407-703-1731 fax: 407-703-1748 jrobinson@apopka.net
Arcadia, FL 10/2/2017-12/11/2017	**Removed & Disposed:** vegetation, hangers (894 trees), leaners (107 trees), stumps(13); burned (33,868); **Reduced**: at 1 site by burning; **Monitored** by Landfall Strategies	$499,522	33,868	**Beth Carsten,** Finance Director 23 North Polk Ave. Arcadia, FL 34266, 863-494-4114 fax: 863-494-4712 ecarsten@arcadia-fl.gov **Penny Delaney,** City Clerk 23 North Polk Ave. Arcadia, FL 34266 863-494-4114 fax: 863-494-4712 pdelaney@arcadia-fl.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Aventura, FL 9/15/2017-11/07/2017	**Removed & Disposed:** vegetation, mulch, hangers (708 trees) **Reduced**: at 1 site by grinding **Monitored** by Volkert	$379,842	8,367	**Joseph Kroll,** Public Works Director 19200 W. County Club Drive Aventura, FL 33180 cell: 305-525-1694, ofc: 305-466-8970 fax: 305-466-3277 jkroll@cityofaventura.com	**Alan Levin,** Public Works Operations Manager 19200 W. Country Club Drive Aventura, FL 33180 cell: 305-218-6844 ofc: 305-466-8931 alevine@cityofaventura.com
Bonita Springs, FL 9/23/2017-12/12/2017	**Removed & Disposed:** C&D, vegetation, grind (412,401), mulch, leaners (357) / hangers (10,148 trees) **Reduced**: at 1 site by grinding **Monitored** by Thompson - ADMS	$6,521,630	440,154	**Matt Feeney,** Public Works Director 9101 Bonita Beach Road, Bonita Springs, FL 34135 ofc: 239-949-6246 fax: 239-949-6245 matt.feeney@cityofbonitasprings.org	**Arleen Hunter,** Assistant City Manager 9101 Bonita Beach Road, Bonita Springs, FL 34135 ofc: 239-949-6262 Arleen.hunter@cityofbonitasprings.org
Brevard Co, FL 9/18/2017-11/29/2017	**Removed & Disposed:** C&D, vegetation, mulch **Reduced**: at 4 site by grinding **Monitored** by Tetra Tech - ADMS	$2,370,625	172,031	**"Euri" Euripides Rodriguez**, SW Dir, 2725 Judge Fran Jamieson Way, Bldg A, Ste 118, Viera, FL 32940, 321-633-2042, euripides.rodriguez@brevardcounty.us	
Casselberry, FL 9/20/2017-01/03/2018	**Removed & Disposed:** C&D, vegetation, mulch, leaners (58) / hangers (26 trees), stumps (21) **Reduced**: at 4 site by grinding **Monitored** by Tetra Tech - ADMS	$364,046	20,817	**Mr. Charles "Chuck" Smith** Public Works Parks and Facilities Supervisor 95 Triplet Lake Drive Casselberry, FL 32707 cell: 321-388-4194 ofc: 407-262-7725 xt. 1717 csmith@casselberry.org	**Willie Velez,** Procurement Administrator 95 Triplet Lake Drive Casselberry, FL 32707 ofc: 407-262-7700 xt. 1137 fax: 407-262-7746 , wvelez@casselberry.org
Charlotte County, FL 11/11/2017-01/26/2018	**Removed & Disposed:** C&D, vegetation, leaners (238) / hangers (5,070 trees); **Monitored** by Tetra Tech - ADMS	$1,032,095	6,193 Tons	**Richard Allen,** SW Operations Manager, 25550 Harbor View Rd, Unit 2, Port Charlotte, FL 33982, 941-764-4393, richard.allen@charlottecountyfl.gov	
Chatham Co, GA 9/20/2017-1/9/2018	**Removed & Disposed:** C&D, vegetation, mulch, grind (60,495) **Reduced**: at 1 site by grinding **Monitored** by Thompson- ADMS	$440,701	26,958	**Robert Drewry,** Director of Public Works 7226 Varnedoe Drive Savannah, GA 31406 ofc: 912-652-6842 fax: 912-652-6845 rwdrewry@chathamcounty.org	**Robin L. Maurer,** Assistant Purchasing Director 1117 Eisenhower Drive, Suite C Savannah, GA 31406 ofc: 912-790-1623 fax: 912-790-1627 rlmaurer@chathamcounty.org
Clay Co, FL 9/18/2017-1/10/2018	**Removed & Disposed:** C&D, vegetation, mulch, leaners / hangers; **Reduced**: at 6 site by grinding **Monitored** by Landfall Strategies	$5,593,903	516,358	**John Ward**, EM Dir, 2519 SR 16 W, Green Cove Springs, FL 32043, 904-541-2767, John.Ward@claycountygov.com	
Cocoa Beach, FL 9/18/2017-10/25/2017	**Removed & Disposed:** C&D, vegetation, mulch, compacted C&D; **Reduced**: at 1 site by grinding **Monitored** by Tetra Tech - ADMS	$207,256	16,838	**Rob Strong,** Project Manager, Public Works, 1600 Minutemen Causeway, Cocoa Beach, FL 32932, 321-868-3316, rstrong@cityofcocoabeach.com	
Coleman, FL 9/25/2017-12/18/2017	**Removed & Disposed:** vegetation, mulch, Stumps (6) **Reduced**: at 1 site by grinding **Self Monitored**	$28,464	2,557	**Mayor Milton Hill,** 3502 E. Warm Springs Avenue Coleman, FL 33521 cell: 352-978-9938 ofc: 352-748-1017 Fax: 352-748-2291 miltonhill@cityofcolemanfl.com	**Ruth Busby,** Public Services Director 3502 E. Warm Springs Avenue Coleman, FL 33521 ofc: 352-748-1017 Fax: 352-748-2291 ruthbusby@cityofcolemanfl.com
Collier County, FL 5/15/2018-Ongoing	**Removed & Disposed:** drainage ditch debris, stumps (1,360), leaners (714); **Monitored** by Tetra Tech - ADMS	$15,941,390	49,215	**Gino Santabarbara,** Gino.Santabarbara@colliercountyfl.gov	**Tony Barone,** Tony.Barone@colliercountyfl.gov
Deltona, FL 9/19/2017-12/18/2017	**Removed & Disposed:** vegetation, mulch, leaners (99) / hangers (2,734 trees); **Reduced**: at 1 site by grinding **Monitored** by Tetra Tech - ADMS	$3,257,453	288,403	**Matt Doan**, PW Dir, 2345 Providence Blvd, Deltona, FL 32725, 386-878-8950, mdoan@deltonafl.gov	

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
DeSoto Co, FL 10/2/2017-02/15/2018	**Removed & Disposed:** vegetation, mulch, leaners (459) / hangers (1 trees), stumps (228); **Reduced**: at 1 site by grinding **Monitored** by Landfall Strategies	$1,479,493	91,100	**Tom Moran,** Emergency Management Director 2200 NE Roan Street Arcadia, FL 34266 Cell: 863-993-5855, Ofc: 863-993-4831, Fax: 863-993-4840 t.moran@desotobocc.com	**Cindy Talamantez,** Puchasing Director 201 E. Oak Street, Suite 203 Arcadia, FL 34266 Ofc: 863-993-4816 Fax: 863-993-4819 c.talamantez@desotobocc.com
Edgewater, FL 9/19/2017-11/2/2017	**Removed & Disposed:** vegetation **Monitored** by Witt O'Briens - ADMS	$409,726	57,937	**Brenda DeWees**, Dir of Env Services, 409 Mango Tree Drive Edgewater, FL 32132 386-424-2400, bdewees@cityofedgewater.org	
Edgewood, FL 9/21/2017-11/9/2017	**Removed & Disposed:** vegetation, mulch **Reduced**: at 1 site by grinding **Monitored** by Landfall Strategies	$214,703	14,939	**Bea L. Meeks,** City Clerk, 405 Larue Ave. Edgewood, FL 32809 Cell: 352-267-8839, Ofc: 407-851-2920 Fax: 407-851-7361 bmeeks@edgewood-fl.gov	**Mayor Ray Bagshaw** 405 Larue Ave. Edgewood, FL 32809 Cell: 407-230-0355, Ofc: 407-851-2920 rbagshaw@edgewood-fl.gov
Estero, FL 09/22/2017-02/04/2018	**Removed & Disposed:** vegetation **Monitored** by Rostan	$30,998	1,596	**David Willems**, Public Works Director 9401 Corkscrew Palms Circle Estero, FL 33928 239-221-5035 **willems@estero-fl.gov**	
Flagler Beach, FL 9/22/2017-10/21/2017	**Removed & Disposed:** vegetation, C&D, mulch **Reduced**: at 2 site by grinding; **Monitored** by Thompson - ADMS	$320,364	25,535	**Larry Newsom,** City Manager, 105 South Second St, Flagler Beach, FL 32136, 386-517-2000, lnewsom@cityofflaglerbeach.com	
FL DEP – Waterway 09/18/2017-03/31/2018	**Waterway Debris Removal; Remove** waterway debris with boats to an offload site, load onto trucks for disposal	$43,636,590	267,008	**Scott Woolam**, Sr Program Analyst, Div of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, Scott.Woolam@dep.state.fl.us	
Flagler Co, FL 9/26/2017-11/6/2017	**Removed & Disposed:** vegetation **Monitored** by Eisman Russo	$402,926	22,491	**Richard Gordon,** Asst Co Engineer, 1769 E Moody Blvd, Building 2, Bunnell, FL 32110, 386-313-4006, rgordon@flaglercounty.org	
Ft Myers, FL 9/27/2017-12/5/2017	**Removed & Disposed:** vegetation, mulch, leaners (47) / hangers (3,060 trees) **Reduced**: at 2 site by grinding **Monitored** by Thompson - ADMS	$3,757,646	258,992	**Mr. Saeed Kazemi,** City Manager 2200 Second Street Ft. Myers, FL 33901 Cell: 239-851-1753 Ofc: 239-321-7024 SKazemi@cityfymyers.com	**Sandra Ryan,** Interim Dep. City Clerk 2200 Second Stret Ft. Myers, FL 33901 Ofc: 239-321-7035
Ft Myers Beach, FL 9/27/2017-12/7/2017	**Removed & Disposed:** vegetation, mulch **Monitored** by Thompson - ADMS	$257,847	20,298	**Roger Hernstadt,** Town Manager 2523 Estero Blvd. Fort Myers Beach, FL 33931 Ofc: 239-765-0202 Fax: 239-765-0909 Roger@fmbgov.com	**Scott Baker,** Director of Public Works 2523 Estero Blvd. Fort Myers Beach, FL 33931 Cell: 239-218-7733 Ofc: 239-765-0202 sbaker@fortmyersbeachfl.gov
Glades Co, FL 10/3/2017-2/26/2018	**Removed & Disposed:** vegetation, C&D **Reduced**: at 6 site by burning **Monitored** by Thompson - ADMS	$397,295	42,414	**Angela Snow Colegrove,** EM Director 500 Ave J. Moore Haven, FL 33471 Cell: 863-673-1837 Ofc: 863-946-6020 Fax: 863-946-1091 asnow@myglades.com	**Paul Carlisle,** County Manager 500 Ave J. Moore Haven, FL 33471 Ofc: 863-946-6000 pcarlisle@myglades.com
Hardee Co, FL 9/19/2017-1/31/2018	**Removed & Disposed:** vegetation, C&D, hangers (5,592), leaners (3) **Monitored** by Witt O'Briens - ADMS	$1,067,905	67,343	**Jill Newman,** EM Director 404 W. Orange St. Wauchula, FL 33873 Cell: 863-832-0324 Ofc: 863-773-6373 Fax: 863-773-9390 jill.newman@hardeecounty.net	**Willie Nabong,** PW Director 205 Hanchey Road Wauchula, FL 33873 Ofc: 863-773-3272 Fax: 863-773-0107 willie.nabong@hardeecounty.net
Hilton Head, SC	**Push Operations**	$25,241	Hrly	**Jennifer Lyle**, Asst Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, 843-341-4779, jenniferl@hiltonheadislandsc.gov	
Jupiter, FL 9/11/2017-10/24/2017	**Push Operations** **Removed & Disposed:** vegetation, C&D **Monitored** by Tetra Tech - ADMS	$370,420	43,668	**Mr. Thomas "Tom" Discoll,** Director of Engineering & Public Works 210 Military Trail Jupiter, FL 33458 Cell: 561-440-0213 Ofc: 561-741-2215 Fax: 561-741-2515 thomasd@jupiter.fl.us	**Mr. Doug Koennicke,** Town Engineer 210 Military Trail Jupiter, FL 33458 Ofc: 561-741-2258 Cell: 561-723-4680, dougk@jupiter.fl.us

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Kissimmee, FL 9/18/2017-12/16/2017	**Removed & Disposed:** vegetation, C&D, mulch, e-waste (21) **Reduced**: at 1 site by grinding **Monitored** by Tetra Tech - ADMS	$494,146	29,638	**Kerrith Fiddler,** PW Director, 101 Church Street, Suite 301 Kissimmee, FL 34741 Cell: 407-252-7823 Ofc: 407-518-2164 kfiddler@kissimmee.org	**George Allen,**PW Operations Assistant Director 101 Church Street Kissimmee, FL 34741 Ofc: 407-518-2523 Cell: 407-624-0155 gallen@kissimmee.org
Lake Co, FL 9/16/2017-02/28/2018	**Removed & Disposed:** vegetation, mulch, hangers (3,918 trees), leaners (22); **Reduced**: at 3 site by grinding **Monitored** by Tetra Tech - ADMS	$6,114,179	355,512	**Mary Hamilton** Environmental Services Mgr., 323 N. Sinclair Ave. Tavares, FL 32778 Ofc: 352-483-9006 mhamilton@lakecountyfl.com	**David Salinas,** Public Works Landfill Supervisor.,13130 County Landfill Rd.,. Tavares, FL 32778 Cell: 352-636-0851 Ofc: 352-343-3776 Fax: 352-253-1690 dsalinas@lakecountyfl.gov
Lake Mary, FL 9/19/2017-12/9/2017	**Removed & Disposed:** vegetation, C&D, mulch, leaners (10), hangers (453 trees); **Reduced**: at 1 site by grinding **Monitored** by Thompson - ADMS	$563,577	43,935	**Bruce Paster,** PW Director 911 Wallace Court Lake Mary, FL 32746 Cell: 407-463-8133 Ofc: 407-585-1452 bpaster@lakemaryfl.com	**Jill Alvarez,** Purchasing Coordinator 100 N. Country Club Road Lake Mary, FL 32746 Ofc: 407-585-1403 Fax: 407-585-1464 jalvarez@lakemaryfl.com
Lakeland, FL 9/19/2017-02/09/2018	**Removed & Disposed:** vegetation, C&D, mulch, leaners (413), hangers (12,189 trees), stumps (6); **Reduced**: at 3 site by grinding; **Monitored** by Thompson - ADMS	$3,345,920	228,996	**Heath Frederick,** PW Director 228 S Massachusettes Ave. Lakeland, FL 33801 Cell: 386-747-2370 , Ofc: 863-834-6001 heath.frederick@lakelandgov.net	**Greg James,** PW Assistant Director 228 S. Massachusetts Avenue Lakeland, FL 33801 Cell: 863-608-1468 Ofc: 863-834-6040 greg.james@lakelandgov.net
Lauderdale-By-The-Sea, FL 9/16/2017-10/9/2017	**Removed & Disposed:** vegetation, hangers (131 trees) **Monitored** by Witt O'Briens - ADMS	$71,211	6,748	**Don Prince,** Director of Municipal Services 4501 N. Ocean Drive Lauderdale-By-The-Sea, FL 33308 Cell: 954-275-0808 Ofc: 954-640-4232 Fax: 954-776-0578 DonP@lbts-fl.gov	**Ralph "Bud" Bentley,** Town Manager 4501 Ocean Drive Town of Lauderdale-By-The-Sea, FL 33308 Ofc: 954-640-4200 Fax: 954-776-1857 budb@flts-fl.gov
Lazy Lakes, FL 9/17/2017-10/15/2017	**Removed & Disposed:** vegetation, hangers (3 trees)	$2,887	332	**Melissa Augustin,** City Attorney, 3099 E Commercial Blvd, Ste 200, Ft Lauderdale, FL 33308, 954-771-4500, maugustin@cityatty.com	
Lee Co, FL 9/16/2017-7/5/2018	**Removed & Disposed:** vegetation, C&D, mulch, leaners (3,733)/ hangers (70,730 trees); **Reduced**: at 13 site by grinding **Monitored** by Thompson - ADMS	$29,654,974	1,729,186	**Jason Fournier,** Public Utilities Mgr, Public Utilities Manager 10500 Buckingham Rd. Fort Myers, FL 33905 Cell: 239-229-5733 Ofc: 239-533-8000 Fax: 239-338-3337 jfournier@leegov.com	**Jim Bjostad,** Public Safety Emergency Manager 2675 Ortiz Ave. Ft. Myers, FL 33905 Cell: 239-476-2147 Ofc: 239-533-0617 Fax: 239-477-3636 jbjostad@leegov.com
Miami Springs, FL 9/14/2017-02/15/2018	**Push Operations; Removed & Disposed:** vegetation, C&D, mulch, leaners (314), hangers (3,862 trees), stumps (74) **Reduced**: at 1 site by grinding; **Monitored** by Thompson - ADMS	$3,673,278	141,744	**Tammy Romero,** Procurement Specialist 201 Westward Drive Miami Springs, FL 33166 Ofc: 305-805-5035 Fax: 305-805-5018 romerot@miamisprings-fl.gov	**William Alonso,** City Manager 201 Westward Drive Miami Springs, FL 33166 Ofc: 305-805-5014 alonsow@miamisprings-fl.gov
Miami, FL 10/4/2017-12/14/2017	**Removed & Disposed:** vegetation, C&D, mulch, leaners (162), hangers (4,213 trees), stumps (103) **Reduced**: at 1 site by grinding; **Monitored** by Tetra Tech - ADMS	$1,452,739	64,163	**Mario F. Nunez,** Solid Waste Director 1290 N.W. 20 Street Miami, FL 33142 Ofc: 305-960-2804 Fax: 305-960-2850 mfnunez@miamigov.com	**Robert Williams,** Solid Waste Superintendent 1290 N.W. 20 Street Miami, FL 33142 Ofc: 305-960-2837 Fax: 305-960-2845 robwilliams@miamigov.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Mount Dora, FL 9/26/2017-10/28/2017	**Removed & Disposed:** vegetation **Reduced**: at 1 site by grinding **Monitored** by Tetra Tech - ADMS	$638,401	32,907	**Mike Sheppard,** Dep. Director Finance 510 N Baker St. Mount Dora, FL 32757 Ofc: 352-735-7179 Cell: 352-408-4692 sheppardm@cityofmountdora.com	**John McKinney,** Finance Director 510 N. Baker St. Mount Dora, FL 32757 Ofc: 352-735-7158 Cell: 321-205-6401 mckinneyj@ci.mount-dora.fl.us
Nags Head, NC 9/8/2017-10/12/2017	**Supplied** water pumps for standby use	$11,486	Hrly	**David Ryan,** Town Engineer, 2200 Lark Ave. Nags Head, NC 27959 ofc. 252-441-6221, cell 252-475-0038, fax: 252-441-3350 david.ryan@nagsheadnc.gov	
Nassau Co, FL 9/18/2017-2/9/2018	**Removed & Disposed:** vegetation, mulch, leaners (81), hangers (7,113 trees); **Reduced**: at 1 site by grinding **Monitored** by Witt O'Briens - ADMS	$2,978,945	209,674	**Scott Herring** PW Director 46026 Landfill Rd. Callahan, FL 32011 Ofc: 904-491-7330 Cell: 904-583-5665 Fax: 904-879-6323 sherring@nassaucountyfl.com	**Shanea Jones,** County Manager 96135 Nassau Pl. Suite 1 Yulee, FL 32097 Ofc: 904-530-6010 Fax: 904-321-5784 sjones@nassaucountyfl.com
North Port, FL 9/15/2017-12/13/2017	**Removed & Disposed:** vegetation, mulch, leaners (6), hangers (675 trees); **Reduced**: at 1 site by grinding **Monitored** by Rostan / Hall Pass - ADMS	$737,413	47,241	**Monica Bramble,** Asst. PW Director 1100 N. Chamberlin Blvd. North Port, FL 34286 Ofc: 941-240-8060 Cell: 941-628-0015 Fax: 941-240-8063 mbramble@cityofnorthport.com	**Frank Lama, Solid Waste Manager** 1100 Chamberlain Blvd. North Port, FL 34286 Ofc: 941-240-8074 Fax: 941-429-7079 flama@cityofnorthport.com
Ocala, FL 9/18/2017-02/26/2018	**Push Operations; Removed & Disposed:** vegetation, mulch, leanres (96), hangers (377 trees); **Reduced**: at 2 site by grinding **Monitored** by Tetra Tech - ADMS	$1,838,624	129,645	**Darren Park,** PW Director 1805 NE 30th Ave. Bldg. 300 Ocala, FL 34470 Ofc: 352-351-6733 Cell: 352-414-8622 Fax: 352-351-6731 dpark@ocalafl.org	**Ken Whitehead,** Asst. City Manager 1805 NE 30th Ave Bldg 600 Ocala, FL 34470 Ofc: 352-401-3974 Cell: 352-857-1223 kwhitehead@ocalafl.org
Okeechobee Co, FL 9/22/2017-12/08/2017	**Removed & Disposed:** vegetation, ash, mulch, leaners (5), hangers (1,742 trees); **Reduced**: at 1 site by burning & grinding **Monitored** by Culpepper & Terpening - ADMS	$1,412,646	122,407	**Mitchell Smeykal,** EM Director 707 NW 6th St. Ave Okeechobee, FL 34972 Ofc: 863-763-3212 Cell: 863-634-6273 Fax: 863-763-1569 msmeykal@co.okeechobee.fl.us	**Russell Rowland,** Asst Co Administrator 1700 NW 9th Ave. Suite D Okeechobee, FL 34972 Ofc: 863-763-1811 Cell: 863-697-0121 Fax: 863-763-5529 rrowland@co.okeechobee.fl.us
Orange Co, FL 9/15/2017-2/26/2018	**Removed & Disposed:** vegetation, mulch, ash, leaners (152), hangers (3,762 ea & 15,556 trees), stumps (4), marine debris **Reduced**: at 3 site by grinding; **Monitored** by Tetra Tech - ADMS	$6,869,563	364,326	**Ralphetta Aker,** PW Fiscal & Op Support Manager 4200 South John Young Parkway Orlando, FL 32839 Ofc: 407-836-8011 Fax: 407-836-7788 Ralphetta.Aker@ocfl.net	**Jennifer Cummings** PW Stormwater Manager 4200 S. John Young Pkwy Orland, FL 32839 Ofc: 407-836-7795 Cell: 321-689-7624 jennifer.cummings@ocfl.net
Orlando, FL 9/22/2017-12/1/2017	**Removed & Disposed:** vegetation, mulch, hangers (2,974 trees) **Reduced**: at 2 site by grinding **Monitored** by Thompson - ADMS	$1,316,790	57,928	**Mike Carroll**, Solid Wast Div. Manager 1028 S. Woods Ave. Orlando, FL 32805 Ofc: 407-246-3050 Cell: 407-538-8916 Fax: 407-246-2808 michael.carroll@cityoforlando.net	**Rick Howard**, PW Director 1028 S. Woods Ave. Orlando, FL 32805, Ofc: 407-246-3222 rick.howard@cityoforlando.net
Ormond Beach, FL 9/16/2017-10/26/2017	**Removed & Disposed:** vegetation, mulch, leaners (20), hangers (3,608 trees); **Reduced**: at 1 site by grinding **Monitored** by Thompson - ADMS	$2,022,282	130,212	**Kevin Gray,** PW Operations Manager 501 N. Orchard St. Ormond Beach, FL 32174 Ofc: 386-676-3577 Cell: 386-316-7725 kevin.gray@ormondbeach.org	
Palm Coast, FL 10/13/2017-11/6/2017	**Removed & Disposed:** vegetation, C&D **Monitored** by True North - ADMS	$162,856	22,007	**Jim Landon,** City Manager 160 Lake Avenue Palm Coast, FL 32164 Ofc: 386-986-3702 Fax: 386-986-3781 jlandon@palmcoastgov.com	**Nester Abreu,** PW Director 1 Welfield Grade Palm Coast, FL 32137 Ofc: 386-986-2360 Cell: 386-931-5177 nabreu@palmcoastgov.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Palm Springs, FL 9/15/2017-11/2/2017	**Removed & Disposed:** vegetation **Monitored** by Thompson - ADMS	$133,345	17,072	**Mr. William "Bill" Golson,** Dir. Parks and Recreation 226 Cypress Lane Palm Springs, FL 33461 Ofc: 561-964-8820 Fax: 561-964-2387 bgolson@vpsfl.org	**Kimberly Wynn,** Village Clerk 226 Cypress Lane Palm Springs, FL 33461 Ofc: 561-965-4010 Fax: 561-965-0899 kwynn@vpsfl.org
Palmetto, FL 10/5/2017-11/21/2017	**Removed & Disposed:** vegetation, mulch, hangers (97 trees) **Reduced**: at 1 site by grinding **Monitored** by Witt O'Briens - ADMS	$202,411	17,730	**Allen Tusing,** PW Director 600 17th Street W. Palmetto, FL 34221 Ofc: 941-723-4580 Cell: 941-737-0282 Fax: 941-723-4539 atusing@palmettofl.org	**Javier Vargas Dep.** Director PW 600 17th Street W. Palmetto, FL 34221 Ofc: 941-723-4580 Fax: 941-723-4539 jvargas@palmettofl.org
Plantation, FL 9/19/2017-1/8/2018	**Removed & Disposed:** vegetation, hangers (2,104 trees) **Monitored** by Witt O'Briens - ADMS	$1,714,266	194,605	**Dawn Mehler, Administrative Analyst** 750 NW 91st Avenue Plantation, FL 33324 Ofc: 954-797-2723 dmehler@plantation.org	**Steve Rodgers,** PW Asst. Director 750 NW 91st Ave Plantation, FL 33324 Ofc: 954-452-2535 Fax: 954-452-2548 srodgers@plantation.org
Polk Co, FL 9/15/2017-04/05/2018	**Removed & Disposed:** vegetation, mulch, leaners (71), hangers (27,456 trees); **Reduced**: at 11 site by grinding **Monitored** by Tetra Tec - ADMS	$27,921,453	2,171,245	**Michael Teate,** Roads & Drainage Area Manager 3000 Sheffield Rd. Winter Haven, FL 33880 Ofc: 863-535-2200 Cell: 863-581-0541 michaelteate@polk-county.net	**Jay Jarvis,** Drainage Director, jayjarvis@polk-county.net, 300 Sheffield Rd, Winter Haven 33880, (863)535-2200
Polk Co School Board, FL 11/4/2017-02/28/2018	**Removed & Disposed:** vegetation, leaners (27), hangers (2,516 trees); **Monitored** by Tetra Tech - ADMS	$345,164	14,322	**Scott Reeves,** Senior Coordinator of Support Services, 1430 Hwy 60 East Bartow, FL 33830 863-534-5052 Scott.reeves@polk-fl.net	
Punta Gorda, FL 9/20/2017-10/16/2017	**Removed & Disposed:** vegetation, mulch, leaner (1), stump (1) **Reduced**: by grinding	$131,971	17,770	**Marian Pace,** Procurement Manager 326 West Marion Ave. Punta Gorda, FL 33950 Ofc: 941-575-3348 Cell: 941-628-1592 Fax: 941-575-3340 mpace@pgorda.us	**Howard Kunik,** City Manager 326 West Marion Ave. Punta Gorda, FL 33950 Ofc: 941-575-3301 Fax: 941-575-3310 hkunik@pgorda.us
Putnam Co, FL 9/21/2017-2/2/2018	**Removed & Disposed:** vegetation, mulch, **Reduced**: at 4 site by grinding **Self Monitored**	$3,935,714	317,203	**Larry Gast,** Dir. Solid Waste/Sanitation 140 County Landfill Rd. Palatka, FL 32177 Ofc: 386-329-1200 Fax: 386-329-0486 larry.gast@putnam-fl.com	**Lynn Wooten** Solid Waste Sanitation Admin 140 County Landfill Rd. Palatka, FL 32177 Ofc: 386-329-1201 Cell: 386-937-5231 Fax: 386-329-0486 Lynn.wasdin@putnam-fl.com
Sanford, FL 9/18/2017-11/12/2017	**Removed & Disposed:** vegetation, C&D, mulch **Reduced**: at 1 site by grinding **Monitored** by Witt O'Briens - ADMS	$567,798	43,156	**John P. Reichardt,** PW Operations Mgr, 300 N Park Ave. Sanford, FL 32771 Ofc: 407-688-5087 Cell: 407-416-2998 John.reichardt@sanfordfl.gov	**Bilal Iftikhar** PW Director , 300 N Park Ave. Sanford, FL 32771 Ofc: 407-688-5085 Fax: 407-688-5081 bilal.iftikhar@sanfordfl.gov
Sanibel Island, FL 9/18/2017-12/17/2017	**Removed & Disposed:** vegetation, mulch, leaners (122), hangers (720 trees), stumps (44); **Reduced**: at 1 site by grinding **Monitored** by Witt O'Briens - ADMS	$2,217,420	161,910	**Keith Williams II,** PW Director 800 Dunlop Rd. Sanibel, FL 33957 Ofc: 239-472-6397 Cell: 239-691-8787 keith.williams@mysanibel.com	**Scott Krawczuk,** Dep. Director Public Works 800 Dunlop Rd. Sanibel, FL 33957 Ofc: 239-472-6397 Cell: 239-770-2554 Fax: 239-472-6041
Sarasota Co, FL 9/13/2017-1/19/2018	**Removed & Disposed:** vegetation, mulch, leaners (2), hangers (77 trees); **Reduced**: at 3 site by grinding **Monitored** by Tetra Tech - ADMS	$2,819,743	221,501	**Lois Rose,** Solid Waste Mgr. 4000 Knights Trail Road Nokomis, FL 34275 Ofc: 941-861-1589 Cell: 941-650-0722 Fax: 941-486-2620 lerose@scgov.net	**Scott Montgomery, EM Operations Mgr** 6050 Porter Way Sarasota, FL 34236 Ofc: 941-861-5927 Fax: 941-861-5501 smontgo@scgov.net
St Petersburg, FL 9/16/2017-12/9/2017	**Removed & Disposed:** vegetation, mulch, stumps (8) **Reduced**: at 1 site by grinding **Monitored** by Tetra Tech - ADMS	$1,190,184	163,792	**Mike Vineyard ,** Park Operational Manager 1400 19th Street North. St. Petersburg, FL 33713 Ofc: 727-892-5233 michael.vineyard@stpete.org	**Mike Jeffries,** Dir. Parks and Rec 1400 19th Street North St. Petersburg, FL 33713 Ofc: 727-892-5863 michael.jefferis@st.pete.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Stuart, FL 9/14/2017-10/27/17	**Push Operations; Removed & Disposed:** vegetation, mulch, leaners (2) / hangers (171 trees); **Reduced**: at 1 site by grinding **Monitored** by Thompson - ADMS	$181,132	11,850	**Sam Amerson,** Dir. Public Works 121 SW Flagler Ave. Stuart, FL 34994 Ofc: 772-288-5331 Cell: 772-260-9613 samerson@ci.stuart.fl.us	**Dave Peters,** Asst. Director of PW, 121 SW Flagler Ave. Stuart, FL 34994 Ofc: 772-288-1292 Cell: 772-260-9615 dpeters@ci.stuart.fl.us
Sumter Co, FL 9/22/2017-2/24/2018	**Removed & Disposed:** vegetation, mulch, leaners (274), hangers (7,806 trees), stumps (78); **Reduced**: at 1 site by grinding; **Monitored** by Thompson - ADMS	$1,391,971	59,826	**Mark Wilson,** Road and Bridge Superintendent 319 E. Anderson Ave. Bushnell, FL 33513 Ofc: 352-569-6700 Fax: 352-569-6701	**Jackey Jackson,** Asst. PW Director Operations 319 E. Anderson Ave. Bushnell, FL 33513 Ofc: 352-569-6700 Cell: 352-303-8543 Fax: 352-569-6701 jackey.jackson@sumtercountyfl.gov
Sunny Isles Beach, FL 9/26/2017-9/29/2017	**Removed & Disposed:** mulch	$37,866	1,538	**Christopher Russo,** City Manager 18070 Collins Ave. Sunny Isles Beach, FL 33160 Ofc: 305-947-0606 Fax: 305-949-3113 crusso@sibfl.net	
Sunrise, FL 9/17/2017-11/30/2017	**Removed & Disposed:** vegetation, C&D, mulch, leaners (263), hangers (3,804 trees); **Reduced**: at 3 site by grinding **Monitored** by Tetra Tech - ADMS	$2,557,532	136,417	**Scott Manning,** Emergency Mgmt 10440 W. Oakland Park Blvd. Sunrise, FL 33351 Ofc: 954-746-3476 Cell: 954-383-2647 smanning@sunrisefl.gov	**Richard Salamon,** City Manager 10770 West Oakland Park Blvd. Sunrise, FL 33351 Ofc: 954-746-3430 Fax: 954-746-3439 citymanager@sunrisefl.gov
Tarpon Springs, FL 9/18/2017-12/13/2017	**Removed & Disposed:** vegetation, C&D, mulch, leaners (34), hangers (703 trees); **Reduced**: at 1 site by grinding **Monitored** by Tetra Tech - ADMS	$675,256	45,557	**Tom Funcheon,** PW Director 324 East Pine Street Tarpon Springs, FL 34689 Ofc: 727-942-5606 Cell: 727-224-6182 Fax: 727-943-9609 tfuncheon@ctsfl.us	**Mr. Richard Butcher,** 444 Huey Ave. South Tarpon Springs, FL 34689 Ofc: 727-938-3737 Fax: 727-934-0598
Tybee Island, GA 9/17/2017-11/21/2017	**Removed & Disposed:** C&D, white goods (31) **Monitored** by Rostan / Haul Pass - ADMS	$75,798	9,735	**Angela Hudson,** Finance Director 403 Butler Ave. Tybee Island, GA 31328 Ofc: 912-472-5021 Fax: 912-786-9465 ahudson@cityoftybee.org	**Shawn Gillen,** City Manager 403 Butler Ave. Tybee Island, GA 31328 Ofc: 912-472-5070 Cell: 404-309-1788 sgillen@cityoftybee.org
Venice, FL 9/20/2017-10/17/2017	**Removed & Disposed:** vegetation **Monitored** by Thompson - ADMS	$110,342	12,543	**Judy Gamel,** Executive Asst. City Managers Office 401 West Venice Ave. Venice, FL 34285 Ofc: 941-882-7398 Fax: 941-480-3031	**John Venezian,** Public Works Director 221 S. Seaboard Ave. Venice, FL 34285 Ofc: 941-882-7359 jveneziano@venicegov.com
Vero Beach, FL 9/18/2017-10/10/2017	**Removed & Disposed:** vegetation **Reduced**: at 1 site by grinding **Monitored** by Thompson - ADMS	$440,532	35,621	**Don Dexter,** PW Manager 3405 Airport West Drive Vero Beach, FL 32960 Ofc: 772-978-4861 Cell: 772-473-7372 Fax: 772-978-4879 ddexter@covb.org	**Carol Shoaf,** Purchasing Contractor Adminstrator 3455 Airport West Drive Vero Beach, FL 32961 Ofc: 772-978-5470 Fax: 772-770-6860 purchcss@covb.org
(The) Villages Community, FL 9/15/2017-12/20/2017	**Removed & Disposed:** vegetation, mulch, stumps (34) **Reduced**: at 2 site by grinding **Monitored** by Volkert - ADMS	$406,299	31,288	**Diane Tucker,** Admin Ops Manager 940 Lakeshore Drive The Villages, FL 32162 Ofc: 352-674-1920 Cell: 352-207-8626 Fax: 652-674-1921 diane.tucker@districtgov.org	
Wilton Manors, FL 9/18/2017-10/14/2017	**Removed & Disposed:** vegetation, C&D, leaners (3), hangers (91 trees) **Monitored** by Tetra Tech - ADMS	$222,615	25,961	**David Archacki,** Dir. Utilities / Emergency Mgmt 2020 Wilton Drive Wilton Manors, FL 33305 Ofc: 954-390-2129 Cell: 943-818-7315 darchacki@wiltonmanors.com	**Bob Mays,** Director of Finance 2020 Wilton Dr. Wilton Manors, FL 33305 Ofc: 954-390-2143 Bmays@wiltonmanors.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
2017 Hurricane Harvey	**26 Contracts** Activated for Event - 25 DMS Managed for Event	**$93,763,092** Total Event Cost	**6,015,594** Total Event CY		
Alvin, TX 9/7/2017-10/16/2017	**Removed & Disposed:** C&D, vegetation, white goods (19), E-waste (200), HHW (11,100 Lbs); **Monitored** by True North - ADMS	$252,613	12,446	**Brian Smith**, Director of Public Services, 1100 W Hwy 6, Alvin, TX 77511, 281-388-4315, bsmith@psf.cityofalvin.com	
Aransas Co, TX 9/5/2017-8/27/2018	**Removed & Disposed:** vegetation, C&D, mulch, compacted C&D, leaners (616), hangers (23,576 trees), white goods (9,729), HHW (66,560 Lbs), PPDR debris; **Reduced**: at 3 site by grinding; **Monitored** by Thompson - ADMS	$38,281,175	2,395,235	**Rick McLester**, EM Coordinator, 301 N Live Oak St, Rockport, TX 78382, 361-790-0100, rmclester@aransascounty.org	
Baytown, TX 9/6/2017-10/25/2017	**Removed & Disposed:** vegetation, C&D, white goods (973), E-waste (131), HHW (34,680 Lbs); **Monitored** by True North - ADMS	$776,463	34,828	**Rick Davis,** City Manager, 2401 Market St, Baytown, TX 77520, 281-420-6500, citymanager@baytown.org	
Brazoria Co, TX 9/13/2017-01/12/2018	**Removed & Disposed:** vegetation, C&D, white goods (2,376), HHW (103,720 Lbs), compacted C&D, mulch; **Reduced**: at 4 site by C&D compaction; **Monitored** by Tetra Tech - ADMS	$3,417,026	161,448	**Trey Haskens,** Asst. County Engineer 451 N. Velasco, Suite 230 Angleton, TX 77515 Ofc. 979-583-7657 treyh@brazoria-county.com	
Chambers Co, TX 9/7/2017-10/13/2017	**Removed & Disposed:** C&D, vegetation, white goods (270), E-waste (34), HHW (2,350 Lbs) **Monitored** by True North - ADMS	$205,142	10,534	**Jimmy Sylvia**, County Judge, 404 Washington Ave, Anahuac, TX 77514, 409-267-2440, jsylvia@co.chambers.tx.us	
Clear Lake Shores, TX 9/21/2017-10/14/2017	**Removed & Disposed:** C&D, vegetation, white goods (83), E-waste (40), HHW (3,500) **Monitored** by True North - ADMS	$51,977	1,813	**Mr. George Jones,** City Administrator 1006 South Shore Dr. Clear Lake Shores, TX 77565 Ofc: 281-334-2799 Fax: 281-334-2866 gjones@clearlakeshores-tx.gov	**Chief Kenneth G. Cook,** Police Chief 1006 South Shore Drive Clear Lake Shores, TX 77565 Ofc: 281-334-1034 Fax: 281-334-2866 kcook@clearlakeshores-tx.gov
Corpus Christi, TX 8/31/2017-1/17/2018	**Removed & Disposed:** vegetation, mulch, hangers (19,232 trees); **Reduced**: at 2 site by grinding **Monitored** by Tetra Tech - ADMS	$7,724,553	536,074	**Lawrence Mikolajczyk,** SW Dir, 2525 Hygeia St, Corpus Christi, TX 78415, 361-857-1972, lawm@cctexas.com **Paul Bass,** Asst. Dir. Of Suppport Services 361-826-1968 PaulB@cctexas.com	
Dickinson, TX 9/7/2017-1/26/2018	**Removed & Disposed:** C&D, vegetation, white goods (5,178), E-waste (7,684), HHW (182,460 Lbs); **Monitored** by Tetra Tech - ADMS	$5,942,702	191,789	**Capt Steve Krone**, Emergency Operations Dir, 4000 Liggio, Dickinson, TX 77539, 281-337-6308, skrone@ci.dickinson.tx.us	
Friendswood, TX 9/6/2017-1/15/2018	**Removed & Disposed:** C&D, white goods (5,804) , E-waste (2,545), HHW (235,920 Lbs) **Monitored** by Tetra Tech - ADMS	$4,096,828	135,952	**Terry Byrd,** EM Coordinator, 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3332, tbyrd@ci.friendswood.tx.us	
Galveston Co, TX 9/27/2017-11/22/2017	**Removed & Disposed:** C&D, white goods (134), e-waste (547) **Monitored** by Tetra Tech - ADMS	$573,170	33,261	**Rufus 'Lee' Crowder,** Purchasing Agent 722 Moody Street 5th Floor Galveston, TX 77550 Ofc: 409-770-5372 rufus.crowder@co.galveston.tx.us	
Ingleside, TX 9/3/2017-02/08/2018	**Removed & Disposed:** C&D, vegetation, compacted C&D, mulch; **Reduced**: at 3 site by grinding & compacting C&D **Monitored** by True North - ADMS	$4,256,037	296,483	**Shanna Owens,** EM Coordinator 2425 8th Street Ingleside, TX 78362 Ofc: 361-776-7422 sowens@inglesidetx.gov	**Paul Baen,** Finance Director 3761 San Angelo St. Ingleside, TX 78362; Ofc: 361-776-2517
Jones Creek, TX 9/15/2017-10/16/2017	**Removed & Disposed:** C&D **Monitored** by Witt O'Briens - ADMS	$62,579	3,532	**Marshal William Tidwell,** Marshal/EM 7207 Stephen F. Austin Jones Creek, TX 77541 Ofc: 979-292-6393 Fax: 979-233-3712 jc.cityhall@coastal-link.net	**Kimberly Morris,** Emergency Management Coordinator 7207 Stephen F. Austin Rd. Jones Creek, TX 77541 Ofc: 979-233-2700 Fax: 979-233-3712 jc.cityhall@coastal-link.net

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
LaMarque, TX 9/16/2017-10/26/2017	**Removed & Disposed:** C&D, vegetation, white goods (12), e-waste (29) **Monitored** by TCB - ADMS	$396,256	21,994	**Charlete Todaro Warren,** PW Coordinator Emergency Management 1111 Bayou Road La Marque, TX 77568 Ofc: 409-938-9225 Cell: 409-457-7511 Fax: 409-935-0401 c.todaro@cityoflamarque.org	**Robin Eldridge,** City Clerk 1111 Bayou Rd. La Marque TX 77568 Ofc: 409-938-9259 r.eldridge@cityoflamarque.org
Lake Jackson 9/16/2017-10/7/2017	**Removed & Disposed:** vegetation **Monitored** by Tetra Tech - ADMS	$20,548	4,281	**Keelie Kennedy,** Buyer 25 Oaks Drive Lake Jackson TX 77566 Ofc: 979-415-2420 Fax: 979-415-2520 kkennedy@lakejacksontx.gov	**Sally Villarreal** Asst. City Secretary, 25 Oaks Drive Lake Jackson TX 77566 Ofc: 979-415-2401 Fax: 979-415-2501 avillarreal@lakejacksontx.gov
League City, TX 9/7/2017-12/2/2017	**Removed & Disposed:** C&D, white goods (3,209), E-waste (3,491), HHW (109,220 Lbs) **Monitored** by Tetra Tech - ADMS	$2,422,457	116,461	**Bo Bass** , City Manager, 300 W Walker St, League City, TX 77573, 281-554-1414, john.baumgartner@leaguecitytx.gov	
Liberty Co, TX 10/16/2017-2/28/2018	**Removed & Disposed:** C&D, C&D compacted **Reduced:** at 3 sites by compaction **Monitored** by Tetra Tech - ADMS	$153,637	13,595	**Tom Branch** EM Coordinator 2400 Beaumont Ave. Jail Admin Bldg. Liberty TX 77575 Ofc: 936-334-3219 Cell: 713-816-9898 Fax: 936-336-3172 tom.brancy@co.liberty.tx.us	**Crista Beasley,** Dep. EM Coordinator 2400 Beaumont Ave. Jail Admin Bldg. Liberty, TX 77575 Ofc: 936-334-3219 Fax: 936-336-3172 crista.beasley@co.liberty.tx.us
Montgomery Co, TX 9/5/2017-2/6/2018	**Removed & Disposed:** C&D, compacted C&D, white goods (1,013), E-waste (1,699), HHW (974 Lbs); **Reduced:** at 3 sites by grinding & compaction; **Monitored** by Tetra Tech - ADMS	$2,172,773	118,097	**Chief Deputy Randy McDaniel,** EM Coordinator, 9472 Airport Rd, Conroe, TX 77303, 936-760-5852, Randy.McDaniel@mctx.org	
Nassau Bay, TX 9/14/2017-10/19/2017	**Removed & Disposed:** C&D, vegetation, white goods (95), E-waste (7), HHW (17,780 Lbs) **Monitored** by Witt O'Briens - ADMS	$205,060	6,324	**Jamie Galloway,** EM Coordinator 1800 Space Park Dr. Suite 200 Nassau Bay, TX 77058 Ofc: 281-336-6298 Fax: 281-335-1555 jamie.galloway@nassaubay.com	**Paul Lopez,** PW Director 18295 Upper Bay Rd. Nassau Bay TX 77258 Ofc: 281-333-2944 Fax: 281-333-2301 paul.lopez@nassaubay.com
Newton Co, TX 10/2/2017-12/13/2017	**Removed & Disposed:** C&D, vegetation **Monitored** by Thompson - ADMS	$104,047	8,859	**Rosemary Johnson,** Admin Assistant for Judge PO Box 1380 Newton, TX 75966 Ofc: 409-379-5691 Cell: 409-381-0677 Fax: 409-379-2107 newtoncountyjudge@co.newton.tx.us	**Olen Bean,** Dep. EMC PO Box 1380 Newton, TX 75966 Ofc: 409-994-25431 Cell: 409-658-9241 olen.bean@co.jasper.tx.us
Nueces Co, TX 9/14/2017-11/21/2017	**Removed & Disposed:** C&D, vegetation **Reduced**: at 1 site by grinding **Monitored** by Tetra Tech - ADMS	$84,568	7,851	**Christopher Boyce,** Em. Mgmt Coordinator 901 Leopard Street, Room 106 Corpus Christi TX 78401 Ofc: 361-888-0513 Fax: 361-888-0445 christopher.boyce@nuecesco.com	**Glen Sullivan,** PW Director 901 Leopard Street, Room 103 Corpus Christi, TX 78401 Ofc: 361-888-0490 Cell: 361-533-2356 Fax: 361-888-0485 glen.sullivan@nuecesco.com
Port Arthur, TX 9/8/2017-1/19/2018	**Removed & Disposed:** C&D, compacted C&D, white goods (3,551), E-Waste (47,886); **Reduced:** at 3 sites by compaction **Monitored** by Witt O'Briens - ADMS	$11,140,779	487,974	**Glen White,** Solid Waste, 44 4th St, Port Arthur, TX 77640, 409-983-8501 glen.white@portarthurtx.gov, **Alison Walker,** Solid Waste Administrative Assistant 409-983-8501, Allison.walker@portarthurtx.gov **Armondo Gutierrez**, PW Dir, , 409-983-8513, armando.gutierrez@portarthurtx.gov	
San Patricio Co, TX 9/3/2017-2/9/2018	**Removed & Disposed:** C&D, vegetative, mulch **Reduced**: at 3 site by grinding & compacting **Monitored** by True North - ADMS	$4,297,535	296,667	**Sara Williams,** Emergency Management, 313 N Rachal St, Sinton, TX 78387, 361-587,3560, sara.williams@co.san-patricio.tx.us	
Santa Fe, TX 9/7/2017-11/2/2017	**Removed & Disposed:** C&D, HHW (10,780 lbs) **Monitored** by Thompson - ADMS	$374,485	22,580	**Joe Dickson,** City Manager, 12002 State Hwy 6, Santa Fe, TX 77510, 409-925-6412,	

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Seabrook, TX 9/9/2017-10/4/2017	**Removed & Disposed:** C&D, vegetation, white goods (37), HHW (3,120 Lbs); **Monitored** by Tetra Tech - ADMS	$39,905	1,592	**Gayle Cook,** City Manager, 1700 1st St, Seabrook, TX 77586, 281-291-5719, gcook@seabrooktx.gov	
TX GLO 01/05/2018-03/15/2018	**Removed & Disposed:** Waterway debris	$6,610,243	24,918	**Tony Williams,** Planning Senior Director 512-463-5055 tony.williams@glo.texas.gov	**Vania Ramaekers,** Contract Specialist, 512-463-5047, Vania.ramaekers@glo.texas.gov
Webster, TX 9/8/2017-10/3/2017	**Removed & Disposed:** C&D, vegetation, white goods (6), E-waste (89), HHW (2,580 Lbs); **Monitored** by True North - ADMS	$46,607	2,141	**Joe Ferro,** EM Dir, 101 Pennsylvania Ave, Webster, TX 77598, 281-316-3712, jferro@cityofwebster.com	
West Columbia, TX 9/23/17-10/16/2017	**Removed & Disposed:** C&D, white goods (7), E-waste (44), HHW (1,640 Lbs); **Monitored** by Witt O'Briens - ADMS	$53,922	2,351	**Chief Paul Odin,** 310 E. Clay West Columbia, TX 77486 Ofc: 979-345-5121 Cell: 713-459-0732 Fax: 979-345-2730 chief@westcolumbiatx.org	**Debbie Sutherland,** City Manager 512 E. Brazos Ave. West Columbia TX 77486 Ofc: 979-345-3123 Fax: 979-345-3178 citymanager@westcolumbiatx.org
2017 TS Cindy					
Dauphin Island, AL 6/27/2017-6/29/2017	**Sand Clearance** from Roadways	$6,540	Hrly	**Jeff Collier**, Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org	**Wanda Sandagger**, Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, wsandagger@townofdauphinisland.org
2017 Tornado					
Hattiesburg, MS 2/11/2017-5/27/2017	**Removed & Disposed:** vegetation, C&D, stumps, leaners & hangers; **Monitored** by Debris Tech - ADMS	$2,237,052	150,710	**Lamar Rutland**, City Engineer, 212 W Front St, Hattiesburg, MS 39401, 601-545-4540, lrutland@hattiesburgms.com	
2017 Other Projects					
Central, LA 6/28/2017-7/1/2017	**Removed & Disposed:** C&D **Monitored** by Debris Tech - ADMS	$38,067	3,239	**JR Shelton**, Mayor, 13421 Hooper Rd, Ste 8, Central, LA 70818, 225-261-5989, jr.shelton@central-la.gov	
Corpus Christi, TX 6/14/2017-7/12/2017	**Removed & Disposed:** vegetation (Emergency Brush Collection)	$299,977	41,663	**Gilbert Montoya,** 361-816-8156, gilbertm@cctexas.com	
Newport News, VA 5/2017-7/2017	**Removed** trees from different locations in the City at various times	$44,673	Lump Sum	**Derrick Porter**, Stormwater, 513 Oyster Point Rd, Newport News, VA 23602, dporter@nngov.com	
2016 Hurricane Matthew	**39 Contracts** Activated for Event - 32 DMS Managed for Event	**$82,267,725** Total Event Cost	**5,675,560** Total Event CY		
Berkeley Co, SC 10/13/2016-12/18/2016	**Removed & Disposed:** vegetation, C&D, leaners & hangers, mulch; **Reduced**: at 1 site by grinding **Monitored** by Rostan Solutions / GP Strategies - ADMS	$931,731	75,610	**Melissa Wheatley,** Deputy Director of Solid Waste, 212 Oakley Plantation Dr, Moncks Corner, SC 29461, 843-719-2343, melissa.wheatley@berkeleycountysc.gov	
Brevard Co, FL 10/11/2016-1/4/2017	**Removed & Disposed:** vegetation, C&D, mulch **Reduced**: at 1 site by grinding; **Monitored** by Tetra Tech - ADMS	$3,231,102	265,794	**"Euri" Euripides Rodriguez**, SW Dir, 2725 Judge Fran Jamieson Way, Bldg A, Ste 118, Viera, FL 32940, 321-633-2042, euripides.rodriguez@brevardcounty.us	
Bunnell, FL 10/14/2016-10/25/2016	**Removed & Disposed:** vegetation **Monitored** by Tetra Tech - ADMS	$105,155	8,480	**Perry Mitrano,** SW Dir, 201 W Moody Blvd, Bunnell, FL 32110, 386-437-7500, pmitrano@bunnellcity.us	
Callawassie Island, SC 10/8/2016-10/10/2016	**Emergency Push**	$14,573	Hrly	**Chief Waverly Patterson,** Ops Dir, 176 Callawassie Dr, Okatie, SC 29909, 843-987-4150, chiefpatterson@hargray.com	
Chesapeake, VA 10/28/2016-11/3/2016	**Removed & Disposed:** vegetation	$21,166	483	**Eric Martin,** PW Dir, 306 Cedar Rd, 3rd Floor, Chesapeake, VA 23322, 757-382-6380, emartin@cityofchesapeake.net	
Clay Co, FL 10/18/2016-1/12/2017	**Removed & Disposed:** vegetation, C&D, leaners & hangers, mulch; **Reduced**: at 2 sites by grinding; **Monitored** by Landfall Strategies	$1,142,823	127,682	**John Ward**, EM Dir, 2519 SR 16 W, Green Cove Springs, FL 32043, 904-541-2767, John.Ward@claycountygov.com	

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Cocoa Beach, FL 10/12/2016-12/3/2016	**Removed & Disposed:** vegetation, C&D, mulch **Reduced**: at 2 sites by grinding; **Monitored** by Tetra Tech - ADMS	$326,535	32,701	**Rob Strong,** Project Manager, Public Works, 1600 Minutemen Causeway, Cocoa Beach, FL 32932, 321-868-3316, rstrong@cityofcocoabeach.com
Currituck Co, NC 11/7/2016-2/24/2017	**Removed & Disposed:** vegetation, mulch; **Reduced**: at 1 site by grinding; **Monitored** by Tetra Tech - ADMS	$46,664	2,805	**Brenda McQueen,** Superintendent of Buildings, PW, 153 Courthouse Rd, Currituck, NC 27929, 252-232-2504, brenda.mcqueen@currituckcountync.gov
Deltona, FL 10/14/2016-12/1/2016	**Removed & Disposed:** vegetation, C&D, leaners & hangers, ash **Reduced**: at 1 site by burning; **Monitored** by Tetra Tech - ADMS	$1,384,861	117,753	**Matt Doan**, PW Dir, 2345 Providence Blvd, Deltona, FL 32725, 386-878-8950, mdoan@deltonafl.gov
Duplin Co, NC 11/28/2016-12/1/2016	**Removed & Disposed:** C&D **Monitored** by Tetra Tech - ADMS	$7,107	519	**Matt Barwick**, EM Coordinator, 209 Seminary St, PO Box 909, Kenansville, NC 28349, 910-296-2160 Ext. 231, matthew.barwick@duplincountync.com
Edgecombe Co, NC 11/7/2016-2/24/2017	**Removed & Disposed:** C&D	$516,525	20,257	**Dee Waters**, Purchasing Agent, 252-641-7888, deewaters@edgecombeco.com
Edgewater, FL 10/8/2016-12/8/2016	**Emergency Push; Removed & Disposed: ROW, Commercial, Private -** vegetative, C&D, leaners & hangers, mulch; **Reduced**: at 1 site by grinding; **Monitored** by Witt O'Briens	$2,936,463	201,602	**Brenda DeWees**, Dir of Env Services, 386-424-2400, bdewees@cityofedgewater.org
Fayetteville, NC 10/20/2016-2/15/2017	**Removed & Disposed:** vegetative, C&D, mulch **Reduced**: at 1 site by grinding; **Monitored** by Tetra Tech - ADMS	$958,182	81,449	**Jackie Tuckey**, Management Analyst, 433 Hay St, Fayetteville, NC 28301-5537, 910-433-1854, jtuckey@ci.fay.nc.us
Flagler Beach, FL 10/13/2016-1/25/2017	**Removed & Disposed:** vegetative, C&D, Beach C&D, mulch **Reduced**: at 1 site by grinding, management and grinding of City hauls; **Monitored** by Tetra Tech - ADMS	$312,482	23,926	**Larry Newsom,** City Manager, 105 South Second St, Flagler Beach, FL 32136, 386-517-2000, lnewsom@cityofflaglerbeach.com
Flagler Co, FL 10/7/2016-1/23/2017	**Emergency Push; Removed & Disposed: ROW, Public Use Areas, Private HOA & Non HOA Rds -** vegetative, C&D, leaners & hangers, white goods, mulch; **Reduced**: at 1 site by grinding, management and grinding of City hauls **Monitored** by Tetra Tech - ADMS	$2,752,630	167,148	**Richard Gordon,** Asst Co Engineer, 1769 E Moody Blvd, Building 2, Bunnell, FL 32110, 386-313-4006, rgordon@flaglercounty.org
FL DEP 2/16/2017-6/20/2017	**Waterway Debris Removal; Remove** waterway debris with boats to an offload site, load onto trucks for disposal; **Monitored** by Eisman Russo - Zone 1, CDR McGuire - Zone 2, Tetra Tech - Zone 3	$13,186,226	77,722	**Scott Woolam**, Sr Program Analyst, Div of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, Scott.Woolam@dep.state.fl.us
Fripp Island, SC 10/13/2016-10/28/2016	**Emergency Push; Removed & Disposed:** vegetative, leaners & hangers; **Monitored** by Witt O'Brien	$111,040	3,967	**Kate Hines**, General Manager, Generalmanager@frippislandliving.com
Garden City, GA 10/31/2016-1/17/2017	**Removed & Disposed:** vegetative, mulch; **Reduced**: at 1 site by grinding; **Monitored** by Rostan Solutions - ADMS	$365,490	33,580	**Benny Googe**, PW Dir, 2 Bud Brown Rd, Garden City, GA 31408, 912-629-2296, bgooge@gardencity-ga.gov
Hilton Head Island, SC 10/5/2016-6/15/2017	**Emergency Push; Removed & Disposed: ROW, SCDOT Rds, Private Rds, Public Use Areas -** vegetative, C&D, white goods, leaners & hangers, mulch; **Reduced**: at 2 sites by grinding **Waterway Debris removal from Drainageways** **Monitored** by Tetra Tech - ADMS	$37,124,940	3,012,487	**Jennifer Lyle**, Asst Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, 843-341-4779, jenniferl@hiltonheadislandsc.gov
Hilton Head Plantation, SC 10/10/2016-10/31/2016	**Emergency Push; Tasks:** Access Tree clearance, ROE tree removal, Blue roof operations	$195,567	Hrly	**T. Peter Kristian,** General Manager, 7 Surrey Ln, Hilton Head Island, SC 29926, pkristian@hhppoa.org
Jasper Co, SC 10/8/2016-10/12/2016	**Emergency Push**	$24,636	Hrly	**Wilbur Daley**, Emergency Services Dir, 1509 Grays Hwy, Ridgeland, SC 29936, 843-726-7607, wilburd@jaspercountysc.gov
Liberty Co, GA 10/14/2016-1/6/2017	**Removed & Disposed:** vegetative, C&D, leaners & hangers, stumps; **Reduced**: at 2 sites by burning **Monitored** by Tetra Tech - ADMS	$1,736,692	183,194	**Mike Hodges**, EM Dir, 100 Liberty St, Hinesville, GA 31313, 912-368-2201, mike.hodges@libertycountyga.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Long Cove Owners Assoc. Hilton Head Island, SC 10/28/2016-11/21/2016	**Removed & Disposed:** vegetative, C&D, logs, mulch **Reduced**: at 1 sites by grinding	$408,232	40,840	**Tom Lee**, General Manager, 399 Long Cove Dr, Hilton Head Island, SC 29928, 843-686-1071, tlee@longcoveclub.com
Marsh Side Owners Assoc. Hilton Head Island, SC 10/14/2016-11/3/2016	**Tasks:** Tree removal, stump grinding, blue tarp operations,	$106,450	Hrly	**Trish Norris**, Property Manager, 5 Gumtree Rd, Hilton Head Island, SC 29926, 843-681-7301, propertymanager@marshsidehhi.com
Norfolk, VA 10/14/2016-11/30/2016	**Removed & Disposed:** vegetative, stumps **Reduced**: at 1 site by grinding; **Monitored** by Thompson - ADMS	$314,618	25,943	**David Ricks**, PW Dir, 810 Union St, Suite 700, Norfolk, VA 23510, 757-664-4614, David.Ricks@norfolk.gov
Ocean Isle Beach, NC 10/25/2016-11/9/2016	**Removed & Disposed:** C&D **Monitored** by Landfall Strategies	$12,229	1,772	**Justin Whiteside**, Asst Town Administrator, 910-579-3469, justin@oibgov.com
Orange Park, FL 11/28/2016-1/4/2017	**Removed & Disposed:** mulch; **Reduced**: at 1 site by grinding of debris hauled in by the Town; **Monitored** by Landfall Strategies	$19,604	1,976	**Jim Hanson**, Town Manager, 2042 Park Ave, Orange Park, FL 32073, 904-278-3019, jhanson@townop.com
Ormond Beach, FL 10/11/2016-12/31/2016	**Removed & Disposed:** vegetative, C&D, leaners & hangers, mulch; **Reduced**: at 1 site by grinding; **Monitored** by Thompson - ADMS	$3,660,393	514,691	**Kevin Gray**, Operations Manager, PW, 501 N Orchard St, Ormond Beach, FL 32174, 386-676-3577, kevin.gray@ormondbeach.org
Palm Coast, FL 10/9/2016-1/17/2017	**Removed & Disposed:** vegetative, C&D, treated wood, mulch; **Reduced**: at 1 site by burning & grinding; **Reduced and hauled out** City hauled debris; **Monitored** by True North	$1,172,253	68,151	**Ms. Renee Shevlin**, PW Operations Manager, 1 Wellfield Grade, Palm Coast, FL 32137, 386-986-4781, rshevlin@palmcoastgov.com
Port Wentworth, GA 10/17/2016-1/15/2017	**Removed & Disposed:** vegetative, C&D, leaners & hangers, stumps, mulch; **Reduced**: at 1 site by grinding **Monitored** by Tetra Tech - ADMS	$84,022	6,282	**Chief Lance Moore**, Fire Dept, 317 Cantyre St, Port Wentworth, GA 31407, 912-401-0475, lmoore@cityofportwentworth.com
Raleigh, NC 10/17/2016-11/11/2016	**Removed & Disposed:** vegetative **Monitored** by Tetra Tech - ADMS	$59,612	8,516	**Kelly Lindsey**, EM & Special Events, 222 W Hargett St, Suite 304, Raleigh, NC 27601, 919-996-2202, kelly.lindsey@raleighnc.gov
Rose Hill, NC 10/20/2016-10/25/2016	**Removed & Disposed:** vegetative	$16,959	1,980	**Ivey Knowles**, PW Dir, 103 SE Railroad St, Rose Hill, NC 28458, 910-289-3159, rosehillpw@embarqmail.com
SC DOT 10/17/2016-1/13/2017	**Removed & Disposed:** vegetative, leaners & hangers, stumps, mulch; **Reduced**: at 6 sites by grinding; **Monitored** by Thompson - ADMS	$8,187,338	492,455	**Emmett I Kirwan**, SCDOT Procurement Manager, 955 Park St, Columbia, SC 29201, 803-737-0676, KirwanEI@scdot.org
Southern Shores, NC 11/18/2016-12/14/2016	**Removed & Disposed:** vegetative, C&D	$83,218	8,586	**Peter Rascoe,** Town Manager, 5375 N Virginia Dare Trail, Southern Shores, NC 27949, 252-261-2394, prascoe@southernshores-nc.gov
Stuart, FL 10/7/2016-10/27/2016	**Emergency Push; Removed & Disposed:** vegetative, stumps, mulch; **Reduced**: at 1 site by grinding **Monitored** by Witt O'Briens	$109,356	10,085	**Sam Amerson**, PW Dir, 121 SW Flagler Ave, Stuart, FL 34994, 772-288-5331, samerson@ci.stuart.fl.us
Sunset Beach, NC 10/26/2016-11/23/2016	**Removed & Disposed:** vegetative, C&D **Monitored** by Landfall Strategies	$95,563	13,849	**Dustin Graham**, PW Dir, 700 Sunset Blvd N, Sunset Beach, NC 28468, 910-579-6297, dgraham66@atmc.net
Thunderbolt, GA 10/19/2016-1/17/2017	**Removed & Disposed:** vegetative, mulch; **Reduced**: at 1 site by grinding; **Monitored** by Witt O'Briens	$108,789	9,896	**Ray O'Neill,** PW Dir, 2821 River Dr, Thunderbolt, GA 31404, 912-644-7999, roneill@thunderboltga.gov
Washington Oaks Gardens Park, FL 12/8/2016-12/13/2016	**Removed & Disposed:** vegetative	$56,524	4,096	**Renee Paolini**, 6400 N Oceanshore Blvd, Palm Coast, FL 32137, Renee.Paolini@dep.state.fl.us
Windmill Harbour, SC 10/14/2016-10/31/2016	**Removed & Disposed:** vegetative, leaners & hangers, stumps, mulch; **Reduced**: at 1 site by grinding **Monitored** by Atkins Global	$339,975	29,283	**Jaime Fenstermaker**, IMC Resort Services, 2 Corpus Christi, Ste #302, Hilton Head Island, SC 29928, 843-785-4775 ext 110, Jaime@imcresortservices.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
2016 Hurricane Hermine	2 Contracts Activated for Event - 3 DMS Managed for Event	**$9,080,715** Total Event Cost	**401,366** Total Event CY		
Leon County, FL 9/3/2016-2/3/2017	**Emergency Push; Removed & Disposed:** vegetative, leaners & hangers, mulch; **Reduced**: at 3 sites by grinding **Monitored** by Witt O'Briens	$5,721,729	237,200	**Dale Walker,** PW Director, 2280 Miccosukee Rd, Tallahassee, FL 32308, 850-606-1415, walkerda@leoncountyfl.gov	
Tallahassee, FL 9/3/2016-1/26/2017	**Emergency Push; Removed & Disposed:** vegetative, leaners & hangers, mulch; **Reduced**: at 3 sites by grinding **Monitored** by Witt O'Briens	$3,358,986	164,166	**Robby Powers,** EM Coordinator, 911 Eastwood Dr, Tallahassee, FL 32311, 850-891-2536, robby.powers@talgov.com	
2016 Flooding Aug					
Central, LA 8/25/2016-1/28/2017	**Removed & Disposed:** C&D, HHW **Monitored** by Debris Tech - ADMS	$5,486,871	324,951	**JR Shelton**, Mayor, 13421 Hooper Rd, Ste 8, Central, LA 70818, 225-261-5989, jr.shelton@central-la.gov	
2016 Flooding, Tornados					
Brazoria County, TX 6/16/2016-8/26/2016	**Removed & Disposed:** C&D **Monitored** by Tetra Tech - ADMS	$330,118	20,470	**Steve Rosa**, EM Coordinator, 111 E Locust St, Suite 102, Brazoria, TX 77515, 979-864-1801, steverosa@brazoria-county.com	
Texas General Land Office (GLO) 6/27/2016-7/8/2016	**Removed & Disposed:** vegetative debris on the beach area / **Monitored** by Tetra Tech - ADMS	$397,252	6,394	**Tony Williams,** Planning Senior Director 512-463-5055 tony.williams@glo.texas.gov	**Vania Ramaekers,** Contract Specialist, 512-463-5047, Vania.ramaekers@glo.texas.gov
2016 Flooding, Tornados					
Montgomery County, TX 5/3/2016-5/27/2016 FEMA-4269 6/9/2016-7/20/2016 FEMA-4272	**Removed & Disposed:** (tornado debris & flooding debris) vegetation, C&D, white goods (80), ewaste (113) **Monitored** by Tetra Tech - ADMS	$288,408 $520,549	19,089 39,079	**Randy McDaniel**, EM Coordinator, 9472 Airport Rd, Conroe, TX 77303, 936-523-3910, Randy.McDaniel@mctx.org	
Waller County, TX 5/4/2016-5/25/2016 FEMA-4269 6/20/2016-7/19/2016 FEMA-4272	**Removed & Disposed:** C&D **Monitored** by Tetra Tech - ADMS	$19,674 $18,402	1,186 1,183	**Brian Cantrell,** EMC, 701 Calvit St, Hempstead, TX 77445, 979-826-8282, b.cantrell@wallercounty.us	**Trey Duhon,** County Judge, 836, Austin St, Ste 203, Hempstead, TX 77445, 979-826-7700, t.duhon@wallercounty.us
2016 LA Flooding					
Ouachita Parish, LA – FEMA-4263 3/30/2016-6/16/2016	**Removed & Disposed:** vegetation, C&D, white goods (18), e-waste (370), tires (105); **Monitored** by Volkert	$397,774	32,161	**Scotty Robinson, Parish President, 301 S Grand St #201, Monroe, LA 71201,** 318-355-4260, srobinson@oppj.org	**Daryl Dunbar**, Volkert, PM,
St John the Baptist Parish, LA / 2/26/2016-3/6/2016	**Provided** Portable Showers / Event Restrooms for volunteer services that helped the citizens and Parish	$7,574	Lump Sum	**Travis Perrilloux,** Asst Director Homeland Security & Emergency Preparedness, 1801 Airline Hwy W, LaPlace, LA 70068, 985-652-2222, travis.perrilloux@sjbparish.com	
2016 TX Flooding					
Newton County, TX 4/7/2016-7/15/2016	**Removed & Disposed:** C&D, white goods (378) **Monitored** by Thompson Consulting	$349,990	37,030	**Olan Bean,** Asst EM Director, 409-658-9241	
2016 Winter Storm					
Essex County, VA (VPPSA) 3/10/2016-4/13/2016	**Removed & Disposed:** vegetation, C&D, stumps (44) **Monitored** by Arcadis / Rostan	$138,739	16,359	**Reese Peck,** County Administrator, 804-445-5528, rpeck@essex-virginia.org **Stephen Geissler,** VPPSA Exec Director, 757-880-3535, sbgeissler@vppsa.org	**Jordan Bryant,** Arcadis Operations Manager, 813-385-7280, jbryant@rostan.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
2016 Tornado					
Rowlett, TX 2/15/2016-4/20/2016	**Removed & Disposed:** vegetation, C&D, white goods (140), e-waste (49); **Monitored** by True North	$680,036	70,738	**Jim Proce,** Asst. City Manager, 4000 Main St, Rowlett, TX 75088, 972-715-6113, jproce@rowlett.com	**Doug Amato,** True North Project Manager, damato@truenorthem.com
2015 Tornado					
Friendswood, TX 11/9/2015-11/16/2015	**Removed & Disposed:** vegetation, C&D **Monitored** by Tetra Tech	$140,516	8,782	**Terry Byrd**, Fire Marshall / EM Coordinator, 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3335, tbyrd@ci.friendswood.tx.us	**Oliver Yao, Tetra Tech,** Deputy Director of Post Disaster Programs | BDR Division, phone: (321) 441-8507, mobile: (407) 803-2522, Oliver.Yao@tetratech.com
2015 Storms & Flooding					
South Carolina DOT 10/2015-11/2015	**Removed & Disposed:** C&D, white goods (278), e-waste (484 + 13,580 Lbs), HHW (28,000 Lbs) **Counties:** Lexington, Richland **Monitored** by Thompson	$720,217	33,163	**David Cook**, SCDOT Maintenance Deputy Director, 955 Park St, Room 324, Columbia, SC 29201, 803-737-1268, cookdb@scdot.org	**Danny Gardner**, Thompson Program Manager, 1135 Townpark Ave, Suite 2101, Lake Mary, FL 32746, 407-792-0018, dgardner@thompsoncs.net
2015 Severe Storms / Flooding					
Limestone County, AL 9/2015	**Removed & Disposed:** Waterway debris	$60,860	Lump Sum	**Richard Sanders**, Co Engineer, 256-233-6681, richard.sanders@limestonecounty-al.gov	
2015 Flooding					
Blanco County, TX 6/2015-7/2015	**Removed & Disposed:** vegetation, C&D	$48,033	2,495	**Brett Bray**, Blanco County Judge, PO Box 387, Johnson City, TX 78636, 830-868-4266, cojudge@co.blanco.tx.us	
Republic Services, Corpus Christi, TX 7/2015	**Removed & Disposed:** C&D	$24,392	3,285	**Brian Cornelius,** Republic Services, 4414 Agnes St, Corpus Christi, TX 78405, Cell 361-876-6006, bcornelius@republicservices.com	
2015 Ice Storm					
Raleigh, NC 3/25/2015-4/6/2015	**Removed & Disposed:** vegetation	$208,740	29,820	**Andrew Martin,** Asst Dir of SW, 630 Beacon Lake Dr, Raleigh, NC 27610, 919-996-6868, Andrew.Martin@raleighnc.gov	
2014 Severe Storms, Flooding & Tornados	11 Contracts Activated - 2 DMS Managed for Event	**$3,731,996** Total Event Cost	**310,753** Total Event CY		
AL Dept. of Transportation 12/11/2014-12/17/2014	**Removed & Disposed:** Drift waterway debris in Styx River in Baldwin County, AL	$79,250	834	**Jason Shaw**, Bridge Ops Engineer, SW Region, 1701 I-65 W Service Rd N, Mobile, AL 36618-1109, 251-470-8200, shawj@dot.state.al.us	**Brian Aaron,** SW Region, 1701 I-65 W Service Rd N, Mobile, AL 36618-1109, 251-470-8200, aaronb@dot.state.al.us
AL DCNR Dept of Conservation & Natural Resources 9/8/2014-10/15/2014	**Removed & Disposed:** Waterway debris, vegetative, C&D in Baldwin County, AL	$500,000	1,801	**Terry Boyd,** Chief of Engineering Section AL DCNR, 64 N Union St, Rm 479, Montgomery, AL 36104, 334-242-3836, Terry.Boyd@dcnr.alabama.gov	**Kirby McCrary**, P.E., Disaster Ops Mgr, Volkert, Inc., 251-406-0166, kirby.mccrary@volkert.com
Baldwin County, AL 5/7/2014-5/17/2014	**Removed & Disposed:** vegetation	$12,897	1,066	**Joey Nunnally,** Preconstruction Mgr, PW Engineer, 22070 Hwy 59, Central Annex II 3rd & 4th floor, Robertsdale, AL 36567, 251-972-8557, jnunnally@baldwincountyal.gov	**Charles Gruber,** Chairman Baldwin Co Commission, 201 E Section St, Foley, AL 36535, 251-943-5061, cgruber@co.baldwin.al.us
Blount County, AL 5/2014-7/2014	**ACCA Contract: Removed & Disposed:** vegetation, leaners/hangers (954/512), stumps (86), waterway debris (7,285 CY); **Reduced** by grinding	$1,401,613	139,628	**Don Roybal,** County EMA Dir, 220 Second Ave E, Ste 106, Oneonta, AL 35121, 205-625-4121, ema@co.blount.al.us	
DeKalb County, AL 5/2014-6/2014	**ACCA Contract: Removed & Disposed:** vegetation, leaners/hangers (60), stumps (16)	$295,320	38,616	**Bobby Ridgeway**, EMA Officer, 111 Grand Ave SW Ste 21, Ft Payne, AL 35967, 256-845-8569, bridgeway@dekalbcountyal.us	

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Escambia County, FL 5/10/2014-5/16/2014	**Removed & Disposed:** C&D, Compacted C&D	$51,654	5,972	**Pat Johnson,** SW Dir, 13009 Beaulah Rd, Cantonment, FL 32533, 850-937-2164, ptjohnso@co.escambia.fl.us	**Jack Brown,** Co Administrator, 221 Palafox Pl, Ste 420, Pensacola, FL 32502, 850-595-4946, admin@myescambia.com
Limestone County, AL 5/8/2014-7/9/2014 9/8/2015-9/16/2015	**ACCA Contract: Removed & Disposed:** vegetation, leaners/hangers (874/128), stumps (54); **Reduced** by burning **2015 Waterway Contract** for the removal of waterway debris from 7 sites; **Funded** in part by NRCS / EWP	$1,245,103	122,542	**Richard Sanders**, Co Engineer, 310 W. Washington St, Athens, AL 35611, 256-233-6681, richard.sanders@limestonecounty-al.gov	**Sharon Wilson,** Engineering Clerk, 310 W Washington St, Athens, AL 35611, 256-233-6681, sharon.wilson@limestonecounty-al.gov
Orange Beach, AL 5/8/2014-5/12/2014	**Remove** heavy seaweed from 7 miles of beach	$13,071	Hourly	**Tony Kennon,** Mayor, 4099 Orange Beach Blvd, Orange Beach, AL 36561, 251-981-6810, tkennon@cityoforangebeach.com	**Ken Grimes,** City Administrator
Perdido Beach, AL 5/19/2014-5/27/2014	**Removed & Disposed:** vegetation	$3,742	294	**Patsy Parker,** Mayor, 9212 CR 97, Perdido Beach, AL 36530, 251-962-2200, mayor@townofperdidobeach.org	**Lynn Thompson,** Town Clerk, 9212 CR 97, Perdido Beach, AL 36530, 251-962-2200, clerk@townofperdidobeach.org
Walton County, FL 5/1/2014-5/21/2014	**Provided & Operated**: Pumps to remove excess storm water	$129,346	Hourly	**Wilmer Stafford,** PW Dir, 117 Montgomery Cir, DeFuniak Springs, FL 32433, 850-892-8108, stawilmer@co.walton.fl.us	**Tommy Hinote,** PW Engineer, 97 Montgomery Cir, DeFuniak Springs, FL 32435, 850-892-8108, hintommy@co.walton.fl.us
2014 Ice Storm Ulysses					
Greensboro, NC 3/18/2014--5/13/2014	**Removed & Disposed:** vegetation	$775,739	81,060	**Dale Wyrick, P.E.,** Dir Field Ops, 401 Patton Ave, Greensboro, NC 27406, 336-373-2783, Dale.Wyrick@greensboro-nc.gov	**Chris Marriott**, Deputy Dir Field Ops, PO Box 3136 Greensboro, NC 27402, 336-373-7612, chris.marriott@greensboro-nc.gov
2014 Ice Storm Pax	2 Contracts Activated - 3 DMS Managed for Event	**$5,358,824** Total Event Cost	**277,501** Total Event CY		
Berkeley County Water & Sanitation, SC 2/2014-5/2014	**Removed & Disposed:** vegetation, leaners & hangers (19,102 trees); **Reduced** by grinding	$3,381,880	179,382	**Mark Schlievert,** SW Dir, 212 Oakley Plantation Dr, Moncks Corner, SC 29461, 843-719-2380, mschlievert@bcwsa.com	**Michael Healy, PE,** Atkins Sr Engineer III, EM, 4030 W Boy Scout Blvd, Ste 700, Tampa, FL 33607, C: 813-267-7058, mike.healy@atkinsglobal.com
Dorchester County, SC 2/2014-5/2014	**Removed & Disposed:** vegetation, leaners & hangers (389/10,952); **Reduced** by grinding	$1,976,944	98,119	**Mario Formisano,** EM Dir, 212 Deming Way Ste 3, Summerville, SC 29843, 843-832-0341, mformisano@dorchestercounty.net	**Matthew Halter** (now **Mike Golston** - Interim), PW Dir, 2120 E Main St, Dorchester, SC 29437, 943-832-0070, mgoldston@dorchestercounty.net
2013 TS Andrea					
Gulf Shores, AL 6/11/2013-6/14/2013	**Cleaned** the beaches of debris	$8,029	Hourly	**Mark Acreman**, PE City Engineer, PO Box 299, Gulf Shores, AL 36547, 251-968-1155, macreman@gulfshoresal.gov	**Charles Hunter**, PW Dir, PO Box 299, Gulf Shores, AL 36547, chunter@gulfshoresal.gov
2013 Blizzard Nemo					
Charlestown, RI 9/9/2013-4/16/2013	**Removed & Disposed:** vegetation, leaners/hangers (6/192) **Reduced** by grinding	$34,378	1,499	**Alan Arsenault,** Deputy PW Dir, 4540 S County Trail, Charlestown, RI 02813, 401-364-1230, publicwrks@charlestownri.org	**Jeff Stevens**, CDR Maguire (Monitor), 2255 Chapman St, 4th Floor, Providence, RI 02905, 401-536-8178, Jeffrey.Stevens@cdrmaguire.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
2012 Hurricane Sandy	4 Contracts Activated – 1 DMS Managed for Event	**$57,805,734** Total Event Cost	**727,194** Total Event CY		
New Jersey Dept. of Environmental Protection 2/20/2013-12/15/2013 7/19/2014-9/5/2014	**Removed & Disposed:** vegetation, C&D, vehicles (4), vessels (232), white goods (41); **Utilizing** Side Scan Sonar equipment for pre-removal & post confirmation; **Dredging** of ship channels throughout the bays & disposed of contaminated sand & screened uncontaminated sand; **NOAA Grant Project -** Waterway debris removal for ineligible debris left by Hurricane Sandy.	$57,753,129	724,800	**Suzanne U. Dietrick,** NJ DEP Site Remediation Program, Office of Dredging & Sediment , PO Box 420 Mail Code 401-06C, 401 East State St, Trenton, NJ 08625, p – 609-292-8838 c- 609-439-6673, Suzanne.Dietrick@dep.nj.us	**Jane Kozinski,** Environmental Mgmt, NJDEP, 401 E State St., Mail Code 401-03B, Trenton, NJ 08625-0420, 609-292-2795, jane.kozinski@dep.state.nj.us
Kitty Hawk, NC 11/13/2012-11/17/2012	**Removed & Disposed:** vegetation, C&D	$31,537	2,394	**Willie Midgett**, PW Dir, 965 W Kitty Hawk Rd, Kitty Hawk, NC 27949, 252-261-1367, wmidgett@kittyhawktown.net	**John Stockton**, Town Mgr, 101 Veterans Memorial Dr, Kitty Hawk, NC 27949, 252-261-3552, jstockton@kittyhawktown.net
Ft Lauderdale, FL 11/1/2012-11/2/2012	**Removed** sand debris from roadways	$21,068	Hourly	**Albert Carbon** (now **Hardeep Anand, P.E.**), PW Dir, 220 SW 14th Ave #4a, Ft Lauderdale, FL 33312, 954-828-5341, hanand@fortlauderdale.gov	**Rick Andrews**, Procurement Specialist, 100 N Andrews Ave, 6th Floor Rm 619, Ft Lauderdale, FL 33301, 954-828-4357, randrews@fortlauderdale.gov
2012 Hurricane Isaac	9 Contracts Activated - 3 DMS Managed for Event	**$2,821,936** Total Event Cost	**245,799** Total Event CY		
Biloxi, MS 9/11/2012–10/5/2012	**Removed & Disposed:** vegetation, C&D, abandoned Boat	$289,191	25,001	**A. J. Holloway**, Mayor, 140 Lamuese St, 2nd Floor, Biloxi, MS 39630, 228-435-6254, mayor@biloxi.ms.us	**Trilby Trahan,** Contracts Mgr, 140 Lameuse St, 1st Floor, Biloxi, MS 39530, 228-435-6388, ttrahan@biloxi.ms.us
Dauphin Island, AL 8/31/2012-1/4/2013	**Emergency Push; Removed & Disposed:** (*ROW ROE & FHWA*) sand for screening & returned to beach; **Dredge** Sand from the canal and screened; **Repaired** streets in different locations	$2,101,210	187,728	**Jeff Collier**, Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org	**Wanda Sandagger**, Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, wsandagger@townofdauphinisland.org
Ft Myers Beach, FL 9/5/2012-9/17/2012	**Removed** debris & provided repairs	$20,305	Hourly	**Cathie Lewis** (now **Scott Baker**), PW Dir, 2523 Estero Blvd, Ft Myers Beach, FL 33931, 239-765-0202 ext.118, sbaker@fortmyersbeachfl.gov	**Michelle Mayher**, Town Clerk, 2523 Estero Blvd, Ft Myers Beach, FL 33931, 239-765-0202 ext.114, Michelle@fortmyersbeachfl.gov
Key West, FL 8/28/2012-8/31/2012	**Cleaned** the beaches of debris	$76,683	Hourly	**Scott Fraser**, FEMA Coordinator / Floodplain Admin, 626 Josephine Parker Dr, Key West, FL 33040, 305-809-3810, sfraser@cityofkeywest-fl.gov	**Craig Marston** (now **Alan Averette**), Division Chief/Fire Marshall, 1600 N Roosevelt Blvd, Key West, FL 33040, 305-809-3933, aaverett@keywestcity.com
Magnolia, MS 9/20/2012-10/15/2012	**Removed & Disposed:** vegetation, mulch **Reduced** by grinding	$20,761	4,650	**Melvin Harris**, Mayor, 180 S Cherry St, Magnolia, MS 39652, 601-783-5211, cityofmagnoliams@bellsouth.net	**Bryan Milling**, True North, Monitoring, 707-502-2795, bmilling@truenorthem.com
McComb, MS 9/27/2012-10/23/2012	**Removed & Disposed:** vegetation, mulch, hanging limbs (64) **Reduced** by grinding	$169,965	17,712	**Philip Russell**, PW Dir, 115 3rd St, PO Box 667, McComb, MS 39649, 601-684-3497, prussell@mccomb-ms.gov	**Bryan Milling**, True North, Monitoring, 707-502-2795, bmilling@truenorthem.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Orange Beach, AL 8/30/2012-9/1/2012	**Cleaned** the beaches of debris	$8,265	Hourly	**Nicole Woerner**, Coastal Resources Planner, 4101 Orange Beach Blvd, Orange Beach, AL 36561, 251-981-1063, nwoerner@cityoforangebeach.com	**Phillip West**, Costal Resource Manager, 4101 Orange Beach Blvd., Orange Beach, AL 36561, 251-981-6788, pwest@cityoforangebeach.com
Pascagoula, MS 9/7/2012-9/20/2012	**Removed & Disposed:** vegetation, C&D **Provided** Generators	$123,910	10,708	**Joseph Huffman**, City Mgr, 603 Watts Ave, Pascagoula, MS 39567, 228-938-6614, jhuffman@cityofpascagoula.com	**Jaci Turner**, Program Mgr, 4015 14th St, Pascagoula, MS 39567, 228-938-6726 jturner@cityofpascagoula.com
Walton County, FL 9/1/2012-9/2/2012	**Cleaned** the beaches of debris	$11,646	Hourly	**Major Joseph Preston**, Support Srvcs & EM Dir, 752 Triple G Rd, DeFuniak Springs, FL 32433, 850-951-4721, jpreston@waltonso.org	**Al Ford**, EM Coordinator, 63 Bo Pete Manor Rd, DeFuniak Springs, FL 32433, 850-892-8065, foralfred@co.walton.fl.us
2012 Tornado					
Polk County, FL 6/27/2012–7/10/2012	**Removed & Disposed:** vegetation	$18,062	1,464	**Nelson Stiles**, P.E., MPA, Capital Projects Mgr, 1011 Jim Keene Blvd, Winter Haven, FL 33880, 863-298-4238, nelsonstiles@polk-county.net	**Pete McNally**, EM Dir, 1011 Jim Keene Blvd, Winter Haven, FL 33880, 863-298-7023, PeteMcNally@polkfl.com
2012 T S Debby	1 Contract Activated - 1 DMS Managed for Event				
Ft Myers Beach, FL 6/28/2012-7/10/2012	**Removed** debris & provided repairs	$31,202	Hourly	**Cathie Lewis** (now **Scott Baker**), PW Dir, 2523 Estero Blvd, Ft Myers Beach, FL 33931, 239-765-0202 ext118, sbaker@fortmyersbeachfl.gov	**Michelle Mayher**, Town Clerk, 2523 Estero Blvd, Ft Myers Beach, FL 33931, 239-765-0202 ext. 114, Michelle@fortmyersbeachfl.gov
2012 T. S. Beryl	1 Contract Activated - 1 DMS Managed for Event				
Nassau County, FL 6/11/2012-7/17/2012	**Removed & Disposed:** vegetation **Reduced** by grinding **Cleaned** beaches from Seaweed debris	$92,421	16,576	**Jonathan Page,** Co Engineer, 46026 Landfill Rd, Callahan, FL 32011, 904-491-7330, jpage@nassaucountyfl.com	**Scott Herring**, PW Dir, 46026 Landfill Rd, Callahan, FL 32011, 904-491-7330, sherring@nassaucountyfl.com

Mobilizing Large Workforces

Company-owned/Leased Equipment

CrowderGulf maintains a large inventory of company-owned/leased equipment that is debris specific and available for immediate response to a disaster. Company-owned/leased equipment will be pre-positioned for emergency PUSH operations and dispatched to the disaster area immediately upon the receipt of a NTP in order to begin restoring critical services in the City of Charleston as quickly as possible.

The following is a partial list of company-owned equipment available for use in any debris operation:

EQUIPMENT	UNITS
• Self Loading Trucks; (30 – 100 cubic yards)	65
• Dump Trucks (16 yards – 50 yards)	153
• Rubber Tire Loaders (equipped with debris handling grapples)	26
• Rubber Tire and Track Equipped Excavators (with buckets and grapples)	18
• Pick-Up Trucks (equipped with portable phones for Foremen)	25
• Service Trucks	12
• Skid-Steer Loaders (equipped with buckets and grapples)	10
• Cherrington Beach Cleaners 4500 & 4500 XL	5
• Stationary Power Screens – (sand screener)	2
• Diamond Z 14' Tub Grinders	6
• Shallow and deep water boats equipped with latest sonar and photo equipment	4
• Barges, tugs and large boats for heavy marine debris removal	4

Equipment Rental Agreements

CrowderGulf also maintains active accounts with all major national equipment rental companies to supplement equipment needs as may be required (i.e. Beard, Hertz, Caterpillar, John Deere, United Rental, Sunbelt, etc.).

All equipment shall meet all federal, state and local regulations.

Additional Equipment Information

- All equipment used for this contract will be rubber wheeled or rubber tracked unless otherwise approved by the City.
- To the maximum extent possible, CrowderGulf and its subcontractors shall use self-loading trucks with grapples or grapple attachments. Hand loading will not be permitted.
- No subcontractor will be allowed to solicit work from private citizens while assigned to the contract.
- No equipment assigned to this contract will be used for any other contract work.
- All trucks will be marked with proper signage. The lettering will be 3 inches in height or greater to allow for readability and clarity.

Anticipated Outside Support/Subcontractor Equipment

CrowderGulf's has developed a Nationwide Database of Approved and Trusted Subcontractors & Vendors. It is company policy to utilize **qualified local subcontractors** to the maximum extent possible in compliance with **44 CFR 206.10**. We also endeavor to employ a percentage of qualified Minority Business Enterprise (MBE) subcontractors. In previous disaster activations, CrowderGulf has pre-positioned manpower and equipment to provide immediate response. The table below provides the number of subcontractors and their **equipment** listed in our database, in relation to the State of South Carolina.

Subcontractor Information	SC	US. 2019
Number of Registered Subcontractors	107	3204
Subcontractor Equipment	**SC**	**US. 2019**
Dump Trucks (16-65)	348	18622
Pick up w/ dump trucks	118	4926
Knuckle-boom trucks	42	2876
Wheel Loader 50hp – 150hp	112	5334
5 ton Pickup truck	208	6938
Hydraulic Excavator 50hp-150hp	204	6343
Trailer Mounted floodlight	34	1547
Low-bed Trailer w/ tractor	69	2094
Water Truck	26	955
Air Curtain Burner	8	310
Backhoe w/ loader 15	66	1763
Dozer,2-3 yd blade/root rake blade D7	93	3118
Grader, Motor, 12 ft blade 130-140hp	24	698
Chipper	64	1287
Tub Grinder 300-400 hp & 800-1000 hp	20	819
Self loading trucks	120	4449
Skid steer 40 hp – 80 hp	149	7558
C&D Walking Floor 80-110 CY	64	1757
Mulch Trailer 80-110 CY	26	932
Bucket Trucks	168	2982
Barges	15	1158
Work Boats	22	1392
Vacuum Trucks	35	1666

North Carolina Subcontractor Statistics	Regional	SC
Small Business	31	69
M/WBE, HUB, SDB or Veteran Certified	22	56
Push Crews	15	55
Debris Haulers	27	84
Marine Debris	3	3
Haul Outs	5	10
Grinding	4	11
Burning	2	3
Recycling	1	4
Tree Work	4	11

Key Personnel

CrowderGulf Disaster Management brings a responsible and experienced organization to partner with the City of Charleston. CrowderGulf's extensive experience and personnel resources enables us to quickly assemble uniquely trained and experienced project teams and match specialized equipment and subcontractor resources with project execution requirements. All CrowderGulf officers, managers and supervisors have been involved in previous successful disaster related to debris operations and have been fully trained in quality control, safety, ethics and drug policies of CrowderGulf. Should we need their services we have additional management resources that include retired and semi-retired construction, City, County, FEMA, and Power Company professionals who are experienced in managing and inspecting disaster related work. We also have a standby agreement in place with various engineering companies to provide personnel for engineering services, if needed.

▪ Project Management Team Member Bios

The names and biographical information of CrowderGulf's professional staff assigned to the City's Management Team are provided below. Each individual is very experienced in emergency debris management. Depending on the need, additional staff may service the City. All additional CrowderGulf staff added will be upon approval of the City.

Nick Pratt – Director of Operations

Mr. Pratt serves as CrowderGulf's Director of Operations. His ability to coordinate our field assets and subcontractor resources has proved invaluable to the overall success of our many projects. Nick began his work at CrowderGulf in 2004 as an equipment operator and crew foreman following Hurricane Ivan. Having completed this large debris removal operation with great success, Nick's talents and abilities were used again to provide field supervision over crews in Pascagoula, MS following Hurricane Katerina in 2005 and in Texas after Hurricane Ike in 2008. Nick supervised and managed several hauling crews until the final cleanup work was completed in Bolivar, Texas. Nick was promoted to Project Manager in 2010 and was assigned project management duties for the BP Deep Water Horizon Oil Spill cleanup. He initially handled all of the logistics for the Oil Spill project, putting hundreds of pieces of CrowderGulf equipment in place and directing and training hundreds for CrowderGulf employees throughout the operation. Nick has continued to assist our team by providing his expert knowledge and leadership in the field to complete any assignment given to him on or ahead of schedule. He has played a vital role as project manager for our large waterway debris removal contract with the New Jersey Dept. of Environmental Services, as a result of Hurricane Sandy in 2012. From 2012- 2018, Nick has worked numerous disaster responses for CrowderGulf providing Project Management and asset coordination assistance for multi-state responses. Most recently, Mr. Pratt worked to secure subcontractors, field personnel, equipment and assets in 2017 after Hurricane Harvey struck the Texas Coast. Hurricane Irma devastated Florida two weeks later and he remobilized and oversaw the same task items along the Florida Coast. He managed to supply necessary subcontractors and equipment to all **91 activated contracts** in Texas and Florida after those two historical storms. In addition, Mr. Pratt has been the Senior Project Manager in the field for the Florida Department of Environmental Protection waterway debris removal project that occurred after Hurricane Irma. Multiple Counties throughout Florida activated contracts and he worked with Project Manager to remove approximately **250,000 Cubic Yards** of waterway debris.

In (2018), Mr. Pratt provided leadership and resource assets for CrowderGulf's simultaneous activations in North Carolina following Hurricane Florence in which CrowderGulf had 20 contract activations and in the Florida Panhandle for 11 additional contract activations following the devastating Category IV, Hurricane Michael. Mr. Pratt's ability to assess each project's needs and assign personnel and inventory assets has been instrumental in our ability to meet each contract activation with the necessary resources to quickly and efficiently respond to each client. Mr. Pratt attended the University of South Alabama. He also holds certificates in CPR and First Aid, 40 hour HAZWOPER and refresher and in 30 HR OSHA Construction and has over a decade of Disaster Debris Management Experience. (NIMS Trained)

Barrett Holmes – Regional Manager for South Carolina and Resident

Mr. Holmes joined the CrowderGulf Management Team after more than 29 years of successful leadership and management experience with the United States Army Corps of Engineers with such elite groups as the Army European Command, the 1st Calvary Division - III Corps, and the Japan Engineer District of the Pacific Ocean Division. From 2010 to 2014, Mr. Holmes was Senior Manager / Defense Coordinating Officer for the Federal Emergency Management Agency (FEMA), Region IV, Atlanta, GA. He is a successful manager with substantial experience in crises management and disaster responses to complex catastrophes.

Mr. Holmes has worked closely with authorities at all levels of government including governors, state emergency management directors and local officials. His most recent experience includes oversight of the entire cleanup operation in Hilton Head Island, SC after Hurricane Matthew. Mr. Holmes and his team handled Emergency PUSH Operations and removed and disposed of approximately **3,012,487 Cubic Yards of Debris**. His experience includes operations related to hurricanes Earl, Isaac and Sandy as well as the Gulf clean-up operations after the Deepwater Horizon oil spill. Mr. Holmes holds a Master of Science degree in Construction Management from the University of Florida and a Master of Science degree in Strategic Studies from the United States Army Senior Staff College. He is also affiliated with the Society of American Military Engineers, Army Engineer Association and the International Association of Emergency Managers. (NIMS Trained)

Wilber Ledet – Senior Project Manager

Mr. Ledet's disaster experience with CrowderGulf began after Hurricane Ike with the managing of the wet debris targets identified by sonar from West Galveston Bay, Tiki Island and Omega Bay, TX. This project also included his expertise in managing the stored vessel reclamation program in which he assisted in the removal of hazardous substances from the vessel and coordinated its proper disposal. From 2010 to 2012, Mr. Ledet managed up to 800 Hazwoper certified responders and facilitated meetings with Environmental Teams and BP officials, serving as project manager, assigned to the Deepwater Horizon Oil Spill. In 2012, following Hurricane Isaac, Mr. Ledet was assigned as Project Manager to oversee the sand removal, sand screening and beach berm construction for the Town of Dauphin Island, AL. This project included sea oat replacement, and the management of the right of entry program for sand reclamation on private property. Following Super Storm Sandy in 2012, Mr. Ledet was assigned as project manager to oversee the wet debris removal from Barnegat Bay, NJ, and successfully completed removal and disposal of over 700,000 yards of wet debris. Mr. Ledet has also served as Project Manager for Ice Storm Pax (NC), and 2014 Tornado Outbreak in Limestone County (AL). Mr. Ledet worked as the Project Manager after the 2015 Severe Floods that devastated Columbia County (SC) in early October, 2015. Most recently, Mr. Ledet managed the floods in Ouachita Parish (LA) and Brazoria County (TX). In late 2016, the City of Central (LA) suffered some severe flooding and Wilber lead the CrowderGulf Team during the removal operations within the City and East Baton Rouge Parish. Mr. Ledet also was the Senior Manager on Hilton Head Island (SC) which resulted in the removal and disposal of over **2.8 Million Cubic Yards** of debris. After Hurricane Matthew, he worked on the waterway debris removal project in Brevard and Volusia County (FL) for the Florida Department of Environmental Protection. In 2017, Mr. Ledet was deployed to **Aransas County, Rockport and Corpus Christi after Hurricane Harvey** caused extensive damage to the area. As Senior Project Manager, he was in charge of all 3 locations and he and the CrowderGulf Team removed and disposed of approximately **2.5 Million Cubic Yards** of debris. In 2018, Mr. Ledet's served as Senior Project Manager overseeing North Carolina Contracts following Hurricane Florence.

Leigh Anne Ryals, ALEM, CLEM – Emergency Management and Quality Control Specialist

Mrs. Ryals has over 17 years of experience and training in Emergency Management. She has 11 years serving as an Emergency Management Director and 5 years serving as a Disaster Public Information Officer. She has worked 12 Presidential Disaster Declarations and one Incident of National Significance, the Deep Water Horizon oil spill, and of those disasters she served as Incident Commander for eight of those events. She is extremely knowledgeable with FEMA's public assistance policies and procedures and has been successful in the FEMA appeals process. She has served as a member of the FEMA Hurricane Liaison Team and testified before the 110th and 111th U.S. Congress on Hurricane Katrina Preparedness and Response Initiatives – Best Management Practices.

Mrs. Ryals learned first-hand the type of documentation and determination it takes to be successful in an OIG / FEMA audit. She obtained valuable knowledge in documentation proper damage survey, reports/technical writing, and extensive knowledge on FEMA policy and procedure. Mrs. Ryals is a Licensed and Certified Alabama Emergency Manager; and serves as a NIMS 300 & 400 Course Instructor and holds numerous FEMA and State Emergency Management Certifications. (NIMS Certified Instructor)

Jeff Zemlik – Safety Manager

Mr. Zemlik has been affiliated with the construction industry since a young age, starting his safety career by managing the safety department of his family's masonry company, which completed over 1.5 million safe work hours. His past projects have included the State of New Jersey after Hurricane Sandy in 2012, developing and directing the safety program for the BP Oil Spill for the State of Alabama, constructing the largest indoor primate house at Chicago's Brookfield Zoo and reworking furnaces in and around the steel mills of Gary, Indiana. He is currently charged with overseeing the Safety Department for CrowderGulf. Mr. Zemlik is a graduate of Indian River State College, earning degrees in both Organizational Management and Occupational Health and Safety. Currently he is enrolled at Columbia Southern working toward his masters in Occupational Health and Safety.

Mr. Zemlik holds certifications in USACE Construction Quality Management, USACE 385-1-1 40 hour, 40 hour HAZWOPER certificate and Instructor, SONS & TWIC, OSHA 10 hour General Industry, OSHA 510 & 500, Leadership & influence, DOT Supervisor and Root Cause & Incident Training. (NIMS Trained)

Margaret R. Wright, Ph.D. – Senior Documentation Director

Dr. Wright has over 25 years of professional training and managerial experience. As a vital member of CrowderGulf's Senior Management Team, her roles include technical proposal writing, training developer and facilitator, regulations compliance, management of record keeping, including day-to-day operations of work completed, communication and coordination with contracting entities during reconciling process, and conducting formal evaluations at completion of projects. Dr. Wright has worked in field operations setting up and managing field offices, hiring and training personnel to work with all required documentation, and at CrowderGulf's Disaster Assistance Office (DAO) after all major disasters since 2003. In 2017, Dr. Wright worked **onsite** with our Client and their monitoring firm to assure that documentation and FEMA reimbursement went smoothly after Hurricane Hermine caused damage in the Florida. She worked to properly invoice and document approximately 9 Million Dollars for the City of Tallahassee and Leon County. Most recently, she and her team worked to invoice and reconcile over **180 Million Dollars for Hurricane Irma and over 86 Million for Hurricane Harvey**. (NIMS Trained)

Gary Jones – FEMA Specialist and Technical Assistance Manager

Mr. Jones has over 28 years working for the Federal Emergency Management Agency (FEM A). He served as **Deputy Regional Director of FEMA Region VI for 17 years**. During those 17 years as Deputy, he also served as Acting Regional Director for 4 years. Mr. Jones was responsible for administration of emergency management programs in the FEMA Region VI states of Arkansas, Louisiana, New Mexico, Oklahoma, and Texas. He provided direct oversight and implementation of response and recovery operations for presidentially declared disasters in the five-state region. Additionally, Mr. Jones served as a Branch Chief managing several Technological Hazards Branch programs to include Radiological Emergency Management Preparedness, Radiological Defense, Haz. Materials, Earthquake and Hurricane Preparedness, Dam Safety and Chemical Stockpile Emergency Preparedness programs. He was designated Federal Coordinating Officer for Hurricanes Katrina, Rita and Georges and provided executive leadership to over 300 federally declared disasters. Mr. Jones has a Master's Degree from Tulane University and a Bachelor's Degree from the University of Arkansas. (NIMS Trained)

Corporate Management Team / Top Level Management Personnel

The personnel listed below bring a wealth of disaster debris removal and management experience. They have been involved in management and operational decisions of all past contract activations for the past 10 years. The knowledge and expertise make them invaluable assets to any debris removal operation from startup to final invoicing and reconciliation.

John Ramsay – Chief Executive Officer & President

Mr. Ramsay is a graduate of Auburn University with a degree in Agriculture and has over 45 years of experience in storm debris removal and reduction operations and management. Working all disaster work since Hurricane Camille, in 1969, Mr. Ramsay is one of the foremost experts in all phases of a debris operation, including removal, reduction, recycling and disposal. As one of the owners and the founder of CrowderGulf, he takes a personal interest in each of the municipalities we have served over the years. In non-emergencies, Mr. Ramsay is a well-respected member of the timber industry. His experience in agriculture, farming, and silviculture provides opportunities for CrowderGulf to leverage additional services and expertise to our clients. He is well respected in the field and his technical advice has been and continues to be sought after by other contractors, municipalities, and various agencies such as Wildlife and Fisheries. Mr. Ramsay has been especially involved in creating innovative ways to recycle debris wastes. (NIMS Trained)

Ashley Ramsay-Naile – Senior Vice President and Chief Operating Officer

Mrs. Ramsay-Naile is a Graduate of the University of South Alabama. She has been involved in managing the day to day business of CrowderGulf operations since 1995 when Hurricane Opal impacted the Florida Panhandle. She has played a vital role in establishing the Disaster Administration Office (DAO) in which she has structured and managed since its acquisition. As Chief Operating Officer for CrowderGulf, her role has provided a liaison to clients, logistics coordination with our field operations, contract negotiations, preparation of proposals, subcontractor coordination, field supervisor, project management, and all aspects of back office activities including accounts payable, accounts receivable and human resources. In 2012, Mrs. Ramsay-Naile was appointed by Governor Robert Bentley, to the Alabama State Workforce Investment Board. (NIMS Trained)

Reid Loper – Vice President, LEED AP

Mr. Loper previously worked as a project manager for a commercial construction company in Atlanta, Georgia, prior to choosing to return to the Gulf Coast. The time spent in Atlanta gave him vast knowledge in management, estimating, schedule and budget supervision. Mr. Loper has estimated over $200 million of work and completed over $100 million in commercial construction. He graduated from Auburn University with a bachelor's degree in Aerospace Engineering where he worked as a research and design student. Mr. Loper started his career with CrowderGulf in 2010, as Senior Project Manager (SPM) for the BP Oil Spill. As SPM, his role was managing over 1,200 personnel and 600 pieces of equipment. Managing several projects at once is Mr. Loper's strong point and the BP project consisted of simultaneously managing more than eight different major projects throughout the Alabama Gulf Coast for the BP Deep Horizon oil spill operation. These projects ranged from sand screening, dredging, hazardous waste handling and vessel operations, to side scan sonar work. All projects have cumulatively exceeded $130 million in invoicing and total project cost.

In 2012 Mr. Loper took on the task as SPM to oversee CrowderGulf's Hurricane Sandy Response for the New Jersey Department of Environmental Protection Agency. The work consisted of waterway, marine, and marsh debris removal, totaling in over 450,000 cubic yards of debris removed and 109 vessels recovered. The project was called "Unprecedented" by the DEP commissioner as the largest waterway debris removal operation and set new guidelines with the Federal Government on how marine debris and dredging operations are conducted. While in New Jersey, Mr. Loper also managed a flood prevention (Harding) project using HESCO barriers, for JP Morgan Chase's national data center in Carlstadt, NJ. This project used temporary structures to effectively raise the building's relative flood plain. Towards the end of 2014 and his stay in New Jersey, Mr. Loper oversaw the removal of 6 massive derelict house boats in Southern New Jersey, which was funded under a NOAA Grant for coastal restoration and improvements.

Mr. Loper is NIMS certified and holds general contractor licenses in the following states: Virginia, South Carolina, Georgia, Alabama, Mississippi, and Louisiana. (NIMS Trained)

Raymond "Buddy" Young – Regional Director

Mr. Young was **Regional Director of FEMA Region VI from 1993 – 2001** and served as Administrator for 133 federally declared disasters and emergencies. He is nationally known and recognized in the Emergency Management field and is extremely knowledgeable about FEMA policies and procedures. He is a retired Captain of the Arkansas State Police where he served for 26 years. As the Director of Operations, Mr. Young has been directly involved in the field operations for all major disasters from Hurricane Isabel in 2003. Mr. Young's FEMA knowledge and experience is invaluable to both CrowderGulf and all clients as decisions must be made during the cleanup operation. Mr. Young is one of the most knowledgeable people working in the debris management field with firsthand experience in managing major disasters. He is also a current member of the Board of Directors for Disaster Recovery Contractors Association (DRCA). (NIMS Trained)

John Campbell – Regional Director

Mr. Campbell has experience in disaster response planning and management since 1968. He has a B.S. degree in Political Science from the University of Southern Mississippi and a Masters degree in Logistics Management from the Florida Institute of Technology. After retirement from the U.S. Army as a full Colonel with 30 years of service, he served for six years as Chief of Operations for Lee County Emergency Management in Fort Myers, Florida. He has direct experience in debris recovery operations from Hurricane Iniki in Hawaii and Hurricanes Charley, Ivan and Wilma that impacted Southwest Florida. He also provided mutual aide to Escambia County, Florida following Hurricane Ivan. During his 36 years of public service, he amassed an extensive background in high-level management, disaster response and training. He also trains CrowderGulf clients in all facets of debris management, Incident Command System (ICS), National Incident Management System (NIMS) and the FEMA PA program process. Mr. Campbell was previously qualified as an accredited Professional Emergency Manager through the Florida Emergency Preparedness Association (FEPA) and remains active in the organization. (NIMS Certified Instructor)

Don Madio – Florida Regional Manager

Since 1999, Don Madio has served on more than 150 mid-to-large-scale disaster recovery and debris management projects. Don's seasoned portfolio offers a wide range of competent recovery and management disciplines, providing critical oversight to operational challenges and innovative project strategies that regularly exceed client expectations and project goals. Upon taking a position with CrowderGulf, Mr. Madio provided management and oversight for 7 debris removal and waterway projects, following Hurricane Mathew. These projects were successfully completed within the client's time frame and contract specifications. Following Hurricane Irma, Mr. Madio served as Florida's Regional Manager and was tasked to manage all Florida debris removal operations throughout the State. He and his team of Project Managers and Field Supervisors managed 64 successful debris management and waterway projects, helping to remove and dispose of over **11.8 MILLION CUBIC YARDS** of Hurricane Irma generated debris. Recently, Mr. Madio supervised and oversaw all of Hurricane Michael's debris management projects in Florida's Panhandle, where more than **15 MILLION CUBIC YARDS** have been removed and disposed. All the while, Don handled any challenges that the historic 2017 and 2018 Storm Season threw at him, transcending all client objectives. Mr. Madio is a graduate from the University of Florida. (NIMS Trained).

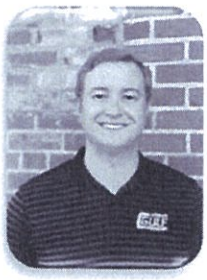
Brian Smallwood – Louisiana and Mississippi Regional Manager, LEED AP

Mr. Smallwood graduated Auburn University in 2006 with a Bachelor's Degree in Building Science. After graduation, he worked as a Project Manager in Atlanta, GA for one of the largest general contracting firms in the nation. There he built a strong management foundation and obtained the necessary fundamentals to plan and coordinate with owners, engineers and government officials. Mr. Smallwood has the skills to estimate, propose, contract, coordinate, schedule, manage, budget, document and close-out a project from start to finish. Mr. Smallwood is often the first employee on the ground after a disaster. His fast mobilization time is of great benefit to clients as it generates an extremely quick start time. Mr. Smallwood has the ability to accurately assess damaged areas to help municipalities plan for a recovery effort. Mr. Smallwood took on the role of Regional Manager during the activation that took place after Hurricane Harvey. He oversaw ALL 26 contract activations throughout the State of Texas. He and his team removed and disposed of approximately **4.7 MILLION CUBIC YARDS** of Debris. In 2016, he worked during Hurricane Matthew with the South Carolina Department of Transportation removing and disposing of approximately 500,000 Cubic Yards of Debris. He managed 6 separate Debris Management Sites for both State and County Roads and coordinated assets and resources for a population of over 315,000 residents. Mr. Smallwood serves as the Contract Representative for pre-event contracts in Alabama, Florida, Mississippi, Louisiana, Washington and California. His role in servicing contracts include conducting yearly training sessions, determining high risk areas within a community, locating debris storage sites, determining final debris disposal locations and discovering methods and options for recycling and reuse of debris. Mr. Smallwood is a LEED Accredited Professional with certifications in NPDES and FEMA courses. Mr. Smallwood has a current OSHA 30 and HazWoper 40 certification. Mr. Smallwood also holds the General Contractors license for CrowderGulf in the State of Florida. (NIMS Trained)

Wesley Naile - Contracts Manager

Mr. Naile has had experience in the disaster and recovery field since 2004 when he served in Volusia County, Florida as a CrowderGulf's Field Manager during Hurricane Charley, Frances and Jeanne. In 2005, he was assigned the role of Logistics Coordinator working out of the disaster administration office, coordinating materials, equipment and subcontractors to CrowderGulf's clients. Mr. Naile roles now include the management of the pre-event contracts database information, coordinating with new and existing clients in establishing pre-event contract awards and contract documents and coordinating with clients on contract renewals. In 1999, he worked for Gulf Equipment Corporation Wireless Telecom Division on the southern east coast doing tower site build out. He has attended the University Of South Carolina Of Beaufort. He also served three years in the U.S. Army as a 12B Combat Engineer with an honorable discharge. (NIMS Trained)

Drew Sprinkle- Project Manager



Mr. Sprinkle has a BSBA Degree from Auburn University in Supply Chain Management. He first worked with CrowderGulf in 2008 following Hurricane Ike on the Bolivar Peninsula in Texas as a field supervisor, and again during the BP Oil Spill in 2010 as a logistics supervisor. After receiving his degree from Auburn, he worked as an Account Manager for a third party logistics firm where he managed multiple high volume logistics accounts for customers in the construction and steel industries. Drew returned to the Debris Management industry as a Project Manager in 2017, when Hurricane Harvey struck the Texas coast. Mr. Sprinkle has served as a Project Manager on a wide variety of projects. In 2018, he supervised over 200 employees and used innovative techniques to remove over 4,000 tons of dead marine life in south Florida following a massive Red Tide fish kill. Following flooding in Horry County, SC caused by Hurricane Florence, he was the Project Manager for the South Carolina Department of Transportation and worked to remove flood debris from the 1,200 square mile county. Hurricane Michael hit the Florida Panhandle in the fall of 2018, and he served as the Project Manager for both the City of Parker and Lynn Haven, Florida. During this activation, Drew successfully directed the removal and disposal of over **1.2 MILLION CUBIC YARDS** of debris. When not actively working in the field, he is the area representative for CrowderGulf in Alabama, Mississippi, and the Florida panhandle. He is also tasked with technical writing and the organization of proposals. He holds certifications in OSHA 30, TWIC, and NIMS.

Clayton Young – Texas Regional Manager

Mr. Young has been employed with CrowderGulf since 2010. He has served as the Texas and Louisiana client representative in that time, as well as project manager for a number of disaster activations. He spent parts of 2010-2011 in Galveston County Texas overseeing operations for a buyout mitigation program that turned 800 properties destroyed by Hurricane Ike, into green space on the Bolivar Peninsula. He was responsible for bidding and estimation of cost and reconstruction of these properties. After that project was completed, he spent time as a field supervisor in Alabama after the tornado outbreak in 2011.

Mr. Young was promoted to a project manager and oversaw debris removal efforts in North Carolina for the NC DOT after Hurricane Irene, Montgomery and Waller Counties in Texas after they were flooded on April 15, and Memorial Day in 2015. In addition, he was called to action in Central Louisiana for flood cleanup in 2016.

In 2017, Hurricane Harvey caused significant damage to the entire State of Texas and Clayton served as project manager for the Cities of Dickinson, Friendswood, La Marque, Santa Fe, Clear Lake Shores, Jones Creek, Lake Jackson and Galveston County. After completing those projects in 2018, he switched gears and managed waterway restoration projects under a contract with the Texas General Land Office on the Colorado, San Bernard, and Brazos Rivers, as well as Chocolate Bayou and Oyster Creek. In late 2018, after Hurricane Florence hit the East Coast and Carolinas, he managed the debris recovery operations in Duplin County North Carolina. In early 2019. Mr. Young headed back to the City of Dickinson, TX as project manager for the Dickinson Bayou cleanup and de-snagging project under the Natural Resources Conservation Service (NRCS)

Mr. Young has spent time studying and living abroad which has given him unique worldview and the ability to understand and communicate with a wide range individuals. He understands the bid process, contracting, mobilization, operation management, documentation and close out of disaster recovery projects. He excels at building close client relationships, business development and servicing pre-event contracts for Client's needs such as training and pre-planning. Clayton graduated from the University of North Texas where he focused on Entrepreneurial Management and International Business Practices. NIMS Trained

Howard Turner - Project Manager

Mr. Turner has a long career spanning over 2 decades experience in the debris management industry. He began his management career at Grind-all where he oversaw scheduling and operations of four grinders, three screens, mulch coloring plant, fifteen loaders, excavators, trucks, and miscellaneous equipment. He was also responsible for the operation of three dumping and grinding sites for preparation of mulch, topsoil and organic growing media. After Hurricane Isabel devastated the eastern portion of Virginia and the Carolina's in 2003, Mr. Turner utilized his experience in DMS and debris reduction management for CrowderGulf. Mr. Turner served as the Project Manager in Virginia Beach, Norfolk, Suffolk, Newport News, and the Counties of James City, Southampton, York, and Suffolk. He was responsible for all aspects of disaster debris collection, recordation, reduction, damage claims and client contact.

In 2004, Mr. Turner served as the Project Manager for Lee County, Cities of Ft. Meyers and Cape Coral, Sanibel and Captiva Islands, and Upper Captiva Island after Hurricane Charley and Frances damaged the area. He was responsible for day-to-day management of all disaster recovery activities including collection crews and equipment, debris reduction and disposal, site restoration and acting as the Liaison with the municipalities, the Corps of Engineers and FEMA. Then in 2011, Mr. Turner managed York County, VA after Hurricane Irene effected the area. Most recently, Mr. Turner managed the Hurricane Irma debris management operation for numerous clients in the center portion of Florida.

Amber Ramsay – Public/Community Relations and Marketing Manager

Ms. Ramsay has been CrowderGulf's Public/Community Relations and Marketing Manager since 2004. Throughout the year she interfaces with Clients and acts as CrowderGulf's (continuing education) Conference Coordinator. During a disaster, one of her main responsibilities is to liaison between CrowderGulf's Project Managers and USACE, elected officials, public work directors, incident commanders of Emergency Operations Centers and Clients. She coordinates directly with Public Information Officers and assists in the release of pertinent debris recovery operations to the citizens. Some of her field experience includes Field Supervisor in Pascagoula, MS after Hurricane Ivan in 2004, Lake Charles, LA after Hurricane Rita in 2005, Deere Park, TX after Hurricane Ike in 2008, and in Edenton, NC after Hurricane Irene in 2011 and Dauphin Island, AL after Hurricane Isaac in 2012. Prior to coming to CrowderGulf she was a Marketing/Sales Manager for McKenzie-Childs in New York City for 10 years. Ms. Ramsay is a Graduate of Auburn University. (NIMS Trained)

Gina Walley – Accounts Receivable Manager / Documentation Specialist

Ms. Walley has been the Accounts Receivable Manager and Documentation Specialist since 2005. She continually interfaces with clients and client representatives to build a strong team relationship to provide accurate documentation to support CrowderGulf work and eligibility. She works closely with clients during FEMA audits to provide necessary documentation in a timely manner. Her background in Computer Engineering Technology has helped her in creating and managing all in-house databases. Each database is specifically designed to meet the client's needs. In addition to client databases, she also builds databases that house pertinent company data such as contract information, subcontractor information and historical CrowderGulf information. Shortly after Hurricane Ike in 2008, she teamed with a programmer to build a unique and powerful database that has proven to increase accuracy in data recording. Ms. Walley's experience has spanned across more than 20 major hurricane events as well as numerous non-disaster related projects. (NIMS Trained)

Jenny Todd – Subcontractor Compliance Manager

Ms. Todd manages subcontractors and develops and promotes CrowderGulf's Small/Minority Business division. Her focal point is to contact and localize subcontractors during and after the RFP development phase in an effort to maintain community involvement and maximize local small /minority businesses participation. In 2003, she earned a Bachelor of Science degree in Marketing and a minor in Mathematics from the University of Alabama. After graduation, she joined a law firm in Tuscaloosa. In 2005 she joined the CrowderGulf Team which was during the rebuilding process along the Gulf Coast after Hurricane Katrina. The legal experience she gained made her the ideal candidate to oversee the subcontracting operations. (NIMS Trained)

Resumes will be provided upon request.

No employee identified for anticipated assignment to the City's Site Management Team has ever been a defendant in any proceeding involving or arising out of debris removal services.

Additional Personnel

The following is a partial list of CrowderGulf's available management, administrative, and supervisory personnel (full resumes are available upon request) who, depending on the scope of work, may be assigned to the contract:

Full Time and DAO Personnel

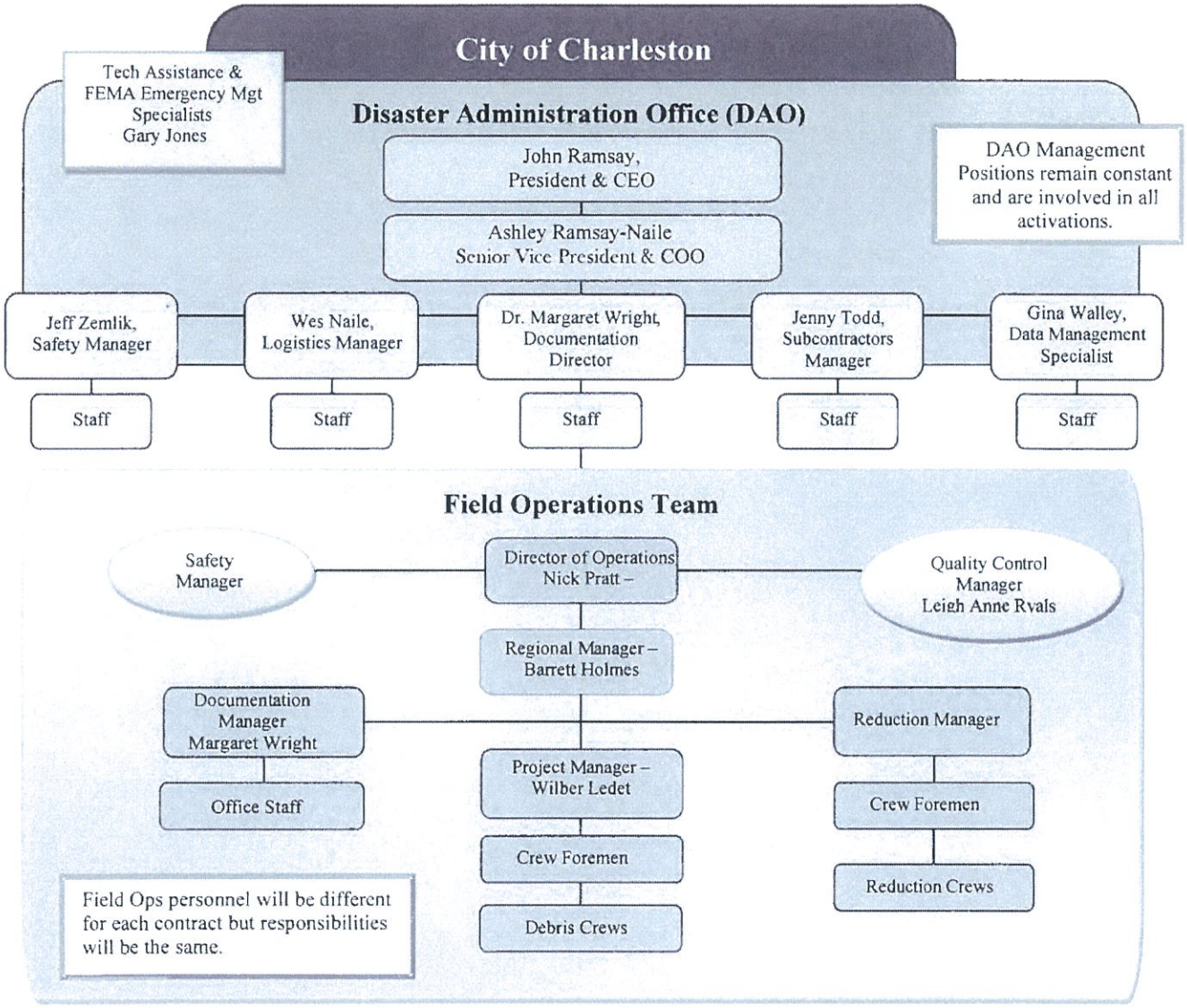
Personnel	Debris Management Skills		Personnel	Debris Management Skills
John Aaron Ramsay	Superintendent, Sub Contractor Crew Foreman		Andrew Sprinkle	Field Supervisor
Lyman M. Ramsay	Senior Project Manager		Tom Robinson	Field Supervisor
James Thompson	Foreman		Kelly Williamson	Subcontractor Accounts Payable Mgr, DAO
Ercil Goodwin, PLS	Professional Land Surveyor, Project Manager		Gabriel Rel	Field Supervisor
Hough Holton	Project Manager/Field Supervisor		Jim Rinehart	Field Supervisor
Mike Moulder	Project Coordinator		Donna Suters	Accounting, Documentation Management
Howard Turner	Project Manager/Field Supervisor		Jenny James	Accounting, Documentation Management
John Bush	Project Coordinator/Field Supervisor		Mary Turner	Logistics, Contract Management
Daryl Moulder	Field Supervisor		Desiree Matlack	Project Manager, Field Supervisor
Larry Hedgepath	Project Manager, Account Manager		Charles Clark	Field Supervisor
Kelly Pridgen	Project Manager, Account Manager		Ronald Thorson	Field Supervisor
Melinda Edwards	Executive Administrative Assistant		Kerrie Noll	RFP Coordinator

Additional Field Personnel

Personnel	Debris Management Skills		Personnel	Debris Management Skills
Jay Bender	Project Manager		Jan Leggett	Project Manager
Patrick Bernier	Project Manager		Lee Leggett	Project Manager
Anthony Bishop	Project Manager		Leigh Loper	Project Manager
James Brewer	Project Manager		Mark Loper	Project Manager
Isam Brisco	Project Manager		Matt Lucas	Project Manager
Jesus Carretie	Project Manager		Barry Lund	Project Manager
Vance DeHart	Project Manager		Desiree Matlack	Project Manager
Cliff Drinkwater	Project Manager		Lew Najor	Project Manager
Ronnie Duhon	Project Manager		Jim Poore	Project Manager
Ron Edge	Project Manager		Mark Powell	Project Manager
Dru Fontenot	Project Manager		Jim Ransom	Project Manager
Ken Francisco	Project Manager		Gabriel Rel	Project Manager
Kenny Fredriksen	Project Manager		Sam Roberts	Project Manager
Jim Frye	Project Manager		Tom Robinson	Project Manager
Ray Gill	Project Manager		Tim Smith	Project Manager
Eric Hall	Project Manager		Ron Thorson	Project Manager
LD Harris	Project Manager		Howard Turner	Project Manager
Roy Hayes	Project Manager		Joe Van Vactor	Project Manager
Dan Hayes	Project Manager		Freddy Willis	Project Manager
Joe Hayes	Project Manager		Mike Wimberly	Project Manager
Philip Hill	Project Manager		Mary Ann Wolfson	Project Manager
Barton Holmes	Project Manager		Marc Wolfson	Project Manager
Gene Hope	Project Manager		Charles Wright	Project Manager

Organizational Chart

The Organizational Chart presented below depicts the structure and chain of command of the Company. CrowderGulf uses an organizational hierarchy based on the nationally recognized Incident Command System (ICS). The ICS employs a cascade of organizational components in groups of five or less to assure good quality control in high stress operations. This arrangement limits the respective spans of control to tolerable levels. CrowderGulf's use of the ICS-based hierarchy of responsibilities exploits the strength and flexibility of its management/supervisory structure.



➢ Personnel Certifications and Understanding of Governmental Programs

CrowderGulf's management team includes previous FEMA Directors, Emergency Managers and FEMA trained Debris Specialists. Numerous certifications are held by all of our key management staff as well as our field operations staff. This wealth of knowledge is used to assist our clients in complying with FEMA guidelines and completing any and all paperwork that they may be called upon to provide FEMA, FHWA or the Office of Inspector General. Our staff is well-versed in the Code of Federal Regulations (44 CFR), FEMA's Debris Management Guide (FEMA 325), and Public Assistance Debris Monitoring Guide (FEMA 327). Today, the staff holds numerous FEMA course certifications and a number of OSHA Health & Safety and Hazardous Materials certifications. CrowderGulf employees are required to attend State and National conferences and training classes for continuing education credits and certification maintenance on a yearly basis.

Additional Courses that are relevant to Debris Management that are held by staff members include the following:

Course No.	Course Name	Course No.	Course Name
IS 1	Emergency Program Mgr.	IS-75	FEMA Military Resources and EMA
IS-2	Emergency Preparedness in the USA	IS-101/102	Deployment Basics
IS-5	Intro to Hazardous Materials	IS-111	Livestock in Disaster
IS-10/11	Animals in Disaster	IS-120	Introduction to exercises
IS-27	Orientation to FEMA logistics	IS-139	Exercise Design
IS-30/31	Mitigation eGrants training	IS-208	State Disaster Management
IS-45.11	FEMA Safety Orientation	IS-230	Principals of Emergency Management
IS-55	Household Hazardous Materials	IS-235	Emergency Planning
IS-240	Leadership & Influence	IS241	Decision Making and Problem Solving
IS-242	Effective Communications	IS-250	Emergency Support Functions
IS-324	Community Hurricane Preparedness	IS-403	Individual Assistance
IS-630	Intro to Public Assistance Process	IS-631	Public Assistance Operations
IS-632	Intro to Debris Ops in FEMA's PA Program		Oil and Hazardous Materials Response
G202	Debris Management	G363	Hurricane Readiness
G 385	Disaster Response and Recovery Operations	FEMA	EMI Professional Development Series
	Debris Management Planning Course for State Tribal and locals		Side Scan Sonar Systems Introduction and Side Scan Sonar Systems Operators Course
OSHA	HazWoper Training	ICS 363	Hurricane Readiness
	Asbestos Contractor Supervisor	L449	ICS Incident Command Train the Trainer
IS 100	Intro to ICS	IS 200	ICS for single resources & Initial Action Incidents
IS300	Intermediate ICS	IS 400	Advanced ICS
IS 700	Intro into the National Incident Mgt. System	NIMS 800a	National Response Plan
NIMS 700/701a	Multi Agency Coordination System (MAC)	NIMs 702	NIMS Public Information System
703	NIMS Resource Management	IS 803	Emergency Support Functions PW

CrowderGulf's Certifications & Training

The following is a short list of certificates and training specialized by CrowderGulf personnel. There are over 135 additional certifications and training certificates available upon request.

FEMA | Emergency Management Institute

Emergency Management Institute

FEMA

IS-00100 - Intro to Incident Command Systems

John Ramsay	Desiree Matlack	Margaret Wright
Buddy Young	Don Madio	Mark Loper
John Campbell	Donna Suters Eric Hall	Mike Moulder
Ashley Ramsay	Gary Jones	Nick Pratt
Amber Ramsay	Gina Walley	Reid Loper
Andrew Sprinkle	Jenny Todd	Ronald Thorson
Barrett Holmes	Jeff Zemlik	Vance DeHart
Brian Smallwood	Leigh Anne Ryals	Wes Naile
Charles Clark	Lisa Baldwin	Wilber Ledet
Clayton Young		

IS-00200 - ICS for Single Resources & Initial Action Incidents

John Ramsay	Donna Suters	Mike Moulder
Buddy Young	Don Madio	Mark Loper
John Campbell	Eric Hall	Nick Pratt
Ashley Ramsay	Gary Jones	Reid Loper
Amber Ramsay	Gina Walley	Ronald Thorson
Andrew Sprinkle	Jenny Todd	Vance DeHart
Barrett Holmes	Jeff Zemlik	Wes Naile
Brian Smallwood	Leigh Anne Ryals	Wilber Ledet
Clayton Young	Margaret Wright	

IS-230 - Principles of Emergency Management

Leigh Anne Ryals Linda Lucas

IS-00235 - Emergency Planning

Leigh Anne Ryals Linda Lucas

IS-00242 - Effective Communication

Reid Loper
Leigh Anne Ryals Mike Moulder

IS-00632 - Intro to Debris Opers in FEMA's Public Asst. Program

Reid Loper Donna Suters
Leigh Anne Ryals Mike Moulder

IS-00700 - Intro to National Incident Management System (NIMS)

John Ramsay	Don Madio	Margaret Wright
Buddy Young	Donna Suters	Mark Loper
John Campbell	Eric Hall	Mike Moulder
Ashley Ramsay	Gary Jones	Nick Pratt
Amber Ramsay	Gina Walley	Reid Loper
Andrew Sprinkle	Jenny Todd	Ronald Thorson
Barrett Holmes	Jeff Zemlik	Vance DeHart
Brian Smallwood	Leigh Anne Ryals	Wes Naile
Clayton Young	Lisa Baldwin	Wilber Ledet
Desiree Matlack		

IS-00800 - Intro to National Response Plan (NRP)

John Ramsay	Clayton Young	Margaret Wright
Buddy Young	Donna Suters	Mark Loper
John Campbell	Don Madio	Mike Moulder
Ashley Ramsay	Eric Hall	Nick Pratt
Amber Ramsay	Gary Jones	Reid Loper
Andrew Sprinkle	Gina Walley	Ronald Thorson
Barrett Holmes	Jenny Todd	Vance DeHart
Brian Smallwood	Jeff Zemlik	Wes Naile
Charles Clark	Leigh Anne Ryals	Wilber Ledet

IS-300 - Intermediate ICS
IS-300 Instructors: John Campbell and Leigh Anne Ryals

Reid Loper Jeff Zemlik

IS-400 - Advanced ICS Command & General Staff IS-400
Instructors: John Campbell and Leigh Anne Ryals

Reid Loper Jeff Zemlik

OSHA 30 Hour – Construction

John Ramsay
Buddy Young
John Campbell
Barrett Holmes
Brian Smallwood
Clayton Young
Eric Hall
Ronald Thorson
Mike Moulder
Mark Loper

Jeff Zemlik
Lisa Baldwin
Charles Clark
Andrew Sprinkle
Nick Pratt
Reid Loper
Vance DeHart
Wes Naile
Wilber Ledet

OSHA Misc.

OSHA 10 Hour General industry — Brian Smallwood, Jeff Zemlik

OSHA 500 – Train the trainer — Jeff Zemlik

U.S.A.C.E. – Q.C.M (Construction Quality Management)

Brian Smallwood
Jason Zirlott
Jeff Zemlik
Reid Loper
Don Madio

John Campbell
Leigh Anne Ryals
Margaret Wright
Nick Pratt
Barret Holmes
Clayton Young

First Aid/CPR

Buddy Young
Clayton Young
John Campbell
Ashley Ramsay
Amber Ramsay
Andrew Sprinkle
Barrett Holmes
Brian Smallwood
Clayton Young
Donna Suters
Margaret Wright
Mark Loper
Mike Moulder
Nick Pratt

Desiree Matlack
Eric Hall
Reid Loper
Vance DeHart
Gary Jones
Gina Walley
Jenny Todd
Jeff Zemlik
Leigh Anne Ryals
Charles Clark
Ronald Thorson

Wes Naile
Wilber Ledet

Hazwoper – Hazardous Waste Operations and Emergency Response

Brian Smallwood
Jason Zirlott
Jeff Zemlik
John Campbell
Nick Pratt
Reid Loper

Ronnie Duhan
Mark Loper
Wilber Ledet
Vance Dehart.

Watershed Management Training

Brian Smallwood
Jeff Zemlik
Reid Loper

Brandi Snell
Clayton Young
Leigh Anne Ryals

T.W.I.C. Card

Reid Loper
Jeff Zemlik
Wilber Ledet

Brian Smallwood
Nick Pratt
Drew Sprinkle

Misc. Training

Asbestos Supervisor — Jeff Zemlik
Asbestos Inspector — Jeff Zemlik

USACE 385-1-1 40 hour — Jeff Zemlik

Key Personnel Storm Chart

The chart below lists CrowderGulf's key personnel and the storms/activations since 2004. Additional information and resumes can be provided upon request.

Key Personnel Past Storm Experience	2004			2005			2006		2008		2009		2010		2011			2012		2013	2014			2015	2016				2017		2018	
	Hurricane Ivan	Hurricane Jeanne	Hurricane Dennis	Hurricane Katrina	Hurricane Rita	Hurricane Wilma	Ice Storm	TS Ernesto	Hurricane Gustav	Hurricane Ike	Ice Storm	TS Ida	BP Oil Spill	Hurricane Earl	Hurricane Irene	Tornado	Hurricane Isaac	Hurricane Sandy	TS Debbie	Blizzard Nemo	Ice Storm Pax	Ice Storm Ulysses	Severe Storms & Flooding	Ice Storm	TX Severe Storms	LA Severe Storms	Hurricane Hermine	Hurricane Matthew	Hurricane Harvey	Hurricane Irma	Hurricane Florence	Hurricane Michael
John Ramsay, Pres & CEO**	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Raymond "Buddy" Young, Regional Director	✓	✓			✓	✓		✓		✓	✓		✓		✓	✓		✓		✓					✓		✓	✓	✓			✓
Ashley Ramsay-Naile, Senior VP & COO	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Margaret Wright, Ph.D, Documentation Director	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
John Campbell, Regional Dir.						✓				✓					✓	✓	✓	✓			✓		✓					✓		✓		✓
Gary Jones, FEMA Specialist **																	✓	✓		✓	✓	✓	✓		✓			✓	✓			
Brian Smallwood, Regional Mgr															✓	✓	✓	✓					✓		✓	✓	✓	✓	✓	✓	✓	✓
Reid Loper, Vice President													✓				✓	✓					✓		✓	✓	✓	✓	✓	✓	✓	✓
Wesley Naile, Contracts Mgr	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Nick Pratt, Dir. of Operations	✓		✓	✓		✓	✓			✓			✓		✓		✓	✓			✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Barrett Holmes, Regional Mgr **																					✓				✓	✓	✓	✓		✓	✓	
Wilber Ledet, Project Manager										✓	✓		✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓
Howard Turner, Project Manager		✗				✗									✗													✓		✓	✓	
Don Madio, Regional Mgr**									✗	✗	✗	✗		✗	✗		✗	✗	✗	✗	✗	✗					✗	✗	✓	✓		✓
Leigh Anne Ryals, FEMA Specialist**	✗		✗	✗					✗	✗		✓			✓		✓				✓				✓	✓	✓	✓	✓		✓	✓
Clayton Young, Sr Project Mgr.															✓															✓	✓	
Jeff Zemlik, Safety Mgr.													✓		✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Andrew Sprinkle, Proj. Mgr.									✓				✓																✓	✓	✓	✓
Amber Ramsay, Public & Com. Relations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					✓					✓			✓	✓	✓	✓	✓	✓	✓
Gina Walley, Accounts Receivable Mgr.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Jenny Todd, Subcontracts Mgr.			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

** *These employees have additional experience with storms prior to 2005, FEMA, United States Army Corp. of Engineers, Emergency Management or other Companie*

Availability and Assurances

Due to the uncertainty of disaster related events, it is difficult to predict when a contract activation will occur. Regardless of the number of contracts CrowderGulf has activated after a disaster, in 50 years, we have never failed to meet a client's contract requirements for equipment resources and personnel. Having an experienced management team, a large pool of company owned equipment and operators, a nationwide data base of trusted and experienced subcontractors and agreements with national rental companies, allows CrowderGulf the ability to assure the City of Charleston that we can and will meet your disaster response needs. We are committed to providing the City with priority service, quality performance and onsite management. We will work as a team with you and your representatives to successfully restore the City to normal, following all FEMA regulations and within the designated timeline established by the City's contract.

The severity of the disaster will determine how many employees will be assigned to a specific client. Depending on the scope of the disaster, CrowderGulf will use a combination of company crews and subcontractors to perform work. We will begin with CrowderGulf personnel and local resources and proceed to add additional manpower and subcontractors until we have a sufficient workforce in place to ensure the City that we can effectively manage and handle the disaster effort. CrowderGulf will adjust assets as required to optimize operations.

During the historic 2017 Hurricane Season (involving Hurricanes Harvey and Irma), CrowderGulf had **91 simultaneous** contract activations. Due to the wide spread and devastating effects of Hurricane Harvey, many crews and subcontractors were deployed when Hurricane Irma affected Florida. While it was more challenging to pre-position equipment and subcontractors and ramp up resources, CrowderGulf never tried to re-negotiate a contract price with our clients and we never defaulted on a contract. We completed all of our contractual obligations on-time and per contract bid prices and guidelines.

Financial Capability

Financial strength is one of the most important aspects for the City of Charleston to consider when selecting a debris contractor. Following a major disaster, the City's financial burdens could be substantial. It is important to have a financially strong disaster-experienced contractor, such as CrowderGulf, that will work to get the job completed, regardless of any delays in invoice payments.

CrowderGulf's financial stability is solid and reliable and over the years we have established an excellent line of credit with our financial institution. We have always paid our subcontractors and personnel weekly and we have met all financial obligations without interruption. Over the years, CrowderGulf has paid out millions of dollars before receiving any payments. CrowderGulf's long time commitment to pay subcontractors weekly has allowed us to attract the most experienced and well-equipped subcontractors in the nation.

John Ramsay, President and Chief Executive Officer, has had extensive experience working disasters and is personally aware that many municipalities are not financially prepared to handle the cost of a major recovery effort. He understands that it takes time to work through the bureaucracy and obtain funding. Consequently, CrowderGulf's position has always been one of patience with our clients as they endeavor to meet our invoices. Some clients have been more financially capable than others, but we have never had a situation in which we were unable to amicably resolve any payment issues.

AGGREGATE BONDING CAPACITY	**$ 500,000,000**
SINGLE BONDING CAPACITY	**$ 250,000,000**
OTHER AVAILABLE FUNDING	**$ 80,000,000**

Bonding
Sterling Seacrest Partners
Mr. Jim Congelio
13112 Telecom Drive
Tampa, FL 33637
813-498-1183

Insurance
Point Clear (Gray Insurance)
Robby Farmer
368 Commercial Park Drive
Fairhope, AL 36532
251-990-9050

See "Bank and Bonding Reference Letters" attached.
Audited Financial Statements can be provided upon request.

REGIONS

January 10, 2019

Re: Bank Reference for Crowder Gulf, LLC and Crowder Gulf Joint Venture, Inc.

Please consider this letter as verification that Crowder Gulf, LLC, and its wholly owned entity, Crowder Gulf Joint Venture, Inc., are one of Regions Bank's valued customers. Regions is privileged to have serviced the operating accounts of the companies since 1987, with all accounts handled in an exemplary manner.

The company currently maintains balances in the mid seven figures and a line of credit in the amount of $75,000,000.00.

If you have any questions, please contact me at 251-690-1087.

Sincerely,

Christopher Esfeller
Senior Vice President
Commercial Banking
christopher.esfeller@regions.com

SterlingSeacrest
PARTNERS

January 3, 2019

RE: CrowderGulf, LLC
Status of Bondability

To Whom It May Concern:

Sterling Seacrest Partners is proud to represent CrowderGulf, LLC. We consider them to be a premier contractor in their field and we do not hesitate to recommend them for you project needs.

Travelers Casualty and Surety Company of America has a A.M. Best rating of "A++, XV" and provides a bonding program to CrowderGulf, LLC with single bond limits up to $250,000,000 and an aggregate program of $500,000,000. These limits are not to be construed as maximums but are established to handle the daily needs of our client.

As always, Travelers Casualty and Surety Company of America reserves the right to perform standard underwriting at the time of any bond request. This includes, but will not be limited to the acceptability of the contract documents, bond forms and project financing. We assume no liability for any reason if we do not execute the bonds as requested. This letter is not an assumption of liability, nor should it be considered a bid, payment or performance bond. If you should have any questions, please do not hesitate to contact us.

Sincerely,

Sterling Seacrest Partners

James C. Congelio

INSURANCE REQUIREMENTS

Contractors working for the City of Charleston are required to procure and maintain for the duration of their contract with the City insurance against claims for injuries to persons or damages to property which may arise from or in connection with work performed by the Contractor, his agents, representatives, employees or Subcontractors. The cost of such insurance shall be the responsibility of the Contractor.

A. The Contractor shall carry liability insurance with a reliable company licensed to do business in South Carolina. Coverage shall be at least broad as:

   1. Insurance Services Office Commercial General Liability Coverage Form ("occurrence") CG 00 01 10 93.

   2. Insurance Services Office Business Auto Coverage Form CA 00 01 6 92 covering automobile liability, code 1 "any auto".

B. Contractor shall carry workers' compensation as required by the State of South Carolina and Employers Liability insurance (including applicable occupation disease provisions and all state endorsements.)

C. Contractor shall maintain limits no less than the following:

   1. **GENERAL LIABILITY**: $1,000,000 combined single limit per occurrence for bodily injury, property damage, and personal injury with a $2,000,000 general aggregate limit.

   2. **AUTOMOBILE LIABILITY**: $1,000,000 combined single limit per accident for bodily injury and property damage.

   3. **WORKERS' COMPENSATION**: Statutory limits are required by South Carolina state law, and employer's liability limits of $100,000 per accident.

   4. **PROFESSIONAL LIABILITY**: $1,000,000 per claim/$1,000,000 aggregate limit, with a deductible of $20,000.

      Contractor shall obtain and maintain a professional liability insurance policy covering the performance of the professional services specified in this agreement. Evidence of such insurance shall be satisfactory in form and content to the owner, the City. This coverage shall be maintained through the duration of this project and for a minimum of 1 year after substantial completion of the project as determined by the City.

      The Contractor and any of its subcontractors will cause the professional liability insurance required in this paragraph C.4:

      (a) to be excess insurance over any project professional liability policy, and

(b) to be primary insurance in the event the project insurance described in Paragraph E is canceled or not maintained, in the event the policy's limits of liability are exhausted, or if the policy expires.

D. Required policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverages

The City of Charleston, its officials, employees and volunteers are to be covered as additional insureds as respects: Liability arising out of activities performed by or on behalf of the Contractors; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the City of Charleston, its officials, employees or volunteers. To accomplish this objective, the City of Charleston shall be named as an additional insured under the Contractor's general liability policy by attaching Insurance Services Office Commercial General Liability Endorsement CG2010 10 93 (Additional Insured - Owners, Lessees or Contractors - Form B) or its equivalent. Contractors' insurance coverage shall be primary insurance as respects the City of Charleston, its officials, employees and volunteers. Any insurance or self-insurance maintained by the City of Charleston, its officials, employees, or volunteers shall be in excess of the Contractor's insurance and shall not be required to contribute. To accomplish this objective, the following wording should be incorporated in the previously referenced additional insured endorsement.

Other Insurance: This insurance is primary, and our obligations are not affected by any other insurance carried by the additional insured whether primary, excess, contingent or on any other basis.

Any failure to comply with reporting provisions of the Contractor's policies shall not affect coverage provided to the City of Charleston, its officials, employees or volunteers.

2. Workers' Compensation

The Contractor shall agree to waive all rights of subrogation against the City of Charleston, its officials, employees and volunteers for losses arising from work performed by the Contractor for the City of Charleston.

E. Any deductibles or self-insured retentions shall be the responsibility of the Contractor.

F. Each insured policy required by the City of Charleston shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the City of Charleston.

G. All coverages for Subcontractors shall be subject to all the requirements stated herein.

H. Insurance must be placed with an approved insurance company with current Best's rating of A+, A, or A-. Exceptions to this requirement must be approved in writing by the Department of Risk Management.

I. Contractor shall furnish the City of Charleston with Certificates of Insurance noting the endorsements. The Certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements are to be received and approved by the City of Charleston, Procurement Division, before work commences. The City of Charleston reserves the right to require complete, certified copies of all required insurance policies, at any time.

Required certificates should be mailed to:

City of Charleston
Procurement Division
75 Calhoun Street, Ste. 3500
Charleston, SC 29401

No. 1 REVISED

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY) 6/26/2018

PRODUCER

Point Clear Insurance Services LLC
368 COMMERCIAL PARK DRIVE
FAIRHOPE, AL 36532-1910

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

COMPANIES AFFORDING COVERAGE

COMPANY A THE GRAY INSURANCE COMPANY

COMPANY B

COMPANY C

COMPANY D

INSURED

CrowderGulf, LLC
5435 Business Parkway
Theodore, AL 36582-1675

COVERAGES

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.

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
A	**GENERAL LIABILITY** X COMMERCIAL GENERAL LIABILITY OWNER'S & CONTRACTOR'S PROT	XSGL-074306	9/1/2017	7/1/2020	GENERAL AGGREGATE	Unlimited
					PRODUCTS – COMP/OP AGG	$3,000,000.00
					PERSONAL & ADV INJURY	$1,000,000.00
					EACH OCCURRENCE	$1,000,000.00
					FIRE DAMAGE (Any one fire)	$50,000.00
					MED EXP (Any one person)	$5,000.00
A	**AUTOMOBILE LIABILITY** X ANY AUTO X ALL OWNED AUTOS SCHEDULED AUTOS X HIRED AUTOS X NON-OWNED AUTOS	XSAL-075300	9/1/2017	7/1/2020	COMBINED SINGLE LIMIT	$1,000,000.00
					BODILY INJURY (Per person)	
					BODILY INJURY (Per accident)	
					PROPERTY DAMAGE	
	GARAGE LIABILITY ANY AUTO				AUTO ONLY – EA ACCIDENT	
					OTHER THAN AUTO ONLY EACH ACCIDENT	
					AGGREGATE	
A	**EXCESS LIABILTY** UMBRELLA FORM X OTHER THAN UMBRELLA FORM	GXS-043486	7/1/2019	7/1/2020	EACH OCCURRENCE	$4,000,000.00
					AGGREGATE	$4,000,000.00
A	**WORKER'S COMPENSATION AND EMPLOYERS' LIABILITY** THE PROPRIETOR/ PARTNERS/EXECUTIVE OFFICERS ARE X INCL EXCL	GWC-071021	9/1/2017	7/1/2020	X WC STATU-TORY LIMITS / OTH ER	
					EL EACH ACCIDENT	$1,000,000.00
					EL DISEASE – POLICY LIMIT	$1,000,000.00
					EL DISEASE – EA EMPLOYEE	$1,000,000.00
	OTHER					

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS

The certificate holder is an additional insured on all policies except Workers' Compensation and is provided a Waiver of Subrogation, all if required by written contract. The above insurance policies shall be primary and noncontributory to any other insurance policies maintained by the certificate holder, if required by written contract

CERTIFICATE HOLDER

2523#1_REVISED

"S A M P L E"

CANCELLATION

In the event of cancellation by The Gray Insurance Company and if required by written contract, 30 days written notice will be given to the Certificate Holder.

AUTHORIZED REPRESENTATIVE

John S. [illegible]

THE GRAY INSURANCE COMPANY

GCF 00 50 01 01 12

Louisiana certificate form
LDI COI 260990 01 12

THE GRAY INSURANCE COMPANY

The below coverages apply if the corresponding policy number is indicated on the previous page.

A. Commercial General Liability

General Liability Policy Includes:
Blanket Waiver of Subrogation when required by written contract.
Blanket Additional Insured (CGL Form# CG 20 10 11 85) when required by written contract.
Primary Insurance Wording Included when required by written contract.
Broad Form Property Damage Liability including Explosion, Collapse and Underground (XCU).
Premises/Operations
Products/Completed Operations
Contractual Liability
Sudden and Accidental Pollution Liability
Occurrence Form
Personal Injury
"In Rem" Endorsement
Cross Liability
Severability of Interests Provision
"Action Over" Claims
Independent Contractors coverage for work sublet
Vessel Liability - Watercraft exclusion has been modified by the vessels endorsement on scheduled equipment.
General Aggregate applies per project or equivalent.

B. Automobile Liability Policy Includes:

Blanket Waiver of Subrogation when required by written contract.
Blanket Additional Insured when required by written contract.

C. Workers Compensation Policy Includes:

Blanket Waiver of Subrogation when required by written contract.
U.S. Longshoremen's and Harbor Workers Compensation Act Coverage
Outer Continental Shelf Land Act
Jones Act (including Transportation, Wages, Maintenance, and Cure),
Death on the High Seas Act & General Maritime Law.
Maritime Employers Liability Limit: $1,000,000
Voluntary Compensation Endorsement
Other States Insurance
Alternate Employer/Borrowed Servant Endorsement
"In Rem" Endorsement
Gulf of Mexico Territorial Extension

D. Excess Liability Policy Includes:

Coverage is excess of the Auto Liability, General Liability, Employers Liability, & Maritime Employers Liability policies
Blanket Waiver of Subrogation when required by written contract.
Blanket Additional Insured when required by written contract.

Insurance

CrowderGulf maintains ***all required insurances*** such as General Liability, Personal Injury, Workers Compensation, Automobile/Equipment Liability, as well as Maritime Insurance. Gray Insurance Company of Metairie, Louisiana provides this insurance coverage. *See Insurance Certification Sample attached.*

Equal Opportunity Employer

CrowderGulf is an ***Equal Opportunity Employer***. It is our policy to provide an employment and work process free of any unlawful discrimination. We will promote the value of a diverse work force, which fosters fair treatment of all individuals based on knowledge, skill, ability and performance.

Drug Free Work Place

CrowderGulf is a participant in the ***National Drug Free Work Place Program***. Our policy prohibits drug distribution, possession or use while in the employment of CrowderGulf. This policy applies to all subcontractors and/or consultants that support or assist in any work conducted. Employee training, counseling and/or employee assistance programs bolster the drug free policy.

Criminal Convictions

CrowderGulf has never had any Criminal Convictions against CrowderGulf, company owners or officers.

Penalties

CrowderGulf has never been terminated or debarred from a Contract.

References (5) Five

1.

2. **Client:** City of Panama City, FL — **POP: 36,986 / Bay County**
   Address: 9 Harrison Ave, Panama City, FL 32402
   Contact: **Shane Daugherty**, Superintendent 850-872-3172 Ofc. 850-814-5394 Cell sdaugherty@pcgov.org
   Project Title: ***2018 Hurricane Michael*** *(10/2018-Ongoing)*
   - Removed & Disposed: vegetation, C&D

   2004 Hurricane Ivan *(9/2004-10/2004)*
   - Removed & Disposed: vegetation, C&D, stumps (12)
   - Reduced by burning
   - Provided generators

   1995 Hurricane Opal
   - Removed & Disposed: vegetation, C&D
   - Reduced by grinding

Contract Value:		CY Recovered & Reduced:
Michael	$52,168,000+	2,940,000+
Ivan	$264,161	22,165
Opal	$2,000,000	300,000

3. **Client:** City of Fort Myers, FL — **POP: 79,943 / Lee Co**
   Address: 2200 Second St, Fort Myers, FL 33901
   Contact: **Mr. Saeed Kazemi**, City Manager, Cell: 239-851-1753, Ofc: 239-321-7024, SKazemi@cityftmyers.com
   Sandra Ryan, Interim Deputy City Clerk, 239-321-7035
   Project Title: ***2017 Hurricane Irma*** *(9/27/2016-12/05/2017)*
   - Removed & disposed of vegetation, C&D, mulch, leaners / hangers (3,134 trees)
   - White goods (3), HHW (1,513 lbs)

   2005 Hurricane Wilma *(10/2005-12/2005)*
   - Emergency Push
   - Removed & Disposed: vegetation, mulch, stumps
   - Reduced by grinding

2004 Hurricane Charley (8/2004-11/2004)
- Removed & Disposed: mulch

Contract Value:		CY Recovered & Reduced:
Irma	$3,757,645	331,967
Wilma	$794,838	41,717
Charley	$2,559,287	145,810

4. Client: Lee County, FL — POP: 739,224
Address: 10500 Buckingham Rd, Fort Myers, FL 33905
Contact: **Jesse Lavender,** Parks and Recreation Director 239-357-5964 jlavender@leegov.com
Jason Fournier, Public Utilities Mgr Cell: 239-229-5733, Ofc: 239-533-8000 jfournier@leegov.com
Jim Bjostad, Public Safety Em. Manager, Cell: 239-476-2147, Ofc: 239-533-0617, jbjostad@leegov.com
Old Contact - Mr. Lindsey Sampson, Solid Waste Director, 239-533-8000, LSampson@leegov.com
Project Title: ***2017 Hurricane Irma*** *(9/19/2017 – 01/14/2018)*
- Removed & Disposed: vegetation, C&D, Mulch, leaner/hangers (68,195 trees)
- Reduce by grinding (13 sites)

2005 Hurricane Wilma *(10/2005-12/2005)*
- Removed & Disposed: vegetation, C&D, stumps (114)
- Reduced by grinding
- Special Projects: *Debris Removal, Division of Natural Resources,(05/06-06/06)* removed waterway debris

2004 Hurricane Jeanne *(8/2004-12/2004)*
2004 Hurricane Charley
- Removed & Disposed: vegetation, C&D, stumps
- Reduced by grinding & burning

Contract Value:		CY Recovered & Reduced:
Irma	$26,000,276	2,024,742
Wilma	$7,995,412	451,948
Jeanne/Charley	$14,000,000	902,555

5. Client: Polk County, FL — POP: 686,483
Address: 1890 Jim Keene Blvd, Winter Haven, FL 33880 and 3000 Sheffield Road, Winter Haven, FL 33880
Contact: **Jay Jarvis,** Drainage Director, jayjarvis@polk-county.net, 300 Sheffield Rd, Winter Haven 33880, (863)535-2200 **Michael Teate,** Roads & Drainage Area Manager, 863-535-2200 ofc, 863-581-0541 cell, michaelteate@polk-county.net
Project Title: ***2017 Hurricane Irma*** *(9/15/2017-04/05/2018)*
- Removed & disposed of vegetation, mulch, leaners/hangers (16,344 trees), reduction by grinding (11 sites)

2012 Tornado (6/2012-7/2012)
- Removed & Disposed: vegetation

2004 Hurricane Charley *(8/2004-3/2005)*
- Removed & Disposed: vegetation, C&D, stumps (1,797), reduced by grinding (8 Sites)

Contract Value:		CY Recovered & Reduced:
Irma	$24,917,254	2,604,083
Tornado	$18,062	244 Tons
Charley	$23,420,373	2,087,584 CY

6. Client: Liberty County, GA — Population: 61,386
Address: 100 Liberty Street, Hinesville, GA 31313
Contact: **Mike Hodges, Emergency Management Director**, 912-368-2201, mike.hodges@libertycountyga.com
Project Title: ***2016 Hurricane Matthew*** *(10/2016 – 01/2017)*
- Removed & Disposed: vegetation, C&D, Stumps
- Removed Leaners / Hangers
- Managed 2 DMS facilities
- Reduced by air curtain incineration burn

Contract Value:		CY Recovered & Reduced:
Matthew	$1,736,692	183,194

7. **Client:** Town of Hilton Head Island, SC — **Population: 40,055 / Beaufort County**
Address: One Town Center Court Hilton Head Island, SC 29928
Contact: **Scott Liggett, Engineer**, (843)384-8675 email: scottl@hiltonheadislandsc.gov
Jennifer Lyle, Assistant Town Engineer, 843-384-2629, jenniferL@hiltonheadislandsc.gov
Project Title: ***2016 Hurricane Matthew*** *(10/2016-04/2017)*
- Emergency PUSH
- Removed & Disposed: ROW, SCDOT Roads, Private Roads, Public Use Areas
- Removed & Disposed vegetation, C&D, leaners & hangers, mulch
- Reduced at 2 sites by grinding

Contract Value:		CY Recovered & Reduced:
Matthew	$37,124,940	3,012,487 CY

8. **Client:** South Carolina Department of Transportation, SC
Address: 955 Park St, Room 324, Columbia, SC 29201
Contact: **David Cook**, SCDOT Maintenance Deputy Director, 803-737-1268, cookdb@scdot.org
Project Title: **2016 Hurricane Matthew (10/8/16-1/13/2017)**
- Removed & Disposed: vegetation, Leaners, Hangers & Stumps
- 6 DMS facilities managed, Reduced by grinding
- Counties of Darlington, Florence, Sumter

2015 Storms / Flooding *(10/2015-11/2015)*
- Removed & Disposed: C&D, white goods (278), e-waste (484 + 13,580 Lbs), HHW (28,000 Lbs)
- Counties: Lexington, Richland
- Monitored by Thompson

1990 Hurricane Hugo
- Removed & Disposed: vegetation, C&D
- **Reduced** by grinding
- **Counties** of Kershaw, Lancaster & Manning; Cities of Florence, Manning & Charleston

Contract Value:		CY Recovered & Reduced:
Matthew	$8,187,338	492,455
Storms	$ 720,217	33,163
Hugo	$5,200,000	90,000

9. **Client:** Aransas County, TX — **POP: 25,721**
Address: 301 N. Live Oak Street, Rockport, TX 78382
Contact: **Rick McLester**, Emergency Management Coordinator, 361-790-0100, mclester@aransascounty.org
Valerie Gonzalez, Director of Environmental Health 361-790-0121 vgonzalez@aransascounty.org
2017 Hurricane Harvey *(9/5/2017 – 06/05/2018)*
- Removed & disposed of vegetation, C&D, C&D compacted, mulch, leaners/hangers (14,938 trees), white goods (6,039) and HHW (22,760 lbs)
- Reduction by grinding (3 - sites)

Contract Value:		CY Recovered & Reduced:
Harvey	$33,521,254	3,242,505

10. **Client:** City of Dickinson, TX — **Population: 20,359 / Galveston Cty**
Address: 4000 Liggio, Dickinson, TX 77539
Contact: **Chris Heard**, City Administrator, Ofc. 281-337-6204 or Cell 816-651-8929. cheard@ci.dickinson.tx.us
Captain Steve Krone, Director of Emergency Operations, 281-337-6308, skrone@ci.dickinson.tx.us
Project Title: ***2017 Hurricane Harvey*** *(9/7/2017 – 01/26/2018)*
- Removed & disposed of vegetation, C&D, white goods (4,801), E-waste (7,298) and HHW (169,801 lbs)

2008 Hurricane Ike *(9/2008-2/2009)*
- Removed & Disposed: vegetation, C&D, white goods, canal debris

2005 Hurricane Rita (10/2005)
- Emergency Push
- Removed & Disposed: vegetation, C&D

Contract Value:		CY Recovered & Reduced:
Harvey	$4,357,015	283,914
Ike	$2,309,107	217,088
Rita	$92,554	5,777

11. **Client:** City of Friendswood, TX **Population: 39,839 / Galveston Cty**
Address: 1600 Whitaker Dr, Friendswood, TX 77546
Contact: **Brian Mansfield,** Dep. Director Emergency Mgmt, 281-996-3335 Cell. 832-875-2365, bmansfield@friendswood.com
Terry Byrd, Emergency Management Coordinator, 281-996-3335, tbyrd@ci.friendswood.tx.us
Project Title: ***2017 Hurricane Harvey*** *(9/6/2017 – 01/15/2018)*
- Removed & disposed of C&D, white goods (5,631), E-waste (2,350) and HHW (220,540 lbs)

2015 Tornado (11/2015)
- Removed & Disposed: vegetation, C&D
- Monitored by Tetra Tech - ADMS

2008 Hurricane Ike *(9/2008-1/2009)*
- Removed & Disposed: vegetation, C&D
- Provided: Generators

Contract Value:		CY Recovered & Reduced:
Harvey	$4,096,828	135,952
Tornado	$140,516	8,782
Ike	$4,054,033	482,978

City of Panama City
Solid Waste Division

Shane Daugherty, ESD Manager — *Robert Nix, Superintendent*
731 Massalina Drive- Panama City, Florida 32401 (850) 872 3172

April 18, 2019

To Whom It May Concern

This letter is written on behalf of Crowder Gulf who is the City's emergency debris clearing and disposal services contractor.

On October 10th 2018 Hurricane Michael came ashore just east of Panama City as a strong Category 4 Storm. In the wake of that, storm every street in the City was impassible with downed trees, utility poles, and windblown debris creating impenetrable road blockages. There was not a structure in Panama City that did not have some sort of damage.

Crowder Gulf went to work immediately alongside of City crews and within two weeks, all roads were open. Crowder Gulf then began the hard work of removing up to date 3.4 million cubic yards of debris from the City. All this debris was relocated to one of the five temporary debris sites, which was set up and managed by Crowder Gulf. Crowder Gulf is also removing debris from 56 miles of ditches within Panama City, and they will be handling all the private property debris removal services and demolitions.

I can strongly attest to Crowder Gulfs professionalism, attention to customer service, job knowledge and skills, and for these reasons I can proudly recommend Crowder Gulf as a qualified contractor for Debris Removal.

If you require any additional information, or should you have any questions concerning this reference letter, please do not hesitate to call me or email me anytime at 850-872-3180. sdaugherty@pcgov.org

Shane Daugherty
Environmental Services Manager
City of Panama City, FL

"Dedicated to Excellence...
People Serving People"

Friendswood, TX

910 S Friendswood Dr, Friendswood, TX 77546

PERFORMANCE EVALUATION SURVEY

Contractor Name: CrowderGulf

Point of Contact: John Ramsay, President

Phone and e-mail: 800-992-6207, jramsay@crowdergulf.com

Please evaluate the performance of CrowderGulf below (10 means you are very satisfied and have no questions about hiring them again, 5 is if you don't know and 1 is if you would never hire them again because of very poor performance).

NO	CRITERIA	RESPONSE
1	Ability to manage the project cost (minimize change orders)	1 2 3 4 5 6 7 8 9 (10)
2	Ability to maintain project schedule (complete on-time or early)	1 2 3 4 5 6 7 8 9 (10)
3	Quality of workmanship	1 2 3 4 5 6 7 8 9 (10)
4	Professionalism and ability to manage (includes responses and prompt payments to suppliers and subcontractors)	1 2 3 4 5 6 7 8 9 (10)
5	Close-out process (no punch list upon turnover, warranties, as-built, operating manuals, tax clearance, etc... submitted promptly	1 2 3 4 5 6 7 8 9 (10)
6	Communication, explanation of risk, and documentation (construction interference completed on time)	1 2 3 4 5 6 7 8 9 (10)
7	Ability to follow the users rules, regulations and requirements (housekeeping, safely, etc...)	1 2 3 4 5 6 7 8 9 (10)
8	Overall customer satisfaction and hiring again based on performance (comfort level in hiring contractor again)	1 2 3 4 5 6 7 8 9 (10)

Overall Comments: CrowderGulf has coordinated closely with the City of Friendswood for several years in Pre- Event Planning and Training which enabled a seamless response when their contract was activated during Hurricane Ike in 2008. CrowderGulf representatives visited the Friendswood EOC pre-landfall to coordinate their post landfall response and they were in contact with the EOC throughout the storm event. Their response met or exceeded all expectations and was completed with a high degree of professionalism. The support provided by CrowderGulf prior to, during, and after the storm was top notch. The City of Friendswood appreciates the high level of service that CrowderGulf provided to our City during Hurricane Ike in 2008.

Agency or Contact Reference Business Name: City of Friendswood Texas
Contact Name: Terry Byrd
Contact Phone & email: 281-996-3335 tbyrd@friendswood.com
Date of Services: 1, 2008 Hurricane Ike – 9/2008-1/2009
Dollar Amount for Services: 1, $4,054,033

Signature and position of preparer: Terry Byrd
Date: August 26, 2013 City of Friendswood Texas Fire Marshal/Emergency Management Coordinator

PLEASE FAX (251-459-7433) OR EMAIL THIS QUESTIONNAIRE TO JRAMSAY@CROWDERGULF.COM BY **THURSDAY, AUGUST 29, 2013.**

City of Fayetteville
North Carolina
CITY MANAGER'S OFFICE

February 11, 2019

CrowderGulf, LLC
5435 Business Parkway
Theodore, AL 35582

To Whom It May Concern:

Hurricane Matthew (2016) and Hurricane Florence (2018) were by far, the largest disasters that Fayetteville has endured in decades. With the quick activation by your company in both instances, our city was on the road to recovery in a matter of a few months. Your staff was able to coach us through our first hurricane with skill and patience as we navigated logistics and public relations hurdles.

Our second hurricane presented a different set of circumstances, but we successfully made it through the debris removal process with your staff's same level of professionalism and dedication that we experienced two years prior. Although debris levels were higher this time, nearing 120,000 cubic yards, collection was completed in just less than eight weeks.

Your organization has well prepared on-site managers, qualified removal drivers and the willingness to work with the local staff and residents to get the job done in a timely manner. Debris sites are remediated and paperwork is completed to everyone's satisfaction.

Please accept this letter as endorsement of the excellent standards and customer service we experienced in our work with CrowderGulf.

Sincerely,

Dr. Telly Whitfield
Assistant City Manager
Fayetteville, North Carolina

433 Hay Street
Fayetteville, NC 28301-5537
(910) 433-1990 | (910) 433-1948 Fax
www.cityoffayetteville.org

The City of Fayetteville, North Carolina does not discriminate on the basis of race, sex, color, age, national origin, religion, or disability in its employment opportunities, programs, services, or activities.

Nicholson Management Solutions, LLC

Disaster Recovery Emergency Management
Grants Management

June 27, 2018

Crowder Gulf
5435 Business Parkway
Theodore AL 36582

RE: Letter of Reference

It is my pleasure to write a letter of reference for Crowder Gulf. I have had the opportunity to work with Crowder Gulf during several disasters in the State of Texas. First was after Hurricane Ike in 2008 with the County of Galveston and must recent was Hurricane Harvey in 2017 with the City of Dickinson.

Crowder Gulf and its employees are very knowledgeable in the disaster process of debris removal. They understand the regulations and requirements put forth by FEMA and the Federal government. They are effective and efficient in their efforts to help communities recover from a disaster situation. They work hard to provide their clients with the proper equipment to get the job done in a timely manner and the office staff is always ready to provide any assistance needed with documentation for reimbursement. Crowder Gulf works with their clients to provide the best service possible. I would recommend them for their services as a debris contractor.

If you have any questions, please do not hesitate to contact me at connie@nms-llc.com or by phone at (979) 415-4000.

Respectfully,

Connie A. Nicholson

Connie A. Nicholson
President, Nicholson Management Solutions, LLC

7238 Avenue L Santa Fe, Texas 77510 979-415-4000 / 409-925-1484

CITY OF PARKER

1001 WEST PARK STREET • PARKER, FLORIDA 32404
TELEPHONE (850) 871-4104 • FAX (850) 871-6684

April 17, 2019

The CrowderGulf Team
c/o Ashley Ramsay-Naile
5435 Business Parkway
Theodore, AL 35582

Dear Ms. Ramsay-Naile,

Our city was devastated by Hurricane Michael on October 10, 2018, the largest disaster that the Florida Panhandle has endured in decades. With the quick activation by your company for debris hauling, Parker was on the road to recovery in a matter of weeks. Your team was able to coach us through the cleanup with skill and patience as we navigated logistics and public relations hurdles.

Your haulers cleaned over 545,000 cubic yards of debris in our two square-mile city. Your staff assured a very smooth operation, and were in constant communication with us. Your team was flexible, professional, and dedicated to meeting our needs.

Your organization has well prepared, on-site managers, qualified removal drivers and the willingness to work with the local staff and residents to get the job done in a timely manner. Our single debris site, our former Sports Complex, was cleaned up and re-seeded in a manner leaving it ready to be used as a park again. All billing and reporting were clear and completed to our and the monitor's satisfaction.

The City of Parker sincerely appreciates the excellent standards and customer service we experienced in working with CrowderGulf. We are pleased that we now have an ongoing contract with you, although we hope we never have to use it again!

Again, thank you for your team of experts during these past six months.

Sincerely,

Richard P. Musgrave
Mayor

Tony Summerlin
Public Works Supervisor

Nancy A. Rowell
City Clerk

/dd

e. Required Documents

Vendor's Checklist

1. Did you provide required information and sign the front page of the solicitation?
   _X_ Yes ____ No

2. Did you sign the Certificate of Familiarity form?
   _X_ Yes ____ No

3. Did you sign the City of Charleston M/WBE Compliance Provisions forms?
   _X_ Yes ____ No

4. Did you sign the applicable Affidavit?
   _X_ Yes ____ No

5. Did you mark your "Original" Bid and provide the required # of copies?
   _X_ Yes ____ No

6. Did you complete and include all pricing sheets?
   _X_ Yes ____ No

7. Did you include the required references?
   _X_ Yes ____ No

8. Did you provide a copy of insurance and all other documentation requested?
   _X_ Yes ____ No

9. Did you include and sign any addenda?
   _X_ Yes ____ No
   3 Addendums

10. Did you double check to make sure you have included everything that is requested?
    _X_ Yes ____ No

If you have any concerns, please do not wait until after opening to raise them. **At that point, it is too late. If this solicitation includes a pre-bid conference or a question & answer period, raise your questions during this time.** Please read the bid carefully.

This checklist is included only as a reminder to help Bidders avoid common mistakes. Responsiveness will be evaluated against the solicitation, ***not*** against this checklist. You do not need to return this checklist with your response.

The City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, South Carolina 29401
P) 843-724-7312 F) 843-720-3872
www.charleston-sc.gov

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson
Vendor Name: CrowderGulf, LLC	**FEIN/SS#:** 01-0626019
Vendor Address: 5435 Business Parkway	
City – State – Zip: Theodore, AL 36582	
Telephone Number: 800-992-6207	**Fax Number:** 251-459-7433
Minority or Women Owned Business: Are you a certified Minority or Women-Owned business in the State of South Carolina? If so, please provide a copy of your certificate with your response	☐ Yes ☒ No
Authorized Signature: **Date:** 8/12/	**Title:** John Ramsay, Pres & CEO

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this bid and certify that I am authorized to sign this bid for the bidder. **This signed page must be included with bid submission.**

IMPORTANT

1. This solicitation seeks proposals responding to the Scope of Work for a **Storm Debris Removal Service**. This solicitation does not commit the City of Charleston to award a contract, to pay any costs incurred in the preparation of applications submitted, or to procure or contract for the services. The City reserves the right to accept or reject any, all or any part of any proposal received as a result of this Solicitation, or to cancel in part or in its entirety this Solicitation if it is in the best interest of the City to do so. The City shall be the sole judge as to whether proposals submitted meet all requirements contained in this solicitation.

2. Offeror may **mail**, or **hand-deliver** response to the Procurement Division. **Do Not Fax** in the proposal response. Please show the solicitation number on the outside of any mailing package. The City of Charleston assumes no responsibility for unmarked or improperly marked envelopes. If directing any other correspondence to the Procurement Division not related to the solicitation, please do not include the solicitation number on the envelope. If the Bidder chooses not to respond to this solicitation, it is recommended to return the "No Bid Response Form" to our office.

3. **DEADLINE FOR SUBMISSION OF OFFER:** Any proposal or offer received after the Procurement Director or his designee has declared that the time set for opening has arrived, shall be rejected unless the offer has been delivered to the designated purchasing office or the governmental bodies' mail room which services that purchasing office prior to the proposal opening.

4. Questions regarding this solicitation **must be submitted in writing to Robin B. Robinson no later than 1:00pm on July 25, 2019**. Questions may either be faxed to 843-720-3872 or emailed to Robin B. Robinson, robinsonr@charleston-sc.gov.

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson

CERTIFICATE OF FAMILIARITY

The undersigned, having fully familiarized himself with the information contained within this entire solicitation and applicable amendments, submits the attached proposal, and other applicable information to the City, which I verify to be true and correct to the best of my knowledge. I further certify that this proposal response is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a proposal for the same materials, supplies, equipment or services in all respects, fair and without collusion or fraud. I agree to proposal by all conditions of this solicitation and certify that I am authorized to sign this proposal. I further certify all prices submitted shall remain effective for a minimum period of ninety (90) days, unless otherwise stated.

CrowderGulf, LLC Company Name As registered with the IRS	Authorized Signature
5435 Business Parkway Correspondence Address	John Ramsay Printed Name
Theodore, AL 36582 City, State, Zip	President & CEO Title
jramsay@crowdergulf.com Email	(800) 992-6207 Telephone Number/Toll Free Also (If Available)
5435 Business Parkway Remittance Address	(251) 459-7433 Fax Number
Theodore, AL 36582 City, State, Zip	8/12/19 Date
01-0626019 Federal Tax ID (FEIN)/SS Number	G17523 SC Sales Tax Number

Minority or Women-Owned Business:

Are you a certified Minority or Women-Owned business in the State of SC?

☐ Yes ☒ No

If so, please provide a copy of your certificate with your response.

References

The Contractor will provide the name, title, address and phone number of at least five (5) customers where the proposed services have been utilized of similar size and nature of operation.

Name: Town of Hilton Head Island, SC / Scott Liggett, Engineer
Address: One Town Center Court
Hilton Head Island, SC 29928
Phone/Fax: 843-384-8675
Email: scottl@hiltonheadislandsc.gov / jenniferl@hiltonheadislandsc.gov

Name: City of Panama City, FL / Shane Daugherty, Superintendent
Address: 9 Harrison Ave
Panama City, FL 32402
Phone/Fax: 850-872-3172 or 850-814-5394
Email: sdaugherty@pcgov.org

Name: City of Parker, FL / Nancy Rockwell, City Clerk
Address: 1001 West Park Street
Parker, FL 32404
Phone/Fax: 850-960-1908 or 850-528-9032
Email: narockwell@cityofparker.com

Name: Polk County, FL / Jay Jarvis, Drainage Director
Address: 1890 Jim Keene Blvd.
Winter Haven, FL 33880
Phone/Fax: 863-535-2200
Email: jayjarvis@polk-county.net

Name: Aransas County, TX / Valerie Gonzalez, Dir. of Environmental Health
Address: 301 N. Live Oak Street
Rockport, TX 78382
Phone/Fax: 361-790-0121
Email: vgonzalez@aransascounty.org

NON-DISCRIMINATION STATEMENT

The proposer certifies that:

(1) No person shall be excluded from participation in, denied the benefit of, or otherwise discriminated against on the basis of age, sex, race, disability, national origin, religion, sexual orientation or gender identity in connection with any bid submitted to the City of Charleston or the performance of any contract resulting therefrom; (See #51 on page 12).

(2) That it is and shall be the policy of this Company to provide equal opportunity to all business persons seeking to contract or otherwise interested in contracting with this Company, including those companies owned and controlled by racial minorities, cultural minorities, and women;

(3) In connection herewith, we acknowledge and warrant that this Company has been made aware of, understands and agrees to take affirmative action to provide such companies with the maximum practicable opportunities to do business with this Company;

(4) That this promise of non-discrimination as made and set forth herein shall be continuing in nature and shall remain in full force and effect without interruption;

(5) That the promises of non-discrimination as made and set forth herein shall be and are hereby deemed to be made as part of and incorporated by reference into any contract or portion thereof which this Company may hereafter obtain and;

(6) That the failure of this Company to satisfactorily discharge any of the promises of non-discrimination as made and set forth herein shall constitute a material breach of contract entitling the City of Charleston to declare the contract in default and to exercise any and all applicable rights and remedies including but not limited to cancellation of the contract, termination of the contract, suspension and debarment from future contracting opportunities, and withholding and or forfeiture of compensation due and owing on a contract.

Signature	President & CEO Title

Note: The Minority/Woman-Owned Business Office is available to identify qualified M/WBE's. Please contact the Office at (843) 724-7434. This form may be copied as needed. The City of Charleston has also posted a list of registered M/WBE's on its website at http://www.charleston-sc.gov/bidline.

*** CHECK LICENSE CARD, CERTIFICATE, CLASSIFICATION(S), AND CONTRACT LIMIT FOR ACCURACY ***

LICENSE RENEWALS - YOUR LICENSES EXPIRES ON 10/31/2020. Renewing is only available 3-4 months prior to this date; renewal notices will be mailed out. Renewal website: **https://renewals.llronline.com/RegLogin.asp**. If you do not renew your license by January 31st after your expiration date, you must submit an initial application, Doc #165, financial statement and $350 to reinstate your license - website: **www.llronline.com/pol/contractors**.

Your USERID will be sent to you on a Renewal Notice during renewals. Your current PASSWORD is: Rebekah03

** THIS IS A 2-PART POCKETCARD! FOLD CARD - DO NOT CUT OR TEAR CARD IN HALF! **

BOTH PARTS OF POCKETCARD MUST BE PRESENTED TO CUSTOMER, PERMIT OFFICE, BUILDING OFFICIAL, ETC. AT ALL TIMES!

*** LICENSE# - G117523CCB1044177

South Carolina Department of Labor, Licensing and Regulation

SC Contractor's Licensing Board

GENERAL CONTRACTOR

CROWDERGULF LLC

5435 BUSINESS PKWY

THEODORE AL 36582

is certified to practice the following:

BD5

Effective License Date: 08/10/2018

Initial License Date: 10/10/2012

EXPIRATION DATE: 10/31/2020

Administrator

*** LICENSE# - G117523CCB1044177

EXPIRATION DATE: 10/31/2020

GENERAL CONTRACTOR

CROWDERGULF LLC

is certified to practice the following:

BD5

License Classification(s) is the 2 letters in front of number

License Group# Limit is number after 2-letter classification

(see Letter Abbreviation Key & Group Limit on back)

Qualifying Party(s): EDWARD REID LOPER

Your USERID will be sent to you on a Renewal Notice during renewals. Your current PASSWORD is: Rebekah03

DO NOT PEEL CARD FROM A CORNER

To remove card from backing

- Bend form back from the outside edge
- Pull card off backing

WALL CERTIFICATE BELOW:

CCB1044177

STATE OF SOUTH CAROLINA

DEPARTMENT OF LABOR, LICENSING AND REGULATION

SC CONTRACTOR'S LICENSING BOARD

LICENSE CERTIFICATE

LICENSE# - G117523 The following licensee: LICENSE# - G117523

CROWDERGULF LLC

5435 BUSINESS PKWY

THEODORE AL 36582

has met the necessary qualifications required by the laws of the state of South Carolina and is duly qualified and entitled to practice as a:

GENERAL CONTRACTOR

for the Classification(s) and Group Limitation shown below:

BD5

EXPIRATION DATE: 10/31/2020

Effective License Issue: 08/10/2018

Initial License Date: 10/10/2012

*** Group Number and Dollar Limitations: ***

The number after your 2-letter classification(s) above is your Group#

Group #1 - $50,000 Group #3 - $500,000

Group #2 - $200,000 Group #4 - $1,500,000

Group #5 - $Unlimited

Administrator

Qualifying Party(s): EDWARD REID LOPER

It is at the discretion of the licensee, not the Board, to authorize officers or employees of the company to pull permits and conduct business.

South Carolina Department of Labor, Licensing and Regulation

Contractors Licensing Board

CERTIFIES THAT:

CROWDERGULF LLC

IS AUTHORIZED TO PRACTICE

GENERAL CONTRACTOR

BD5

LICENSE NO.

CLG.117523 GC

EXPIRATION DATE: 10/31/2020

To verify current license status, go to http://verify.llronline.com/LicLookup/LookupMain.aspx

SAM
SYSTEM FOR AWARD MANAGEMENT

Melinda Edwards Log Out

Entity Dashboard

- Entity Overview
- Entity Registration
  - Core Data
  - Assertions
  - Reps & Certs
  - POCs
- Reports
  - Service Contract Report
  - BioPreferred Report
- Exclusions
  - Active Exclusions
  - Inactive Exclusions
  - Excluded Family Members

BACK TO USER DASHBOARD

CROWDERGULF, LLC
DUNS: 195686477 CAGE Code: 45ZE0
Status: Active
Expiration Date: 10/17/2019
Purpose of Registration: All Awards

5435 BUSINESS PKWY
THEODORE, AL, 36582-1675
UNITED STATES

Entity Overview

Entity Registration Summary

DUNS: 195686477
Name: CROWDERGULF, LLC
Business Type: Business or Organization
Last Updated By: Melinda Edwards
Registration Status: Active
Activation Date: 10/17/2018
Expiration Date: 10/17/2019

Exclusion Summary

Active Exclusion Records? No

GSA

IBM-P-20181206-1708
WWW8

Search Records
Data Access
Check Status
About
Help

Disclaimers
Accessibility
Privacy Policy

FAPIIS.gov
GSA.gov/IAE
GSA.gov
USA.gov

CrowderGulf

Disaster Recovery and Debris Management

5435 Business Parkway
Theodore, Alabama 36582

Office: (800) 992-6207
Fax: (251) 451-7433

EQUAL EMPLOYMENT OPPORTUNITY

AFFIRMATIVE ACTION PROGRAM

This company is an equal employment opportunity employer. It is the policy of this company to assure that applicants are employed, and that applicants are treated during employment, without regard to their race, religion, sex, color, national origin, age, disability, veteran status, military obligations, genetic information or any other characteristics protected by law. Such action shall include: employment, upgrading, demotion, transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship, pre-apprenticeship, and/or on-the-job-training.

1. Publication and dissemination of this company's written policy of equal employment opportunity.
   A. Each employee is informed that we are an equal opportunity employer and where our policy is posted.
   B. Our policy is reviewed annually, or more frequently if required by contract, with all supervisory personnel.

2. Appointment of Equal Employment Officer charged with the responsibility of securing compliance and advising corporate Officials of progress.
   Equal Employment Officer: Mary G. White
   Office #: 251-478-6848
   Email: hr@crowdergulf.com

3. Notification of all recruitment sources that the company, as an equal opportunity employer, solicits referral of qualified applicants without regard to race, religion, sex, color, national origin, age, disability, veteran status, military obligations, genetic information or any other characteristics protected by law.

4. The upgrading and promotion of employees shall be made based on qualifications and ability without regard to race, religion, sex, color, national origin, age, disability, veteran status, military obligations, genetic information or any other characteristics protected by law.

5. We request from all employees, especially minorities and females, that they refer any qualified friends or relatives to us for employment.

6. All company facilities and activities shall be non-segregated.

7. All Advertisements for employment shall contain the statement, "We are an Equal Opportunity Employer".

8. We continuously monitor, control, evaluate, and obtain feedback in regard to the application of our Equal Employment Opportunity policy at all levels.

9. All personnel activities shall be monitored to ensure that this Equal Employment Opportunity policy is being carried out.

10. CrowderGulf complies with all federal and state laws and regulations regarding Equal Employment Opportunity.

11. In succession to the previous EEO Officer, effective Mary G. White was appointed EEO Officer for the company effective 8/15/2011. Any person who believes he or she has been discriminated against should direct their complaint to Mary G. White.

John Ramsay
President & CEO

E-Verify
Employment Eligibility Verification

Welcome Kelley, James | User ID KJAM1888 | Last Login 06:32 PM - 04/01/2012 | Log Out

Click any ? for help

- Home
- **My Cases**
- New Case
- View Cases
- Search Cases
- **My Profile**
- Edit Profile
- Change Password
- Change Security Questions
- **My Company**
- Edit Company Profile
- Add New User
- View Existing Users
- Close Company Account
- **My Reports**
- View Reports
- **My Resources**
- View Essential Resources
- Take Tutorial
- View User Manual
- Contact Us

Company Information

View / Edit

Company Name: CrowderGulf, LLC

Company ID Number: 312220
Doing Business As (DBA) Name:
DUNS Number:

Physical Location:		Mailing Address:
Address 1:	5435 Business Parkway	Address 1:
Address 2:		Address 2:
City:	Theodore	City:
State:	AL	State:
Zip Code:	36582	Zip Code:
County:	MOBILE	

Additional Information:

Employer Identification Number: 10626019
Total Number of Employees: 20 to 99
Parent Organization:
Administrator:

Organization Designation:

Employer Category: None of these categories apply

NAICS Code: 562 - WASTE MANAGEMENT AND REMEDIATION SERVICES — View / Edit

Total Hiring Sites: 1 — View / Edit

Total Points of Contact: 3 — View / Edit

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

T: (843) 724-7314
F: (843) 720-3872

ADDENDUM #3 – Q&A Clarification

DATE: August 5, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #3 to the solicitation is being made for the following reasons:

Q-1 **Can you please elaborate upon your answer on addendum 2 relative to disposal fees where you state "we are not eligible for this during an event." pass thru costs pertaining to disposal fees are not only FEMA eligible, a pass thru mechanism is common and preferred. Contractors performing load and haul activity have uo control over movement of disposal fees by landfills; therefore, a "pass through" is the only equitable way to treat disposal fees. Depending on clarification of your initial answer, we respectfully request that you consider your response to addendum 2.**

A-1 We meant that we are not eligible to use the county landfill on Bee's Ferry Rd during an event and you would need to include disposal fees.

Q-2 **Often there are different disposal fees associated with Vegetative Debris & C&D Debris. Will the City consider modifying line item 7 to add for haul out of reduce vegetative debris as a line item and haul out of reduced C&D Debris as a separate line item. If not can we list two separate rates one for veg and one for C&D Debris on line item 7. If listing both rates for line item 7 are we to include both rates in the grand total of all unit rates?**

A-2 Please list the two as separate rates and include in the grand total of all unit rates.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

Signature of Acknowledgement

08/12/2019
Date

CrowderGulf, LLC.
Company Name

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #2 – Q&A Clarification

T: (843) 724-7314
F: (843) 720-3872

DATE: August 1, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #2 to the solicitation is being made for the following reasons:

Q-1 **The Scope of Work Number 2.12 found on page 32 of the RFP clearly states that disposal fees/tipping will be a pass through expense. This typically means that disposal fees are not included in the proposed rates. Tip fees typically negotiated at a discounted rate from the posted daily gate rate post-event. The City will not be able to benefit from possible lower disposal fees if disposal fees are to be included in the proposed rates. We will also not be able to guarantee disposal rates for the term of the contract.**

How will the City treat increased disposal fees should the contract be activated and landfill rates are increased?
Please confirm that the City is now requesting disposal fees to be included in the proposed rates and not to be treated as a pass through expense.

A-1 There will be no pass through fees as we are not eligible for this during an event. Please include all disposal fees.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

Signature of Acknowledgement

08/12/2019
Date

CrowderGulf, LLC.
Company Name

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #1 – Q&A

T: (843) 724-7314
F: (843) 720-3872

DATE: August 1, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #1 to the solicitation is being made for the following reasons:

Q-1 **Regarding RFP #19-P019R, are we to add disposal fees to our price proposal or are tipping fees a passthrough?**

A-1 Yes. Please include disposal fees in the quote.

Q-2 **Please explain specifically how the pricing of one proposal will be evaluated against the pricing from another proposal, including the answer to these questions:**

a. **Will Schedule 1 – Hourly Equipment and Labor Price Schedule be evaluated?**

b. **Will each pricing proposal be analyzed and refined to become one total number which can then be compared to the other proposals?**

c. **Will extended totals (unit price multiplied by estimated quantity) be used to evaluate pricing, and if so, what estimated quantities and what line items will be used to derive the extended totals that will be evaluated?**

d. **Will all pricing line items be evaluated equally or will some line items receive more importance in the evaluation?**

A-2 A. Yes
B. Yes
C. No
D. Yes

Q-3 Who will provide the locations of the Debris Management sites (DMS)?

A-3 The City of Charleston has a list of approved sites for storage and Grinding and will provide

Q-4 Is there an existing contract similar to this in place or previously in place? Are the bid tabulations available?

A-4 This will be the first contract like this for the City.

Q-5 Does the City have a Debris Management Plan? If so, how can we obtain a copy?

A-5 No. Currently there is no plan.

Q-6 Has the City identified any DMS? If so, where are they located?

A-6 McMahon Playgound, Charleston Peninsula – Storage and Grinding
Bees Landing Recreational Complex, West Ashley – Storage and Grinding
Ackerman Park, West Ashley – Storage and Grinding
West Ashley Park, West Ashley – Storage and Grinding
Harmon and Herbert St, Charleston Peninsula – Storage and Grinding
Johns Island Park, Johns Island – Storage and Grinding
Governors Park, Daniel Island – Storage and Grinding

Q-7 Which landfill will be the final destination for C&D Debris?

A-7 TBD

Q-8 P.2 states that all pages that require a signature must be included with the bid. Do we include the No Bid for with N/A at the top with no signature to be compliant with the above?

A-8 Any forms that are not applicable to you, do not have to be turned in. Example: No Bid Form, Affidavits that don't apply to you for this RFP.

Q-9 Will Schedule 1 Hourly Equipment and Labor Price Schedule be included in the evaluation in terms of cost? Does it carry the same weight as Schedule 2 Unit Rate Price Schedule? Will all line items be used to form a grand total of unit rates and that number be used to evaluate the proposals in terms of cost?

A-9 Everything will be considered. Please see question 2.

Q-10 Are we to add all line items in Schedule 1 and 2 to form a sum of all unit rates to be used on page 45 for the Total Estimated Contract Price?

A-10 You should include this in the cost of your per unit price that you provide us on page 45.

Q-11 Will the City consider providing the Fee Schedule in a Table Format or an Excel spreadsheet so the line item pricing does not get confused between the various line items?

A-11 No they city will not provide this.

Q-12 Schedule 2 – Line items 1 – 15 asks for an estimated quantity of each unit – are we to enter a value here? Are we to use a value of 1?

A-12 Yes, please base it off of 1.

Q-13 In regard to the "Schedule 2 – Unit Price Schedule" located on page 43 & 44: In order to provide the most accurate quote, would you please provide the location(s) that the City of Charleston will be using as a City approved DMS or other approved designated disposal facility to address the items described in #1, #2, #7, #10, #11, #12, #13, #14, #15 of "Schedule 2 – Unit Price Schedule"?

A-13 Please see answer to question 6 for locations.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

Signature of Acknowledgement

08/12/2019
Date

CrowderGulf, LLC.
Company Name

Score-Sheet

Strom Debris Removal Services RFP
Solicitation #: 19-P019R

Date: Oct. 15, 2019

Firm	Scores of Scorers						Total Score
All Green Landscape Services	45	42	25	55	31	17	215
AshBritt	80	80	95	94	85	90	534
Ceres Environmental	60	70	55	82	74	77	418
Crowder Gulf	85	75	80	92	97	91	520
Custom Tree Care	55	56	25	71	48	33	288
Disaster Response Network	70	79	80	85	45	49	408
DRC Emergency Services	55	74	65	75	58	71	398
Phillips & Jordan	85	75	90	87	87	91	515
Southern Disaster Recovery	75	75	85	85	81	63	464
State Tree Services	45	52	25	56	49	40	267
TFR Enterprises	55	57	50	68	55	69	354

Buyer — Date: 10/15/19

Witness — Date: 10/15/19

3f.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Tom O'Brien **DEPT.** Public Service

SUBJECT: STORM DEBRIS REMOVAL SERVICES

REQUEST: Approval to establish a contract for Storm Debris Removal Services With AshBritt, Inc., 565 E. Hillsboro Blvd., Deerfield Beach, FL 33441. Solicitation #19-P019R

COMMITTEE OF COUNCIL: Ways & Means **DATE:** May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel	☐	☐		☐
Cap. Proj. Cmte. Chair	☐	☐		☐
Public Service	X	☐	Has seen	☐
Procurement Director	X	☐	[illegible]	☐

FUNDING: Was funding previously approved? Yes ☐ No ☐ N/A ☐

If yes, provide the following: Dept./Div.: _____ Account #: _____

Balance in Account _____ Amount needed for this item _____

Does this document need to be recorded at the RMC's Office? Yes ☐ No ☐

NEED: Identify any critical time constraint(s).

CFO's Signature: Amy Wharton

FISCAL IMPACT:

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

STATE OF SOUTH CAROLINA)
)
COUNTY OF CHARLESTON)

AGREEMENT BETWEEN THE CITY OF CHARLESTON AND ASHBRITT, INC. FOR STORM DEBRIS REMOVAL SERVICES

THIS AGREEMENT is entered into this _____ day of _____, 20___ between the City of Charleston, a municipal corporation organized under the laws of the State of South Carolina (hereinafter referred to as "the City"), and AshBritt, Inc. (hereinafter referred to as the "Contractor").

NOW, THEREFORE, for and in consideration of the mutual promises, covenants and conditions stated herein, the parties agree as follows:

§1. SCOPE OF SERVICES

The parties agree that the Contractor shall furnish services and any necessary supplies and equipment for the Storm Debris Removal Services in accordance with Solicitation #19-P019R. All attachments and exhibits, including Exhibits A, B, C, and D listed below, shall be incorporated herein:

Exhibit A: Solicitation #19-P019R (the "Request for Proposal")
Exhibit B: Addenda to Solicitation
Exhibit C: Insurance Requirements
Exhibit D: Contractor's Proposal & Cost Proposal

1. The Contractor shall safely, diligently and in a professional and timely manner perform, with its own equipment and assets, and provide goods and/or services as described in Exhibit A, Exhibit B and Exhibit D as approved by the City in fulfilling its obligations as set forth in this Agreement. Unless modified in writing by the parties hereto, the duties of the Contractor shall not be construed to exceed the provision of the goods and/or services pertaining to this Agreement.

2. The Contractor shall provide the goods and/or services as set forth and described in Exhibit A, Exhibit B and Exhibit D as approved by the City to this Agreement and specifically detailed in any Purchase/Work Orders, if any, as may be issued from time-to-time by the City.

3. The Contractor hereby warrants and represents to the City that it possesses all necessary licenses to perform the work as set forth in this Agreement, carries the requisite insurance policies as set forth in Exhibit C, and is competent and able to provide professional and high quality goods and/or services to the City in accordance with this Agreement.

4. The Contractor shall bill only for work according to Exhibit A, Exhibit B and Exhibit D as approved by the City and the proposed pricing for such work as shown in

Exhibit D. No additional work shall be performed unless requested by the City Official authorized for this project. If the City requests any additional work from the Contractor, the parties shall negotiate any possible additional costs related thereto prior to Contractor's performance of such requested additional work.

5. The Contractor agrees to send any and all reports of work done by the Contractor to the City on a regular basis and to the agreed upon City Representative.

6. The Contractor shall review the scope of each job and perform that job as required. Each job must be approved by an assigned City Representative before the job can be deemed as complete. If corrections are required, the Contractor shall make any corrections within an agreed upon time frame between the Contractor and the City. The Contractor is solely responsible for the costs of any corrections.

7. The City will use each vendor awarded this contract based on the needs of the City. Also, if a vendor is called and cannot get to the work in the time required by the City, the City has the ability to contact another awarded vendor.

§2. CONTRACT TERM

The initial term of this Agreement shall be for a period of one (1) year from the date of execution. The City reserves the right to extend the Agreement if the City determines the extension is in its best interest; said extension will be on an annual basis and shall not exceed four (4) additional one (1) year periods.

§3. COMPENSATION AND PAYMENT TERMS

This Agreement authorizes payments to be made in accordance with the Request for Proposal, Addenda and the Contractor(s)' Proposal Response and Cost Proposal, Exhibits A, B and D. Payment terms shall be Net 30 days after receipt of an approved invoice by the City. Payment to the Contractor shall be made after services have been rendered. The Contractor must submit an original invoice for each payment request to the City in care of Accounts Payable whose mailing address is PO Box 853, Charleston, SC 29402, and whose physical office is located at 116 Meeting Street, Charleston, SC 29401. Faxed and/or copied invoices from the Contractor to the City shall not be accepted. Rates shall not increase during the term of this Agreement or any agreement extensions. If the Contractor requests a price increase, it shall be in accordance with the US Department of Labor/Bureau of Labor Statistics/Consumer Price Indexes, and shall only be requested ninety (90) days prior to the anniversary date of the Agreement. The City shall have the sole discretion to honor or reject the Contractor's request for a price increase.

§4. WARRANTIES AND REPRESENTATIONS

A. The Contractor hereby represents and acknowledges that it is a licensed, bonded contractor capable of performing the work hereunder.

B. All equipment, materials, and supplies incorporated in the work covered by this Agreement and provided by the Contractor are to be of the highest quality for their intended purpose. When requested, the Contractor shall furnish to the City for approval the name of the manufacturer, the model number, and other

identifying data and information regarding the performance, capacity, nature and rating of the machinery, mechanical, and other equipment which the Contractor is required to incorporate into the project. Machinery, equipment, material and supplies used without the required prior approval of the City shall be at the risk of subsequent rejection by the City at no cost to the City.

C. The Contractor warrants and represents that its staff is knowledgeable about, and experienced in providing the materials specified in the work required in accordance with this Agreement and warrants that it will use its best skill and attention to provide the above described work and materials in a professional and timely manner.

§5. SUBCONTRACTORS

A. If any Subcontractor shall be used for this project, the Contractor shall provide to the City's Director of Procurement a list of names of any of the intended Subcontractors, the Subcontractor's applicable license number(s), and a description of the work to be done by each subcontractor, if requested by the City.

B. The Contractor shall not substitute any Subcontractor without the prior written consent of the City's Director of Procurement.

C. The Contractor shall be responsible for all services performed by a Subcontractor. Responsibilities include, but are not limited to, compliance with any applicable licensing and insurance regulations.

D. If at any time the City's Director of Procurement determines that any Subcontractor is incompetent or undesirable, he shall notify the Contractor accordingly, and the Contractor shall take immediate steps for the termination/cancellation of the Subcontractor from any further work on the project. In addition, the Contractor shall take the necessary steps to replace such terminated Subcontractor from work on the project with a Subcontractor who is acceptable to the City.

E. Nothing contained in any contract resulting from this Agreement shall create any contractual relationship between any Subcontractor and the City of Charleston.

§6. INDEMNIFICATION

Except for expenses or liabilities incurred by the Contractor arising from the negligence of the City, the Contractor hereby expressly agrees to indemnify and hold the City harmless against any and all expenses and liabilities arising out of the performance or default of this Agreement as follows:

The Contractor expressly agrees to the extent that there is a causal relationship between its negligent, reckless or intentionally wrongful action or inaction, or the negligent, reckless or intentionally wrongful action or inaction of any of its employees or Subcontractors or any person, firm, or corporation directly or indirectly employed by the Contractor, and any damage, liability, injury, loss or expense (whether in connection with bodily injury or death or property damage or loss) that is suffered by the City and its

employees or by any member of the public, to indemnify and save the City and its employees harmless against any and all liabilities, penalties, demands, claims, lawsuits, losses, damages, costs and expenses arising out of the performance or default of this Agreement. Such costs shall include defense, settlement, court costs and reasonable attorneys' fees incurred by the City and its employees. This promise by the Contractor to indemnify the City shall include bodily injuries or death occurring to the City's officers, officials, employees and any person directly or indirectly employed by the City, the City's employees, the employees of any other independent contractors including Subcontractors, or to any member of the public. When the City submits notice, Contractor shall promptly defend any aforementioned action. This obligation shall survive the suspension or termination of this Agreement. The limits of insurance coverage required herein shall not serve to limit this indemnity obligation. The recovery of costs and fees shall extend to those incurred in the enforcement of this indemnity.

§7. INSURANCE REQUIREMENTS

The Contractor shall comply with all insurance requirements which are set forth in Exhibit C.

§8. GRATUITIES AND KICKBACKS

Gratuities. It shall be unethical and a violation of this Agreement by the Contractor for any person to offer, give or agree to give any employee or former employee, or for any employee or former employee to solicit, demand, accept, or agree to accept from another person a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation or any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter pertaining to any program requirement of a contract or subcontract, or to any solicitation or bid therefore.

Kickbacks. It shall be unethical and a violation of this Agreement by the Contractor for any payment, gratuity, or offer of employment to be made by or on behalf of a Subcontractor under a contract to the Contractor, or to hire any Subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

§9. TERMINATION

For Convenience: The City reserves the right to terminate the contract with the Contractor when it is in the best interest of the City, including, but not limited to non-appropriation of funds. If the contract is so terminated, the City shall provide the Contractor with a minimum of sixty (60) days written notice and shall compensate Contractor for all necessary and reasonable direct costs of performing the services actually accomplished as of the date of termination. No other costs shall be allowed for a termination for convenience. No damages shall be allowed for a termination for convenience.

For Default: If the Contractor fails to comply with the terms of the contract the City shall notify the Contractor in writing of the specifics regarding such noncompliance. If

the Contractor fails to begin to cure the noncompliance within five (5) days after the notice, the City may terminate the contract by written notice to the Contractor with a minimum of thirty (30) days thereafter and Contractor shall only be compensated for services actually completed prior to termination, contractor shall not be entitled to any costs or damages resulting from a termination under this section.

§10. ASSIGNMENT

The Contractor shall not assign in whole or in part any part of this Agreement without the prior written consent of the City. The Contractor shall not assign any money due or to become due to it under this Agreement without the prior written consent of the City.

§11. NOTICES

All notices required under this Agreement to the parties shall be deemed properly given when deposited in the United States mail, either by registered or certified mail (postage prepaid) to:

To:
City of Charleston
John J. Tecklenburg
Mayor
PO Box 304
Charleston, SC 29402

To:
AshBritt, Inc.
Dow Knight
Senior VP
565 E. Hillsboro Blvd.
Deerfield Beach, FL 33441

With copies to:

City of Charleston
Legal Department
50 Broad Street
Charleston, SC 29401

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

§12. CHANGE ORDERS

No oral statement of any person shall modify or otherwise change, or affect the terms, conditions or specifications stated in this Agreement. The City's Procurement Director shall make all change orders to this Agreement in writing. The City shall ***not*** be bound by any change in this Agreement unless approved in writing by the Procurement Director.

§13. ENTIRE AGREEMENT

This document and its Exhibits constitute the entire Agreement between the parties and all previous negotiations leading thereto. This Agreement shall be modified only by a written agreement signed by the City and the Contractor.

§14. GOVERNING LAWS

The laws of the State of South Carolina shall govern this Agreement. All litigation arising under this Agreement shall be litigated in the Circuit Court in the Ninth Judicial Circuit of Charleston County, South Carolina, in the Court of Common Pleas.

§15. LICENSE AND PERMITS

The Contractor shall, without additional expense to the City, be responsible for obtaining all necessary licenses and permits required by the State of South Carolina, or the City of Charleston or any other authority having jurisdiction as necessary to fully perform its obligations pursuant to this Agreement. The Contractor shall provide a copy of its valid City of Charleston Business License to the City upon the execution of this Agreement.

§16. PUBLICITY RELEASES

The Contractor agrees not to refer to the award of this Agreement in any commercial advertising in such a manner as to state or imply that the products or services provided are endorsed or preferred by the City. The Contractor shall not have the right to include the City's name in its published list of customers without prior approval of the City. With regard to news releases, the Contractor shall only be permitted to use the name of the City and the type and duration of this Agreement in any news releases provided the Contractor shall first have obtained the prior written approval of the City. The Contractor also agrees not to publish, or cite in any form, any comments or quotes from the City's employees unless it is a direct quote from the Public Information Officer of the City.

§17. INDEPENDENT CONTRACTOR

The Contractor is an independent contractor and shall not be deemed an employee of the City of Charleston for any purpose whatsoever. The Contractor acknowledges that it is the Contractor's duty to verify identity and eligibility of its employees and all sub-contractors in accordance with IRCA as amended. The Contractor further agrees to indemnify the City if the Contractor fails to comply with IRCA as amended.

§18. SEVERABILITY

If any provision of this Agreement shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this Agreement is invalid and unenforceable, but that by limiting such provision it would become valid and enforceable, then such provision shall be deemed to be written, construed and enforced as so limited.

§19. WAIVER OF CONTRACTUAL RIGHTS

The failure of either party to enforce any provision of this Agreement shall not be construed as a waiver or limitation of that party's right to subsequently enforce and compel strict compliance with every provision of this Agreement.

§20. COMPLIANCE WITH LEGAL REQUIREMENTS

All applicable Federal, State and local laws, ordinances, and rules and regulations of any authorities (including but not limited to any laws, ordinances or regulations relating to the SC Department of Revenue or the SC Board of Contractors) shall be binding upon the Contractor during the term of this Agreement. The Contractor shall be responsible for compliance with any such law, ordinance, rule or regulation, and shall hold the City harmless and indemnify same in the event of non-compliance as set forth in this Agreement.

§21. BACKGROUND CHECK

The City reserves the right to conduct criminal background checks on individuals assigned to this project, including the Contractor, its employees, agents or Subcontractors.

§22. SC STATE AND LOCAL TAX

Except as otherwise provided, contract prices shall include all applicable state and local taxes.

If applicable, two percent (2%) income tax withholding shall be withheld from each and every payment pursuant to Section 12-9-310 of the South Carolina Code of Laws (1976, as amended) for certain out-of-state contractors, and such sums will be paid over to the South Carolina Department of revenue and Taxation (the "SCDRT"). When and if the City receives an executed SCDRT form I-312, Nonresident Taxpayer Registration Affidavit – Income Tax Withholding, such withholding shall cease.

Contractor shall calculate that portion of this Agreement that is subject to the nine percent (9%) South Carolina sales and/or use tax, which amount shall be itemized and shown on all invoices, and shall be paid to the SCDRT by the Contractor. If the Contractor is a non-South Carolina company, the City shall withhold said amount from all invoices and remit payment to the SCDRT, unless the Contractor furnishes the City with a valid South Carolina Use Tax Registration Certificate Number. The total of all sales tax to become due and payable in connection with this Agreement is listed herein.

The Contractor shall indemnify and hold harmless the City for any loss, cost, or expense incurred by, levied upon or billed to the City as a result of the Contractor's failure to pay any tax of any type due in connection with this Agreement.

IN WITNESS WHEREOF, the parties hereto, by their authorized representatives, have signed, sealed and delivered this Agreement at Charleston, South Carolina.

WITNESSES FOR THE CITY:

_____

Date: _____

_____
John J. Tecklenburg
Mayor
Date: _____

_____
Name

Date: _____

WITNESSES FOR VENDOR:

_____
Name

Date: _____

_____
Dow Knight
Senior VP
Date: _____

_____
Name

Date: _____

EXHIBIT A

The City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, South Carolina 29401
P) 843-724-7312 F) 843-720-3872
www.charleston-sc.gov

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson
Vendor Name:	**FEIN/SS#:**
Vendor Address:	
City – State – Zip:	
Telephone Number:	**Fax Number:**
Minority or Women Owned Business: Are you a certified Minority or Women-Owned business in the State of South Carolina? ☐ Yes ☐ No If so, please provide a copy of your certificate with your response.	
Authorized Signature: _____ **Title:** _____ **Date:** _____	

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this bid and certify that I am authorized to sign this bid for the bidder. **This signed page must be included with bid submission.**

IMPORTANT

1. This solicitation seeks proposals responding to the Scope of Work for a **Storm Debris Removal Service**. This solicitation does not commit the City of Charleston to award a contract, to pay any costs incurred in the preparation of applications submitted, or to procure or contract for the services. The City reserves the right to accept or reject any, all or any part of any proposal received as a result of this Solicitation, or to cancel in part or in its entirety this Solicitation if it is in the best interest of the City to do so. The City shall be the sole judge as to whether proposals submitted meet all requirements contained in this solicitation.

2. Offeror may **mail**, or **hand-deliver** response to the Procurement Division. **Do Not Fax** in the proposal response. Please show the solicitation number on the outside of any mailing package. The City of Charleston assumes no responsibility for unmarked or improperly marked envelopes. If directing any other correspondence to the Procurement Division not related to the solicitation, please do not include the solicitation number on the envelope. If the Bidder chooses not to respond to this solicitation, it is recommended to return the "No Bid Response Form" to our office.

3. **DEADLINE FOR SUBMISSION OF OFFER:** Any proposal or offer received after the Procurement Director or his designee has declared that the time set for opening has arrived, shall be rejected unless the offer has been delivered to the designated purchasing office or the governmental bodies' mail room which services that purchasing office prior to the proposal opening.

4. Questions regarding this solicitation **must be submitted in writing to Robin B. Robinson no later than 1:00pm on July 25, 2019**. Questions may either be faxed to 843-720-3872 or emailed to Robin B. Robinson, robinsonr@charleston-sc.gov.

INSTRUCTIONS TO OFFERORS

1. Number of Submittals required is stated in the General Information section of this Solicitation. Proposals must be mailed or hand-delivered. **Responses received by fax or other electronic means (email, CD, etc.) will be rejected. Proposals must be submitted in a sealed envelope and must be addressed to the City of Charleston Procurement Division, 75 Calhoun Street, Suite 3500 Charleston, SC 29401.** Failure to do so may result in a premature opening of, or failure to open such Proposal. Each sealed envelope containing a Proposal shall be marked on the outside with the Offeror's complete Name, Address, Solicitation Number, Description of Services Requested by Solicitation (i.e., Elevator Maintenance, Road Construction), along with the Due Date and Time. If you do not choose to submit a proposal, please complete and return the enclosed "No Proposal" response form.

   A "No Proposal" qualifies as a response; however, it is the responsibility of the Vendor to notify the Procurement Office if you receive solicitations that do not apply. Failure to respond to three (3) solicitations during the calendar year may result in removal from Vendor's List.

   All pages that require a Signature shall be included with the bid. Failure to include these required pages may result in the bid being deemed Non-Responsive.

2. Offerors must clearly mark as **"Confidential"** each part of their proposal which they consider to be proprietary information that could be exempt from disclosure under the South Carolina Freedom of Information Act, S.C. Code Ann. §§ 30-4-10 to – 165 (2007 & Supp. 2015). See paragraph 45 for more details. The City reserves the right to determine whether this information should be exempt from disclosure and no legal action may be brought against the state or its agents for its determination in this regard.

3. Proposals must be made in the official name of the individual, firm, company, partnership, corporation, joint venture or other legal entity under which the business is conducted (showing official business address) and must be signed in ink by a person duly authorized to legally bind the legal entity submitting the proposal.

4. Bids should be typewritten or computer-generated; however, if this is not possible, the hand writing **must be legible**. A Bid shall include, but is not limited to, addresses of all legal entities which will participate in the proposed services. The type of organization of the Bidder, whether individual, firm, partnership, corporation, joint venture or other legal entity, shall be stated. Any affiliations, parent-subsidiary relationships, and corporate identities including the names of the principals of such legal entity must be fully disclosed and clearly explained.

5. If an error is made before submitting the proposal, the error should be crossed out, corrections entered and initialed by the person signing the proposal. Erasures or use of typewriter correction fluid may be cause for rejection. No proposal shall be altered or amended after specified time for opening.

6. Proposals may be withdrawn by written request received from the Offeror prior to the time set for opening of Proposals, but not thereafter.

7. Proposals should be prepared simply and economically. All data, materials, and documentation shall be available in a clear, concise form and reproducible upon request "at cost" for the City's internal use. The City reserves the right to reproduce proposals for internal use in the evaluation process.

8. All Proposals shall provide a straight forward, concise description of Offeror's ability to satisfy the requirements of the Solicitation.

9. All Addendum and Award Notices will be posted on our website: www.charleston-sc.gov, then click on the Bidline link.

10. The terms and conditions in this Solicitation shall prevail unless otherwise modified by the City of Charleston in an Addendum to this Solicitation. The City of Charleston reserves the right to reject, in whole or in part, any proposal which does not comply with such terms and conditions. The City of Charleston reserves the right to retain all proposals submitted and to use any ideas in a proposal regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the Offeror of the conditions contained in this Solicitation, unless clearly and specifically noted in the proposal submitted and confirmed in any resulting contract between the City of Charleston and the Offeror selected.

11. No substitutions shall be considered after the contract award except by Amendment.

12. The City seeks qualified vendors to be responsible for completion of the work described herein and the City reserves the option to award portions of the project to multiple Offeror if such is to the advantage of the City. Therefore, any one proposal submitted by more than one company shall be deemed to be a proposal for a joint venture between or among the companies so submitting proposals unless the proposal clearly and unequivocally describes that only one firm proposes to act as principal and the other firm(s) contractual position is clearly defined. The companies submitting as a joint venture shall be held jointly and severally responsible for the entire project and shall not be permitted to limit their liability to the City.

13. All proposals should be complete and carefully worded and shall convey all of the information requested by the City. If errors or exceptions are found in a proposal, or if the proposal fails to conform to the requirements of the Solicitation, the City shall be the sole judge as to whether that variance is significant enough to reject the proposal.

14. The City reserves the right to request satisfactory evidence of their ability to furnish services in accordance with the terms and conditions listed herein. The City further reserves the right to make the final determination as to the Offeror's ability to provide said services.

15. The Offeror is solely responsible for all costs and expenses associated with the preparation of the proposal and of any supplementary presentation (including any oral presentation) requested by the City.

16. GRATUITIES AND KICKBACKS

A) Gratuities. It shall be unethical for any person to offer, give or agree to give any employee or former employee, or for any employee or former employee to solicit, demand, accept, or agree to accept from another person a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation or any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter pertaining to any program requirement or a contract or subcontract, or to any solicitation or proposal therefore.

B) Kickbacks. It shall be unethical for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor, or to hire any subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

17. OFFEROR REPRESENTATIONS

Each Offeror by submitting a Proposal represents that:

A) The Offeror has read and understands this Solicitation (including all Specifications and Attachments) and that its Proposal is made in accordance therewith.

B) The Offeror has reviewed the Solicitation and has become familiar with the local conditions under which the Scope of Work is to be performed. The failure or omission of an Offeror to acquaint himself with existing conditions shall in no way relieve him of any obligation with respect to this proposal or any resulting contract.

C) The Proposal is based on the terms, materials, services and obligations required by this Solicitation, without exception.

D) The Offeror is qualified to provide the services and equipment required under this Solicitation and, if awarded the contract, shall do so in a professional, timely manner using successful Offeror's best skills and attention.

E) The Offeror is guaranteeing that all goods and services will meet the requirements of the Solicitation during the contract period.

18. COMPETITIVE PROCUREMENT

It is the intent and purpose of the City of Charleston that this Solicitation permits competition. It shall be each Offeror's responsibility to advise the City if any language, provision, or other requirement, or any combination thereof, inadvertently restricts or limits the satisfaction of the specifications stated in this Solicitation to a single source. Such notification must be submitted in writing, and must be received by the City of Charleston Procurement Division no later than the last date for written questions. Any such notification shall be reviewed by the City's Procurement Director.

19. ADDENDA/CHANGES

Any additions, deletions, modifications, or changes made to this Solicitation shall be processed through the City's Procurement Director. Any deviation from this procedure may result in the disqualification of the proposal or the cancellation of any contract resulting from this Solicitation. Requests for interpretation of this Solicitation and any other questions concerning the Solicitation shall be made in writing, and addressed to the City's Procurement Director, 75 Calhoun Street, Suite 3500, Charleston, South Carolina 29401. Questions may be transmitted by fax, but it shall be the responsibility of the sender to confirm receipt by the City. These requests must be submitted by the deadline for written questions. Responses to said requests shall be made at the discretion of the City's Procurement Director. When issued, such interpretations and answers to such questions shall be in the form of an addendum to the Solicitation which shall be posted on the City's website, www.charleston-sc.gov. All such addenda shall become part of the Solicitation and each Offeror shall be bound by such addenda whether or not received by the Offeror. The City of Charleston shall not be legally bound by any amendment or interpretation that is not in writing.

20. EVALUATION PROCESS

During the evaluation process the City of Charleston reserves the right, where it may serve the City of Charleston's best interest, to request additional information or clarification from Offerors, or to allow corrections of errors or omissions.

21. AWARD OF CONTRACT

A) Award of contract shall be made to the most responsive and responsible Offeror(s) whose Proposal, conforming to the Solicitation, is most advantageous to the City of Charleston, price and other factors considered.

B) The City of Charleston may, when in the best interest of the City, reject any or all Proposals or waive technicalities or informalities in any Proposals received.

C) The City of Charleston shall be the sole judge of the suitability of the items or services to be provided pursuant to this Solicitation.

D) The City may choose to award to more than one vendor if it is in the best interest of the City.

E) Final approval may rest with members of the City Council for the City of Charleston.

F) All things considered equal, a tie proposal will be resolved by the flip of a coin.

22. CONTRACT ADMINISTRATION

Questions or problems arising after award of this contract shall be directed to the Contracts Coordinator by calling (843) 965-4184. Copies of all correspondence concerning this contract shall be sent to the Contracts' Coordinator, 75 Calhoun Street, Suite 3500 Charleston, SC 29401.

23. NOTICE OF AWARD OF CONTRACT
The successful Offeror shall be notified of acceptance of its Proposal by a written Notice of Award of Contract. Successful Offeror(s) shall not undertake any work, and City shall not be responsible for payment for any work whatsoever undertaken by the successful Offeror(s) prior to issuance of the Notice to Proceed.

24. NOTICE TO PROCEED
A Notice to Proceed shall be issued after the Contractor(s) has executed the contract and has submitted acceptable Insurance Certificate(s) and Endorsement(s) and Performance and Payment Bonds to the City as well as other submittals specified herein as required to be delivered before the Notice to Proceed is issued. The Contractor(s) shall not commence work until it has received a written Notice to Proceed from the City's Director of Procurement.

25. OTHER CONTRACTS
The City of Charleston may undertake or award other contracts for portions of the work or additional work, and the Contractor(s) shall fully cooperate with such other contractors and City of Charleston employees and carefully fit its own work to such work as may be directed by the City. The Contractor(s) shall not commit or permit any act which shall interfere with the performance of work by any other contractor or by City of Charleston employees.

26. MODIFICATION
The City's Director of Procurement shall have the unilateral right to modify any contract resulting from this Solicitation, within the general scope of work, when said modification is in the best interest of the City. The right to issue change orders is not dependent upon the consent of the successful Offeror(s). At the direction of the Director of Procurement the successful Offeror is obligated to perform the revised contract. Contract fees or prices shall be equitably adjusted where an issued change order so demands. No claim by the successful Offeror(s) for an adjustment hereunder shall be allowed if asserted after final payment under aforesaid contract.

27. INDEPENDENT CONTRACTOR
Successful Offeror is an independent contractor and shall not be deemed the agent or employee of the City of Charleston for any purpose whatsoever.

28. INSURANCE REQUIREMENTS
Upon the consummation of the contract for the services being solicited in this Solicitation and receipt of the Notice of Award by the successful Offeror (the "Contractor"), the Contractor shall, at all times during the term of the contract, carry insurance as required by the insurance requirements outlined in the insurance attachment which is attached hereto and incorporated by reference. The City shall not issue a Notice to Proceed until the Contractor has submitted acceptable insurance certificates(s) or endorsement(s), which must be submitted within five (5) calendar days after receipt of the Notice of Award, and which reflect that the required coverages are in place and that all premiums have been paid. Refusal or failure to submit such certificate(s) or endorsement(s) shall constitute grounds for the City to revoke its notice of award, forfeit proposal security, and award the contract to another contractor. The City may contact the Contractor's insurer(s) or insurer(s)' agent(s) directly at any time regarding its coverages, coverage

amounts, or other such relevant and reasonable issues related to this contract. The Contractor(s) shall also require any sub-contractors to carry the same coverages in the same amounts. Faxed Insurance Certificate(s) and Endorsement(s) shall be accepted if received no later than the time of contract execution and the original documents are received within one (1) business day after receipt of the fax transmittals.

29. INDEMNIFICATION

Except for expenses or liabilities arising from the negligence of the City, the Contractor who enters into a contract with the City of Charleston as a result of this Solicitation (the "Contractor") hereby expressly agrees to indemnify and hold the City harmless against any and all expenses and liabilities arising out of the performance or default of this contract as follows:

The Contractor expressly agrees to the extent that there is a causal relationship between its negligent, reckless or intentionally wrongful action or inaction, or the negligent, reckless or intentionally wrongful action or inaction of any of its employees or any person, firm, or corporation directly or indirectly employed by the Contractor, and any damage, liability, injury, loss or expense (whether in connection with bodily injury or death or property damage or loss) that is suffered by the City and its employees or by any member of the public, to indemnify and save the City and its employees harmless against any and all liabilities, penalties, demands, claims, lawsuits, losses, damages, costs, and expenses arising out of the performance or default of this Contract. Such costs are to include defense, settlement and reasonable attorneys' fees incurred by the City and its employees. This promise to indemnify shall include bodily injuries or death occurring to Contractor's employees and any person directly or indirectly employed by Contractor (including without limitation any employee of any subcontractor), the City's employees, the employees of any other independent contractors, or occurring to any member of the public. When the City submits notice, Contractor shall promptly defend any aforementioned action. This obligation shall survive the suspension or termination of the contract. The limits of insurance coverage required herein shall not serve to limit this indemnity obligation. The recovery of costs and fees shall extend to those incurred in the enforcement of this indemnity.

30. OFFEROR'S QUALIFICATIONS

The City reserves the right to request satisfactory evidence of any Offeror's ability to furnish services in accordance with the terms and conditions listed herein. The City further reserves the right to make the final determination as to the Offeror's ability to provide said services. We reserve the right to investigate the qualifications of any respondent under consideration, require confirmations of information furnished, and require additional evidence of qualifications to perform the work described in this Solicitation, contact references, and request an audited financial statement in order to determine a potential contractor's capabilities.

31. ASSIGNMENT

The Contractor(s) shall not assign in whole or in part its duties under the contract without the prior written consent of the City of Charleston. The Contractor shall not assign any money due or to become due to it under this contract without the prior written consent of the City of Charleston.

32. SUBCONTACTORS

A) If any subcontractors shall be used for this project, the Contractor shall provide to the City's Director of Procurement a list of names of any of the intended subcontractors, the subcontractor's applicable license number(s), and a description of the work to be done by each subcontractor, if requested.

B) The Contractor(s) shall not substitute other subcontractors without the written consent of the City's Director of Procurement.

C) Contractor(s) shall be responsible for all services performed by a subcontractor. Responsibilities include, but are not limited to, compliance with any applicable licensing regulations.

D) If at any time the City's Director of Procurement determines that any subcontractor is incompetent or undesirable, he shall notify the Contractor(s) accordingly, and the Contractor(s) shall take immediate steps for cancellation of the subcontract and replacement thereof with a subcontract that is approved by the City of Charleston.

E) Nothing contained in any contract resulting from this Solicitation shall create any contractual relationship between any subcontractor and the City of Charleston.

33. SUSPENSION OF WORK

The City may order the Contractor in writing to suspend, delay, or interrupt all or any part of the Work for such period of time as the City may determine to be appropriate for the convenience of the City of Charleston, or for noncompliance with the contract requirements.

34. TERMINATION

A) For Convenience: The City reserves the right to terminate the contract with the Contractor when it is in the best interest of the City, including, but not limited to non-appropriation of funds. If the contract is so terminated, the City shall provide the Contractor with a minimum of sixty (60) days written notice and shall compensate Contractor for all necessary and reasonable direct costs of performing the services actually accomplished as of the date of termination. No other costs shall be allowed for a termination for convenience. No damages shall be allowed for a termination for convenience.

B) For Default: If the Contractor fails to comply with the terms of the contract the City shall notify the Contractor in writing of the specifics regarding such noncompliance. If the Contractor fails to begin to cure the noncompliance within five (5) days after the notice, the City may terminate the contract by written notice to the Contractor with a minimum of thirty (30) days thereafter and Contractor shall only be compensated for services actually completed prior to termination, contractor shall not be entitled to any costs or damages resulting from a termination under this section.

35. MATERIAL AND WORKMANSHIP: WARRANTIES AND REPRESENTATIONS

A) If equipment, materials and supplies are to be a part of the service provided, all equipment, materials, and supplies incorporated in the work covered by the Proposal and provided by the Contractor(s) are to be new and of the most suitable grade for the purpose intended. Unless otherwise specifically provided in this Solicitation, reference to any equipment, material, supply or patented process, by trade name, make or catalog number, shall not be construed as limiting competition. When requested, the Contractor(s) shall furnish to the City for approval the name of the manufacturer, the model number, and other identifying data and information respecting the performance, capacity, nature and rating of the machinery and mechanical and other equipment which the Contractor(s) contemplates incorporating in the work. When required by this Contract or when called for by the City the Contractor(s) shall provide full information concerning the material or supplies which he contemplates incorporating in the work. Machinery, equipment, material and supplies installed or used without the required prior approval shall be at the risk of subsequent rejection.

B) By signing its proposal, the successful Offeror(s) shall be deemed to have represented that its staff is knowledgeable about and experienced in performing the work required in this Solicitation and warrants that it shall use best skill and attention to provide the above described work in a professional, timely manner.

C) The City may, in writing, require the Contractor(s) to remove from the work any employee the City deems incompetent, careless or otherwise objectionable.

36. COMPLIANCE WITH LEGAL REQUIREMENTS

All applicable Federal, State and local laws, ordinances, and rules and regulations of any authorities shall be binding upon the Contractor(s) throughout the pendency of this Project. The Contractor(s) shall be responsible for compliance with any such law, ordinance, rule or regulation, and shall hold the City harmless and indemnify same in the event of non-compliance as set forth in the Contract.

37. PERMITS AND LICENSES

A) The Contractor(s) shall, without additional expense to the City of Charleston, be responsible for obtaining all necessary licenses and permits required by the State of South Carolina, or the City of Charleston or any other authority having jurisdiction.

B) Contractors and subcontractors are responsible at all times for obtaining applicable work permits and licenses of any kind.

38. DISPUTES

Any bona fide dispute concerning the bid, proposal, request for qualifications or Agreement shall be resolved by the courts of the State of South Carolina. In the event any litigation is commenced with respect to any matter set forth in the aforementioned documents, the prevailing party shall be entitled to recover reasonable attorneys' fees and all other reasonable direct costs associated with such litigation from the non-prevailing party.

39. STATE AND LOCAL TAXES

A) Except as otherwise provided, contract prices shall *include* all applicable state and local taxes.

B) If applicable, two percent (2%) income tax withholding shall be withheld from each and every payment pursuant to Sections 12-8-540 and 12-8-550 of the *South Carolina Code of Laws* (1976, as amended) for certain out-of-state contractors, and such sums shall be paid over to the South Carolina Department of Revenue (the "SCDOR"). When and if the City receives an executed SCDOR Form I-312, Nonresident Taxpayer Registration Affidavit - Income Tax Withholding, such withholding shall cease.

C) Contractor shall calculate that portion of the contract which is subject to the nine percent (9%) South Carolina sales and/or use tax, which amount shall be itemized and shown on all invoices, and shall be paid to the SCDOR by Contractor. If Contractor is a non-South Carolina company, the City shall withhold said amount from all invoices and remit payment to the SCDOR, unless Contractor furnishes City with a valid South Carolina Use Tax Registration Certificate Number.

D) Contractor shall indemnify and hold harmless the City for any loss, cost, or expense incurred by, levied upon or billed to the City as a result of Contractor's failure to pay any tax of any type due in connection with the contract.

40. INCORPORATION BY REFERENCE

The contents of this Solicitation, including all drawings, attachments, specifications, exhibits, certificates, any addenda, Contractor's Proposal Response Form and Pricing List, and affidavits shall become part of the contract for this Project.

41. PRIME CONTRACTOR RESPONSIBILITIES

The contractor shall be required to assume sole responsibility for the complete effort as required by this Solicitation. The City shall consider the contractor to be the sole point of contact with regard to contractual matters.

42. OWNERSHIP OF MATERIAL

Ownership of all data, material and documentation originated and prepared for the City pursuant to this contract shall belong exclusively to the City.

43. DRUG-FREE WORKPLACE

(Note: This clause applies to any resultant contract of $50,000 or more). The City of Charleston requires compliance with the South Carolina Drug Free Workplace Act. By submission of a signed proposal, you are certifying that you shall comply with this Act. See S.C. Code Section 44-107-30.

44. FUNDING

Offerors shall agree that funds expended for the purposes of the contract must be appropriated by the City of Charleston for each fiscal year included within the contract period. Therefore, the contract shall automatically terminate without penalty or termination costs if such funds are not appropriated. In the event that funds are not appropriated for the contract, the Offeror shall not prohibit or otherwise limit the City's

right to pursue and contract for alternate solutions and remedies as deemed necessary by the City for the conduct of its affairs. The requirements stated in this paragraph shall apply to any amendment or the execution of any option to extend the contract.

45. SUBMITTING CONFIDENTIAL INFORMATION

For every document Offeror submits in response to or with regard to this Solicitation that is confidential or protected from disclosure, Offeror must separately mark with the word "CONFIDENTIAL" or "PROTECTED" on every page, or portion thereof. By so designating Offeror contends the information is exempt from public disclosure pursuant to the South Carolina Freedom of Information Act, S.C. Code Ann. §§ 30-4-10 through 4-165 (2007 & Supp. 2015) or other relevant law. For every document Offeror submits in response to or with regard to this Solicitation, Offeror must separately mark with the words "TRADE SECRET" on every page, or portion thereof, that Offeror contends contains a trade secret as that term is defined by the South Carolina Trade Secrets Act, S.C. Code Ann. §39-8-10, et seq. All markings must be conspicuous; use color, bold, underlining, or some other method in order to conspicuously distinguish the mark from the other text. Offeror shall not mark its entire Proposal (bid, proposal, quote, etc.) as confidential, trade secret, or otherwise protected! If a Proposal or any part thereof, is improperly marked as confidential or trade secret or protected, the City may, in its sole discretion, determine it non-responsive. If only portions of a page are subject to some protection, Offeror shall not be allowed to mark the entire page. By submitting a Proposal to this Solicitation, Offeror (1) agrees to the public disclosure of every page of every document regarding this Solicitation that was submitted at any time prior to entering into a contract (including, but not limited to, documents contained in a response, documents submitted to clarify a response, and documents submitted during negotiations), unless the page is conspicuously marked "TRADE SECRET" or "CONFIDENTIAL" or "PROTECTED," (2) agrees that any information not marked, as required by these bidding instructions, as a "TRADE SECRET" is not a trade secret as defined by the Trade Secrets Act, and (3) agrees that, notwithstanding any claims or markings otherwise, any prices, commissions, discounts, or other financial figures used to determine the award, as well as the final contract amount, may be subject to public disclosure. In determining whether to release documents, the City shall detrimentally rely on Offeror's marking of documents, as required by these bidding instructions, as being either "CONFIDENTIAL" or "TRADE SECRET" or "PROTECTED." By submitting a Proposal, Offeror agrees to defend, indemnify and hold harmless the City of Charleston, its officers and employees, from every claim, demand, loss, expense, cost, damage or injury, including attorney's fees, arising out of or resulting from the City withholding information that Offeror marked as "CONFIDENTIAL" or "TRADE SECRET" or "PROTECTED."

46. RECORDS RETENTION & RIGHT TO AUDIT

The City shall have the right to audit the books and records of the Contractor as they pertain to this contract. Such books and records shall be maintained for a period of three (3) years from the date of final payment under the contract. The City may conduct, or have conducted, performance audits of the Contractor. The City may conduct, or have conducted, audits of specific requirements of this proposal as determined necessary by the City. Pertaining to all audits, the Contractor shall make available to the City access to its computer files containing the history of contract performance and all other documents related to the audit. Additionally, any software used by the Contractor shall be made available for auditing purposes at no cost to the City.

47. COST
Costs submitted with a Proposal shall be firm for a period of at least ninety (90) days from the closing date. All prices shall be firm-fixed type, unless stated otherwise.

48. UNSUCCESSFUL OFFERORS
Offerors not awarded a contract under this solicitation, may request return of their proposals within thirty (30) days after notification of award is mailed. All cost of returns shall be paid by the Offeror. If Federal Express, UPS, or other shipping number is not received with request, all materials shall be destroyed.

49. PAYMENT FOR GOODS & SERVICES
Payment for goods & services arising out of the contract resulting from this Solicitation and received by the City shall be processed within 30 days of receipt of a valid invoice.

50. DISCUSSION/NEGOTIATION:
By submission of a proposal, an Offeror agrees that during the period following issuance of a proposal and prior to final award of contract, the Offeror shall not discuss this Procurement with any party except members of the City's Procurement Division or other parties specifically designated in this solicitation.

51. NON-DISCRIMINATION
The Contractor(s) shall not discriminate against any individuals based upon age, sex, race, disability, religion, sexual orientation or gender identity and shall abide by the requirements contained in Federal Executive Order Number 11246, as amended, including specifically the provisions of the equal opportunity clause. The City's Equal Employment Opportunity Plan Utilization Report is available on the city website on the Human Resources and Organization Development page at http://charleston-sc.gov/index.aspx?nid=246. To receive a paper copy of the report by mail, please contact Human Resources at (843) 724-7388.

52. DEFAULT
In case of default by the Contractor, the City reserves the right to purchase any or all items in default in the open market, charging the Contractor with any excessive costs. Should such charge be assessed, no subsequent response will be accepted from the defaulting Contractor until the assessed charge has been satisfied.

53. FORCE MAJURE
The Contractor shall not be liable for any excess costs if the failure to perform the contract arises out of causes beyond the control and without the fault or negligence of the contractor. Such causes may include, but are not restricted to acts of God or of the public enemy, acts of the Governments in either its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, and unusually severe weather; but in every case the failure to perform must be beyond the control and without the fault or negligence of the contractor. If the failure to perform is caused by the default of a subcontractor, and if such default arises out of causes beyond the control of both the contractor and subcontractor, and without the fault or negligence of either of them, the contractor shall not be liable for any excess costs for failure to perform, unless the supplies or services to be furnished by the subcontractor were

obtainable from other sources in sufficient time to permit the contractor to meet the required delivery schedule.

54. EXCEPTIONS AND DEVIATIONS
Any deviation from specifications indicated herein must be clearly pointed out; otherwise, it will be considered that items offered are in strict compliance with these specifications, and successful Offeror will be held accountable. Deviations must be explained by accompanied documentation identifying and justifying all exceptions and deviations. Unidentified deviations found during the evaluation of the response may be cause for rejection.

55. PROMPT PAYMENT DISCOUNT TERMS
Prompt payment discount terms will be calculated from the point of complete order acceptance for services and/or commodities ordered.

56. REJECTION
The City reserves the right to reject any proposal that contains prices for individual items or services that are unreasonable when compared with the same or other proposals if such action is in the best interest of the City.

57. ARBITRATION
Under no circumstances and with no exception will the City of Charleston act as Arbitrator between the Contractor and any Sub-Contractor.

58. GUARANTEE AND WARRANTIES
The Offeror shall state his normal warranty and any extended warranties where available. Excluding any manufacturer's warranties and in addition to other warranties as provided by law or herein, all labor and materials are warranted to be free from defects for a minimum period of twenty-four (24) months after the date of final payment by the City.

59. PUBLICITY RELEASES
Contractor agrees not to refer to any award of a contract in commercial advertising in such a manner as to state or imply that the products or services provided are endorsed or preferred by the user.

60. AMENDMENTS
All questions and written responses, interpretations, corrections or changes to the RFP will be made by Addendum. Addenda will be mailed or otherwise delivered to all Offerors who have notified the City Procurement Division of receipt of the proposal.

61. WITHDRAWALS
Proposals may be withdrawn by written request received from the Offeror prior to the time set for opening of Proposals, but not thereafter.

62. AFFIRMATIVE ACTION
The successful Offeror will take affirmative action in complying with all Federal and State requirements concerning fair employment and treatment of all employees, without regard or discrimination by reason of race, color, religion, sex, national origin or physical handicap.

63. WAIVER
The City reserves the right to waive any Instruction to Offerors, General or Special Provisions, General of Special Conditions, or specifications deviation if deemed to be in the best interest of the City.

64. RESPONSE PERIOD
All responses shall be good for a minimum period of ninety (90) calendar days.

65. TERM
The initial term of the Agreement shall be for one years. The City reserves the right to extend the Agreement if the City determines the extension is in its best interest; said extension will be on an annual basis and shall not exceed four (4) additional one (1) year periods.

NO PROPOSAL RESPONSE FORM

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson
Vendor Name:	**FEIN/SS#:**
Vendor Address:	
City – State – Zip:	
Telephone Number:	**Fax Number:**
Minority or Women Owned Business: Are you a certified Minority or Women-Owned business in the State of South Carolina? ☐ Yes ☐ No If so, please provide a copy of your certificate with your response.	
Authorized Signature: _____ **Title:** _____ **Date:** _____ I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this bid and certify that I am authorized to sign this bid for the bidder. **This signed page must be included with bid submission.**	

To submit a **"No Proposal"** response for this project, this form must be completed for your company to remain on our Offeror's list for commodities/services referenced. If you do not respond, your name may be removed from the Offeror's list.

Please check statement(s) applicable to your **"No Proposal"** response

- ☐ Specifications are restrictive; i.e. geared toward one brand or manufacturer only (explain below).
- ☐ Specifications are ambiguous (explain below).
- ☐ We are unable to meet specifications.
- ☐ Insufficient time to respond to the solicitation.
- ☐ Our schedule would not permit us to perform.
- ☐ We are unable to meet bond requirements.
- ☐ We are unable to meet insurance requirements.
- ☐ We do not offer this product or service.
- ☐ Remove us from your vendor list for this commodity/service.
- ☐ Other (specify below).

Comments: _____

_____

_____

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson

CERTIFICATE OF FAMILIARITY

The undersigned, having fully familiarized himself with the information contained within this entire solicitation and applicable amendments, submits the attached proposal, and other applicable information to the City, which I verify to be true and correct to the best of my knowledge. I further certify that this proposal response is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a proposal for the same materials, supplies, equipment or services in all respects, fair and without collusion or fraud. I agree to proposal by all conditions of this solicitation and certify that I am authorized to sign this proposal. I further certify all prices submitted shall remain effective for a minimum period of ninety (90) days, unless otherwise stated.

Company Name As registered with the IRS	Authorized Signature
Correspondence Address	Printed Name
City, State, Zip	Title
Email	Telephone Number/Toll Free Also (If Available)
Remittance Address	Fax Number
City, State, Zip	Date
Federal Tax ID (FEIN)/SS Number	SC Sales Tax Number

Minority or Women-Owned Business:

Are you a certified Minority or Women-Owned business in the State of SC?

☐ Yes ☐ No

If so, please provide a copy of your certificate with your response.

INSURANCE REQUIREMENTS

Contractors working for the City of Charleston are required to procure and maintain for the duration of their contract with the City insurance against claims for injuries to persons or damages to property which may arise from or in connection with work performed by the Contractor, his agents, representatives, employees or Subcontractors. The cost of such insurance shall be the responsibility of the Contractor.

A. The Contractor shall carry liability insurance with a reliable company licensed to do business in South Carolina. Coverage shall be at least broad as:

   1. Insurance Services Office Commercial General Liability Coverage Form ("occurrence") CG 00 01 10 93.

   2. Insurance Services Office Business Auto Coverage Form CA 00 01 6 92 covering automobile liability, code 1 "any auto".

B. Contractor shall carry workers' compensation as required by the State of South Carolina and Employers Liability insurance (including applicable occupation disease provisions and all state endorsements.)

C. Contractor shall maintain limits no less than the following:

   1. **GENERAL LIABILITY**: $1,000,000 combined single limit per occurrence for bodily injury, property damage, and personal injury with a $2,000,000 general aggregate limit.

   2. **AUTOMOBILE LIABILITY**: $1,000,000 combined single limit per accident for bodily injury and property damage.

   3. **WORKERS' COMPENSATION**: Statutory limits are required by South Carolina state law, and employer's liability limits of $100,000 per accident.

   4. **PROFESSIONAL LIABILITY**: $1,000,000 per claim/$1,000,000 aggregate limit, with a deductible of $20,000.

      Contractor shall obtain and maintain a professional liability insurance policy covering the performance of the professional services specified in this agreement. Evidence of such insurance shall be satisfactory in form and content to the owner, the City. This coverage shall be maintained through the duration of this project and for a minimum of 1 year after substantial completion of the project as determined by the City.

      The Contractor and any of its subcontractors will cause the professional liability insurance required in this paragraph C.4:

      (a) to be excess insurance over any project professional liability policy, and

(b) to be primary insurance in the event the project insurance described in Paragraph E is canceled or not maintained, in the event the policy's limits of liability are exhausted, or if the policy expires.

D. Required policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverages

The City of Charleston, its officials, employees and volunteers are to be covered as additional insureds as respects: Liability arising out of activities performed by or on behalf of the Contractors; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the City of Charleston, its officials, employees or volunteers. To accomplish this objective, the City of Charleston shall be named as an additional insured under the Contractor's general liability policy by attaching Insurance Services Office Commercial General Liability Endorsement CG2010 10 93 (Additional Insured - Owners, Lessees or Contractors - Form B) or its equivalent. Contractors' insurance coverage shall be primary insurance as respects the City of Charleston, its officials, employees and volunteers. Any insurance or self-insurance maintained by the City of Charleston, its officials, employees, or volunteers shall be in excess of the Contractor's insurance and shall not be required to contribute. To accomplish this objective, the following wording should be incorporated in the previously referenced additional insured endorsement.

Other Insurance: This insurance is primary, and our obligations are not affected by any other insurance carried by the additional insured whether primary, excess, contingent or on any other basis.

Any failure to comply with reporting provisions of the Contractor's policies shall not affect coverage provided to the City of Charleston, its officials, employees or volunteers.

2. Workers' Compensation

The Contractor shall agree to waive all rights of subrogation against the City of Charleston, its officials, employees and volunteers for losses arising from work performed by the Contractor for the City of Charleston.

E. Any deductibles or self-insured retentions shall be the responsibility of the Contractor.

F. Each insured policy required by the City of Charleston shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the City of Charleston.

G. All coverages for Subcontractors shall be subject to all the requirements stated herein.

H. Insurance must be placed with an approved insurance company with current Best's rating of A+, A, or A-. Exceptions to this requirement must be approved in writing by the Department of Risk Management.

I. Contractor shall furnish the City of Charleston with Certificates of Insurance noting the endorsements. The Certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements are to be received and approved by the City of Charleston, Procurement Division, before work commences. The City of Charleston reserves the right to require complete, certified copies of all required insurance policies, at any time.

Required certificates should be mailed to:

City of Charleston
Procurement Division
75 Calhoun Street, Ste. 3500
Charleston, SC 29401

MWBE Compliance Provisions and Instructions
Minority/Women Business Enterprise Program Forms

This Project is covered under the City of Charleston's Minority/Women Business Enterprise (MWBE) Program, administered by Ruth Jordan, MBE Manager, 2 George Street, Suite 3600, Charleston SC, 29401, (843) 724-7434.

The City has established goals for both Minority Business Enterprises (MBE) and Women Business Enterprises (WBE). An MBE is a small business owned and controlled by a minority. A WBE is a small business owned and controlled by a woman. The minority or woman must own fifty-one percent (51%) of the business and they must control the management and daily operations of the business in order to qualify.

Charleston City Council has adopted a policy setting 20% as the guidelines for combined minority-owned and women-owned business enterprise participation for this project. This MWBE requirement for participation in this Contract for services shall be made a part of any contract resulting from this solicitation. These requirements shall also apply to all subcontracts issued by the successful bidder(s).

All bidders must document the extent of their MWBE participation by completing the MWBE Compliance Provision Forms.

All MBE/WBE subcontractors must have a Certificate of Eligibility on file with the City's Minority Business Enterprise Office. A list of certified minority and women-owned firms can be found on the City of Charleston's web site www.charleston-sc.gov under "BIDLINE" link or by contacting Ruth Jordan, MBE Manager, 2 George Street, Suite 3600, Charleston SC, 29401, (843) 724-7434, jordanr@charleston-sc.gov.

COMPLIANCE REQUIREMENTS:

1. The Bidder shall provide, **with their bid form submittal,** the following Affidavits properly executed which signify that the Bidder understands and agrees to abide by the City's MWBE Compliance Provisions.

☐ **Affidavit A - Listing of the Good Faith Effort to Identify & Secure Minority and Women-owned Business Participation.**

AND

☐ **Affidavit B – Work to be Performed by Minority and/or Women-owned Firms**

OR

☐ **Affidavit C –** ***Intent to Perform Contract with Own Workforce***, in making this certification the Bidder states that the Bidder does not customarily subcontract elements of this type of Project and will perform all elements of the work with his/her own current work forces.

Failure to comply with any of the statements, certifications, or intentions stated in the affidavits, or the MBE/WBE compliance provisions shall constitute a breach of the Contract. Any such breach may result in termination of the Contract in accordance with the termination provisions contained in the Contract. It shall be solely at the option of the City of Charleston whether to terminate the contract for breach. In addition to terminating the Contract, the bidder may be prohibited from participation in future solicitations as determined by the City of Charleston.

Name of Company: _____

_____	_____
Signature	Date
_____	_____
Print Name	Title
_____	
Witness	

AFFIDAVIT A

City of Charleston, South Carolina Listing of the Good Faith Effort

Affidavit of _____
(Name of Bidder)

I have made a good faith effort to comply with the City of Charleston's MWBE compliance provisions under the following checked areas:
(A minimum of 6 areas must be checked in order to have achieved a "good faith effort")

- o 1. Contacted MWBE businesses that reasonably could have been expected to submit a quote and that were known to the Bidder, or available on Federal, State or local government maintained lists, at least 10 business days before the submittal date and notified them of the nature and scope of the work to be performed. ***Complete Affidavit A, Page 2.***

- o 2. Followed up with contacted MWBE subsequent to the initial contact and at least 72 hours prior to submittal deadline/bid opening either by phone, facsimile or in person.

- o 3. Made the construction plans, specifications, and requirements available for review by prospective MWBE businesses, or providing these documents to them at least 10 business days before the submittal deadline/bid opening.

- o 4. Itemized elements of the work or combined elements of the work into economically feasible units to facilitate MWBE participation.

- o 5. Attended any pre-solicitation meetings scheduled by the City.

- o 6. Provided MWBE assistance with getting required bonding or insurance requirements or provided alternatives to bonding or insurance.

- o 7. Negotiated in good faith with interested MWBEs and did not reject them as unqualified without sound reasons based on their capabilities. ***(Any rejection of a minority or woman-owned business based on lack of qualifications shall include reasons for rejection documented in writing.)***

- o 8. Provided MWBEs assistance with securing needed equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisted MWBEs in obtaining the same unit pricing with the Bidder's suppliers in order to help such businesses in establishing credit.

- o 9. Provided training or mentoring to at least two (2) MWBEs within 120 days prior to submittal deadline/bid opening. The training or mentoring program should be in conjunction with local trade groups, technical schools or community organizations that provide recruitment, education or skill levels.

- o 10. Negotiated joint venture, partnership or other similar arrangements with MWBEs in order to increase opportunities for MWBE participation.

- o 11. Provided quick pay agreements and policies to enable MWBE contractors and suppliers to meet cash-flow demands.

I hereby agree to enter into a formal agreement with the firms listed in Affidavit B Work to be performed by Minority Firms conditional upon execution of a contract with the Owner. Failure to abide by this provision will constitute a breach of the contract.

I hereby certify that I have read and agree to the terms of the Minority / Women-Owned Business Enterprise Program, and I am the Bidder or I am authorized to bind the Bidder to the commitment herein set forth.

Date:_____ Name of Authorized Officer (Print/Type): _____

Signature:_____

Title: _____

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, _____, hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact	Minority Firm Address
Minority Firm Telephone Number _____ Minority Firm Fax Number _____ DBE Certification Number _____	Minority Group Type ❑ (African American) ❑ (Women) ❑ (Asian American) ❑ (Hispanic) ❑ (American Indian) ❑ (Other) _____ ❑ Follow up Verification
2. Minority Firm Name and Contact	**Minority Firm Address**
Minority Firm Telephone Number _____ Minority Firm Fax Number _____ DBE Certification Number _____	Minority Group Type ❑ (African American) ❑ (Women) ❑ (Asian American) ❑ (Hispanic) ❑ (American Indian) ❑ (Other) _____ ❑ Follow up Verification
3. Minority Firm Name and Contact	**Minority Firm Address**
Minority Firm Telephone Number _____ Minority Firm Fax Number _____ DBE Certification Number _____	Minority Group Type ❑ (African American) ❑ (Women) ❑ (Asian American) ❑ (Hispanic) ❑ (American Indian) ❑ (Other) _____ ❑ Follow up Verification
4. Minority Firm Name and Contact	**Minority Firm Address**
Minority Firm Telephone Number _____ Minority Firm Fax Number _____ DBE Certification Number _____	Minority Group Type ❑ (African American) ❑ (Women) ❑ (Asian American) ❑ (Hispanic) ❑ (American Indian) ❑ (Other) _____ ❑ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date:_____ Name of Authorized Officer (Print/Type):_____

Sworn to before me this ____ day of _____, 20__.

Signature:_____

Notary Public for the State of _____

My Commission Expires: _____

Title:_____

Print Name: _____

Notary Seal:

Phone Number: _____

Address: _____

AFFIDAVIT B

City of Charleston, South Carolina
Work to be Performed by Minority/Women-Owned Businesses

Affidavit of _____. I hereby certify that on the
(Name of Bidder)
_____, Total Project Amount $_____
(Project Name)
I will make a good faith effort to expend a minimum of _____% of the total dollar amount of the Contract with minority/women-owned business enterprises. Minority/women-owned businesses will be employed as subcontractors, vendors, suppliers, or providers of professional services. Such work will be subcontracted to the following businesses listed below:

(Attach additional sheets if needed)

Name and Phone Number	*Minority Code	Work Description	Dollar Value
			$
			$
			$
			$
			$
			$
			$

Total MBE Participation: _____ % $ _____

* Minority categories: African American (**B**); Hispanic (**H**); Asian American (**A**), American Indian (**I**); Woman Owned (**W**); Other (**D**)

I will enter into a formal Contract with the above minority/women-owned business enterprises for the work listed in the above schedule conditional upon execution of a Contract with the Owner.

I certify that I have read the terms of this commitment and I am the Bidder or authorized to bind the Bidder to the commitment set forth herein. I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date:_____ Name of Authorized Officer (Print/Type):_____

Signature:_____

Title:_____

Sworn to before me this ____ day of _____, 20__.

My Commission Expires: _____

Print Name: _____

Phone Number: _____

Address: _____

Notary Public for the State of _____

Notary Seal:

AFFIDAVIT C

City of Charleston, South Carolina
Intent to Perform Contract with Own Workforce.

Affidavit of _____
(Name of Bidder)

I hereby certify that it is our intent to perform 100% of the work required for the _____

_____ contract.
(Name of Project)

In making this certification, the Bidder states that the Bidder does not customarily subcontract elements of this type Project, and normally performs and has the capability to perform and will perform *all the elements of the work* on this Project with his/her own current work forces, and

The Bidder agrees to provide any additional information or documentation requested by the Owner in support of the above statement.

I hereby certify that I have read this certification and I am the Bidder or I am authorized to bind the Bidder to the commitments contained herein. I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date:_____ Name of Authorized Officer (Print/Type):_____

Signature:_____

Title:_____

Sworn to before me this ____ day of _____, 20__.
Notary Public for the State of _____
My Commission Expires: _____
Print Name: _____
Phone Number: _____
Address: _____
_____

Notary Seal:

GENERAL INFORMATION

The City of Charleston, South Carolina is soliciting proposals from qualified firms for Storm Debris Removal Services. Overview of Scope of Work: The purpose of this Request for Proposal (the "RFP") is to establish guidelines and firm fees for Storm Debris Removal Services for the City of Charleston (the "City") in the event of a storm or other disaster.

It will be the responsibility of the contractor to research estimated quantities for categories listed on Price Proposal pages. This data should be based on history and experience with cities of comparable geographic composition. The City will average the quantities to achieve a set number for a total cost. Cost should be based on a Category 3 Wet Storm.

Under this contract, work shall consist of clearing and removing any and all "eligible" debris as defined by Federal Emergency Management Agency (FEMA) Publication 325, all applicable State and Federal Disaster-Specific Guidances (DSGs) and policies, and as directed by the City.

PROCUREMENT PROCESS

The RFP *(Request for Proposal)* is **not a bid**. In the event the City elects to negotiate a contract with the successful Vendor, any contract shall contain, at a minimum, the term and conditions (or substantially the same term and conditions) as hereinafter stated. The City reserves the right, in its sole discretion, to reject all submissions, reissue a subsequent RFP, terminate, restructure or amend this procurement process at any time. The final selection and contract negotiation rests solely with the City.

QUESTIONS

Every effort has been made to insure that all information needed by the Offeror is included herein; however, questions are allowed and encouraged to clear up any information as described herein, etc. The City will not accept telephone calls or visits regarding this RFP. **All questions shall be in writing and addressed to: Robin B. Robinson, City of Charleston, Procurement Division, 75 Calhoun Street, Suite 3500, Charleston, South Carolina 29401, or email to: robinsonr@charleston-sc.gov.** ***Written Questions may also be faxed to: 843-720-3872. All questions must be received before 1:00pm on July 25, 2019.*** No interpretation shall be binding upon the City unless in writing from the City's Corporate Counsel.

ORAL STATEMENTS

No oral statement of any person shall modify or otherwise change, or affect the terms, conditions or specifications stated in the resulting contract. The City of Charleston shall not be legally bound by any amendment or interpretation that is not in writing.

NON-ENDORSEMENT

If a Proposal is accepted, the successful Offeror shall not issue any news releases or other statements pertaining to the award or servicing of the agreement that state or imply the City's endorsement of the successful Offeror's product or services.

PROPRIETARY INFORMATION

If an Offeror does not desire proprietary information in the Proposal to be disclosed, the Offeror shall identify all proprietary information in the Proposal. This identification will be done by individually marking each page with the words "Proprietary Information" or "Confidential" on which such proprietary information is found. If the Offeror fails to identify proprietary

information, it agrees that by submission of its Proposal that those sections shall be deemed non-proprietary and made available upon request through the Freedom of Information Act.

UNAUTHORIZED COMMUNICATIONS

Respondents' contact regarding this RFP with employees or officials of the City of Charleston will result in disqualification from this procurement process. Any oral communications are considered unofficial and non-binding with regard to this RFP. The only authorized contacts for this procurement are any designated Procurement staff.

CONTRACTOR SOLELY RESPONSIBLE FOR PERFORMANCE

Vendor shall be responsible for the performance of the services required by the contract. Vendor is an independent contractor and does not act as the City's agent or employee.

DISQUALIFICATION OF OFFERORS

Offerors may be disqualified for any of the following reasons:

- Reason to believe collusion exists among the Offerors
- The Offeror is involved in any litigation against the City
- The Offeror is in arrears on any existing contract or has defaulted on a previous contract with the City
- Lack of financial stability
- Failure to perform under previous or present contracts with the City
- Is currently debarred by the State of South Carolina Procurement Services

SUSPENSION AND DEBARMENT

The Offeror certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal, state or local agency. Where the Offeror is unable to certify to any of the statements in this certification, such Offeror shall attach an explanation to this proposal.

CONTRACT NEGOTIATIONS

The City will rank, based upon the evaluation criteria, all responsible and responsive Vendors. The City will begin negotiations with the top ranked Vendors and will continue with negotiation down the ranking until a satisfactory contract with the City is finalized, if any. The terms and conditions of the contract will be no less advantageous than the provisions of this RFP or the Vendor's proposal. The City reserves the right to make a partial award or to split the award at its sole discretion.

VENDOR'S DUTY TO INSPECT & ADVISE AND DECLARE ALL COSTS

Each Vendor shall become fully acquainted with the City's requirements and the scope of commodities and/or services to be provided. Vendor shall have a duty to request any information from the City as it deems necessary to prepare the RFP. No change order will be granted or additional compensation permitted if based upon information the Vendor knew or should have known as part of the Vendor's duty to become acquainted with the City's circumstances and requirements.

PROPOSAL PREPARATION

All proposals should be complete and carefully worded and must convey all the information requested by the City of Charleston. If significant errors are found in the Offeror's proposal, or

if the proposal fails to conform to the essential requirements of the RFP, the City, and the City alone, will be the judge as to whether that variance is significant enough to require rejection of the proposal.

RECEIPT OF PROPOSALS

Proposals must be submitted to and received by the City no later than the date and time specified within this RFP. Offerors mailing proposals should allow a sufficient mail delivery period to insure timely receipt *(August 15, 2019 @ 2:00pm)* of their proposal by the City. Proposals received after the scheduled due date and time will not be considered.

NUMBER OF PROPOSALS SUBMITTED

Each Vendor must **submit one (1) unbound Original and seven (7) bound copies of the Proposal are required for submission, plus one (1) electronic copy (CD or flash drive).** Only original documents will be accepted; faxed or electronically mailed versions will not be accepted. The Vendor must mark on the envelope or wrapping containing the proposal, the RFP identification number specified in the RFP and note **"Original"** on the original proposal.

RESPONSE FORMAT AND ORGANIZATION

To assure similarity in proposal presentation and allow the evaluation team to easily compare competing proposals, Offerors shall include, in the order described, the material indicated below. It is not the intent of the City to constrain Offerors with regard to content, but to assure that the specific requirements set forth in this RFP are addressed in a uniform manner amenable to Evaluation and Selection Committee review. Offerors may include additional sections or appendices if desired, to present additional pertinent information. Offerors should submit information in a concise and responsive manner for every requirement and every question. Non-responsive or incomplete answers to information requests and/or City requirements may lead to disqualification of the Offeror's submittal.

COMPLETION OF REPONSES

Only information presented in the Proposal will be used to evaluate the software that best fits the needs of the City.

Responses shall be completed in accordance with the requirements of this RFP. Statements made by an Offeror shall be without ambiguity, and with adequate elaboration, where necessary, for clear understanding.

PROPOSAL FORMAT

Proposals are to be prepared in a manner designed to provide the City with a straightforward presentation of the Offeror's capability to satisfy the requirements of this RFP. All copies shall be bound in a single volume (***single sided only***) and all documentation submitted with the proposal should be bound in that single volume, where practical.

a) All bids should be clearly marked **"19-P019R "Storm Debris Removal Services"** and **submitted in a sealed envelope.**
b) Bids **must be submitted by mail or hand delivered** to Robin B. Robinson, City of Charleston, Procurement Division, 75 Calhoun Street, Suite 3500, Charleston, SC 29401.
c) Proposals **must be received** in the City's Procurement Office **no later than 2:00pm on August 15, 2019. Late proposals will not be accepted for any reason.**
d) **No more than one bid may be submitted by any Vendor.**

e) The bid must be signed by an official authorized to contractually bind the Vendor.
f) All forms from this solicitation requiring signature must be included in the bid.

Proposal Format: Proposal should be submitted in the following format and include all the requested information in a concise submission package.

a. Detailed description of methodology of providing debris management services.
b. Fee Proposals per instructions in Section III signed by responsible party.
c. Proposed Schedule of Minority and Women-owned Business Participation and Non-Discrimination statement.
d. Summary of qualification and experience.

PROPOSAL EVALUATION PROCESS

The City will conduct a comprehensive, fair and impartial evaluation of all Proposals received in response to this request for competitive sealed proposal as defined in this section.

An Evaluation and Selection Committee will be established to evaluate the Proposals and select a proposal which represents the best value to the City. The Evaluation and Selection Committee will be comprised of City personnel and any other persons as designated by the City. This Committee will determine the responsiveness and acceptability of each proposal. The Evaluation and Selection Committee may request additional information from Offerors.

The City will conduct a comprehensive, fair and impartial evaluation of all Proposals received in response to this RFP. Each Proposal received will first be analyzed to determine overall responsiveness and completeness to this RFP. Each Proposal will then be evaluated based on each of the criteria as outlined in Proposal Evaluation Criteria Factors, and after which identified as either reasonably qualified or unqualified. A Proposal will be declared unqualified if it clearly fails to demonstrate, in any of the listed areas, a standard that the City believes necessary to meet the requirements set forth in this RFP.

Following their review of all submitted Proposals, the Selection Committee may select a shortlist of the highest ranked reasonably-qualified Offerors. Shortlisted Offerors will be invited to present their Proposal to the Evaluation and Selection Committee.

The City may issue a request for clarification to the shortlisted firms requesting additional information or clarifications. This request will also invite each of the Offerors to give a formal presentation to the Evaluation and Selection Committee and outline the format of the presentation.

The purpose of the presentations will be to allow Offerors to further present their proposal and allow members of the Evaluation and Selection Committee to ask questions of the proposed project team.

PROPOSAL EVALUATION CRITERIA FACTORS

The following weighted criteria will be used to evaluate the Proposals for purposes of selecting the Offeror(s) to negotiate with or to shortlist.

Criteria Factors

- **Proposer's Qualifications and Experience, including Compliance** – Offeror shall clearly demonstrate its qualification and experience by including relevant experience of the business with government agencies. Compliance to functional requirements, technical competency, ease of use, compliance with published standards and specifications, additional functionality provided over and above minimum requirements, warranty, and innovative solutions, clear and complete responses to RFP. The extent in which the proposed meets the current and future needs of the City.
- **Methodology of Providing Debris Management Services** – Key development resources, key support resources, locations of support staff and experience of key resources. The availability and experience of the proposed development and support resources. Proximity and availability of support resources to assist City Staff or address issues.
- **Responsiveness of Proposal** –Development experience, availability of resources, documented development procedures, and references. The Offeror's experience in successfully developing and supporting like applications, commitment of key resources, and responses from references.
- **References** – The Contractor will provide the name, title, address and phone number of at least five (5) customers where the proposed services have been utilized of similar size and nature of operation.
- **Cost/Fees** – The total cost of the system, including warranty and support services over the life of the project (provide itemized and lump sum).

It is the Offeror's responsibility to effectively communicate their qualifications, services, and products to the City by thoroughly responding to each requirement contained in this RFP.

References

The Contractor will provide the name, title, address and phone number of at least five (5) customers where the proposed services have been utilized of similar size and nature of operation.

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

Name: _____

Address: _____

_____

Phone/Fax: _____

Email: _____

STORM DEBRIS REMOVAL SERVICES

SCOPE OF WORK

2.0 Overview of Scope of Work: The purpose of this Request for Proposal (the "RFP") is to establish guidelines and firm fees for Storm Debris Removal Services for the City of Charleston (the "City") in the event of a storm or other disaster.

It will be the responsibility of the contractor to research estimated quantities for categories listed on Price Proposal pages. This data should be based on history and experience with cities of comparable geographic composition. The City will average the quantities to achieve a set number for a total cost. Cost should be based on a Category 3 Wet Storm.

Under this contract, work shall consist of clearing and removing any and all "eligible" debris as defined by Federal Emergency Management Agency (FEMA) Publication 325, all applicable State and Federal Disaster-Specific Guidances (DSGs) and policies, and as directed by the City.

2.1 Scope of Services: The successful proposer shall provide the following services at a minimum:
Work shall include examining debris to determine whether or not debris is eligible, burnable or non-burnable; loading the debris; hauling debris to approved Debris Management Sites or landfill(s); reducing the debris; hauling the debris to an approved disposal facility; and dumping the debris at the dumpsite or landfill. Debris not defined as eligible by FEMA Publication 325 or State or Federal DSGs or policies, will not be loaded, hauled, or dumped under this contract unless written instructions are given to the Contractor by the City. It shall be the Contractor's responsibility to load, transport, reduce, and properly dispose of any and all disaster generated debris which is the result of the event under which the Contractor was issued a notice to proceed, unless otherwise directed by the City in writing. This includes, but is not limited to:

(1) Vegetative Debris:
- a. Damaged and disturbed trees, tree limbs, bushes, shrubs, and brush.
- b. Remains of standing trees which are clearly damaged beyond salvage.

(2) Construction and Demolition Debris:
- a. Building materials, including wood structural members, concrete blocks, window glass, structural siding, and roofing materials including shingles or metal roofing panels.
- b. Household debris, consisting of damaged furniture and appliances, flooring materials, and the like.
- c. Treated timber, plastic, rubber products, sheet rock, cloth items, and carpeting materials.
- d. Metal Debris - Various thicknesses of corrugated metal and other thin sheet metal products.

2.2 Description of Designated Area: The designated area for debris removal is bounded by the City limits and includes all public rights-of-way, easements, parks, squares, waterways, building sites, debris staging areas, and other public properties areas as designated by the City. Debris removal performed on these sites/areas shall be performed as identified by the City. The City may also authorize the Contractor to perform debris removal on non-City areas as designated in writing by the City.

2.3 All debris identified by the City shall be removed. The Contractor shall make two complete passes through the City, removing all debris along each street Right-of-Way (ROW). It is at the City's discretion whether to require a third pass to be performed by the Contractor. Partial removal of debris piles is strictly prohibited. The Contractor shall not move from one designated work area to another designated work area without prior approval from the City or its representative. Any eligible debris, such as fallen trees, which extends onto the ROW from private property, shall be cut at the point where it enters the ROW, and that part of the debris which lies within the ROW shall be removed. The Contractor shall not enter onto private property during the performance of this contract unless specifically authorized by the City, in writing.

2.4 The Contractor shall deliver debris to disposal sites that have been permitted to receive storm generated debris and adhere to all State, Local, and Federal regulations.

2.5 Debris shall be reasonably compacted into the hauling vehicle. No limbs shall be allowed to protrude more than 6" beyond the sides of the truck bed. Any debris extending above the top of the bed shall be secured in place so as to prevent it from falling off. Measures must be taken to avoid the blowing of debris out of the hauling vehicle during transport to the disposal site.

2.6 All debris will be mechanically loaded. Hauling vehicles that are hand loaded or that require mechanical assistance for dumping will not be permitted to dump at Debris Management Site, unless approved in advance by the City.

2.7 Loose leaves and small debris in excess of one-bushel basket shall be removed within the designated area. No debris shall be left on the road surface. No single piece of debris larger than six (6) inches in any dimension shall be left on site. Hand crews and rakes will be required.

2.8 The Contractor shall provide an on-site Project Manager to the City. The Project Manager shall provide a telephone number to the City with which he or she can be reached for the duration of the project. The Project Manager will be expected to have daily meetings with City representatives. Daily meeting topics will include, but not limited to, volume of debris collected, completion progress, local coordination, and damage repairs. Frequency of meetings may be adjusted by the City. The Proposer Project Manager must be available 24 hours/day, or as required by the City.

2.9 The City will provide the Contractor with Debris Management Sites. The Contractor shall be responsible for returning the Debris Management Site to its original condition, abiding by all State and Federal environmental regulatory requirements.

2.10 Debris Management Sites locations shall be determined: Once Debris Management Site locations are determined, the Contractor will be provided with address, GPS coordinates, and estimated acreage. Based on the severity of the disaster, the City may task the Contractor with locating additional sites available as Debris Management Sites.

2.11 The City does not warrant or guarantee the availability or use of any dump sites. The Contractor must coordinate directly with owners of all final disposal sites. All final disposal sites must be approved, in writing, by the City. The Contractor will remain legally responsible for the handling, reduction, and final haul-out and disposal of all reduced and unreduced debris.

Debris Management Site operations and remediation must comply with all Local, State, and Federal safety and environmental standards. Contractor reduction, handling, disposal, and remediation operations must be approved, in writing, by the City.

2.12 Payment for disposal costs such as tipping fees incurred by the Contractor at permitted disposal facilities, or other City-approved sites that meet Local, State, and Federal Regulations for disposal will be made at the cost incurred by the Contractor. The Contractor must furnish a copy of the invoice received by the disposal facility, all scale or load tickets issued by the disposal facility, and proof of Contractor payment to the disposal facility. In addition, the Contractor must that demonstrate competitive bidding for disposal services has been completed.

2.13 The Contractor shall conduct the work so as not to interfere with the disaster response and recovery activities of Federal, State, and local governments or agencies, or of any public utilities.

2.14 The City reserves the right to inspect the Debris Management Site, verify quantities, and review operations at any time.

2.15 Scope of Work:

(1) Emergency Road Clearance: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to clear and remove debris from the City roadways, and waterways, to make them passable immediately following a declared disaster event. All roadways designated by the City shall be clear and passable within (70) seventy working hours of the issuance of a notice to proceed from the City to conduct emergency roadway clearance work. Clearance of these roadways will be performed as identified by the City.

(2) ROW Vegetative Debris Removal: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs to pick up and transport vegetative debris existing in the City ROW to a City-approved Debris Management Site or other designated disposal facility. Vegetative debris existing in the City ROW is defined as debris resulting from a hurricane or other natural or man-made disaster which has been or will be placed along public ROWs, easements, City parks, alleys, City debris staging areas, and other areas as designated by the City.

For the purposes of this contract, vegetative debris which is piled in immediate close proximity to the actual legal street ROW, and which is accessible from the ROW line with loading equipment (i.e. not behind a fence or other physical obstacle) will be deemed to be on the ROW, and is to be removed. Removal of vegetative debris existing in the City will be performed as identified by the City.

Entry onto private property for the removal of vegetative hazards will only be permitted when directed by the City or its authorized representative. The City will provide specific Right-of-Entry legal and operational procedures.

(3) ROW Construction and Demolition Debris Removal: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs to pick up and transport Construction and Demolition debris existing in the City ROW to a City-approved Debris Management Site (DMS) or other designated disposal facility.

Construction and Demolition debris existing in the City ROW is defined as debris resulting from a hurricane or other natural disaster which has been or will be placed along public ROW, easements, City parks, alleys, and City debris staging areas. For the purposes of this contract, Construction and Demolition debris which is piled in immediate close proximity to the actual legal street ROW, and which is accessible from the ROW line with loading equipment (i.e. not behind a fence or other physical obstacle) will be deemed to be on the ROW, and is to be removed.

Removal of Construction and Demolition debris existing in the City ROW will be performed as identified by the City.

(4) Demolition, Removal, and Transport of Structures: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to demolish structures on private property within the jurisdictional limits of the City. Further, debris generated from the demolition of structures, as well as scattered Construction and Demolition debris on private property, will be transported to a City-approved Debris Management Site or other designated disposal facility.

Removal and transportation of demolished structures and scattered Construction and Demolition debris on private property will be performed as identified by the City.

Entry onto private property will only be permitted when directed by the City. The City will provide specific "Right-of-Entrance" legal and operational procedures. The Contractor is required to strictly adhere to any and all Local, State, and Federal regulatory requirements for the demolition of structures.

(5) Debris Management Site Management and Operations: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to manage and operate Debris Management Site(s) for the acceptance, management, segregation, and staging of disaster-related debris. A Debris Management Site layout and ingress and egress plan must be approved by the City. The management of Debris Management Site(s) includes assistance in obtaining necessary Local, State, and Federal Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

Debris at the Debris Management Site will be clearly segregated and managed according to the separately priced collection operations outlined in section 4, "Overview of Work of Scope Rate Schedule Items."

Included in Debris Management Site Management and Operation, the Contractor is responsible for:

a) Providing DMS traffic control.
b) Providing DMS dust control.
c) Providing 24-hour site security.
d) Providing a site safety plan

Contractor shall provide a tower from which the City or its authorized representative can make volumetric load calls. The tower provided by the Contractor will at a minimum meet the specifications provided in the Debris Site Tower Specifications of this procurement.

Contractor is responsible for operating the Debris Management Site in accordance with Occupational Health and Safety Administration ("OSHA") guidelines.

Upon completion of haul-out activities, Contractor shall remediate the site to pre-disaster condition at their own expense, abiding by all City, County, State and Federal environmental regulatory requirements, and obtain a written release from the City or its authorized representative.

(6) Grinding (Reduction of Storm-Generated Debris): Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm-generated debris by grinding. Reduction methods are at the discretion of the City. Grinding must be approved by the City prior to commencement of reduction activities.

All un-reduced storm debris must be staged separately at the DMS. Proposer must obtain approval to reduce Construction and Demolition debris from the City. If approved for reduction by City, Construction and Demolition debris must be reduced via grinding in order for the City to compensate the Contractor for reduction. Incineration or mauling of Construction and Demolition are not acceptable methods of Construction and Demolition reduction.

(7) Incineration (Reduction of Storm-Generated Debris): Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm-generated debris by incineration. Reduction methods (controlled open-air incineration and air curtain burning) are at the discretion of the City. Incineration must be approved by the City prior to commencement of reduction activities. All un-reduced storm debris must be staged separately at the Debris Management Site.

(8) Haul-Out of Reduced Debris to Final Disposal Site: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to pick up and transport reduced material existing at a City-approved Debris Management Site to a final disposal facility.

All un-reduced storm debris must be transported to a final disposal facility separately from reduced debris.

(9) Removal of Hazardous Leaning Trees and Hanging Limbs: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to remove all hazardous trees (12) twelve inches or greater in diameter, measured (3) three feet from the base of the tree or chest height and hanging limbs (2) two inches or greater in diameter existing in the City ROW. Further, debris generated from the removal of hazardous trees and hanging limbs (2) two inches or greater existing in the City ROW will be placed in the safest possible location on the ROW and subsequently removed in accordance with 2.15 (2) under the terms, conditions, and procedure described in "ROW Vegetative Debris Removal." Hazardous leaning trees less than (12) inches in diameter, measured (3) three feet from the base of the tree or at chest height, will be flush cut, loaded, and removed in accordance with 2.15, (2). The City will not compensate the Contractor for leaning trees less than (12) twelve inches in diameter on a unit rate basis.

Removal and transportation of hazardous trees (12) twelve inches or greater in diameter and hanging limbs (2) two inches or greater in diameter existing in the City ROW and private property will be performed as identified by the City. All disaster specific eligibility guidelines regarding size and diameter of leaning trees will be communicated to the Contractor, in writing, by the City. In order for leaning or hazardous trees to be removed and eligible for reimbursement, the tree must satisfy a minimum of (1) one of the following requirements:

a) The tree is leaning in excess of 30 degrees in a direction that poses an immediate threat to public health, welfare, and safety.
b) The tree is dead, twisted, or mangled as a direct result of the storm and a certified Arborist can attest to the fact that the tree will die, and potentially create a falling hazard to the public.

(10) Removal of Hazardous Stumps: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary to remove all hazardous uprooted stumps (24) twenty-four inches or greater in diameter, measured (24) twenty-four inches from the base of the tree existing in the City ROW. Further, debris generated from the removal of uprooted stumps existing in the City ROW will be placed in the safest possible location on the ROW and subsequently removed in accordance with 2.15, (2) under the terms, conditions, and procedure described in "ROW Vegetative Debris Removal." Stumps measured (24) twenty-four inches from the base of the tree and less than (24) twenty-four inches in diameter will be considered normal vegetative debris and removed in accordance with 2.15, (2). The City will not compensate hazardous stumps less than (24) twenty-four inches in diameter on a unit rate basis and instead will be considered normal vegetative debris. The diameter of stumps less than (24) inches will be converted into a cubic yardage volume based on the published FEMA stump conversion table (See 2.15).

Removal and transportation of hazardous uprooted stumps existing in the City ROW and private property will be performed as identified by the City. All disaster specific eligibility guidelines regarding size and diameter of hazardous stumps will be communicated to the Contractor, in writing, by the City. In order for hazardous stumps to be removed and eligible for reimbursement, the stump must satisfy the following requirement:

(a) Over 50% of the tree crown is damaged or broken and heartwood is exposed.
(b) Tree stumps that are not attached to the ground will be considered normal vegetative debris and subject to removal under the terms and conditions of 2.1. The cubic yard volume of the unattached stump will be based off of the diameter conversion using the published FEMA stump conversion table (See Attachment 1 – FEMA Stump Conversion Table). The City or Its representative will measure and certify all stumps before removal.

(11) Household Hazardous Waste Removal, Transport, and Disposal: Under this contract, work shall consist of all labor, equipment, fuel, and miscellaneous costs necessary for the removal, transportation, and disposal of Household Hazardous Waste (HHW). The removal, transportation, and disposal of HHW includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(12) Abandoned Vehicle Removal: Under this contract, work shall consist of the removal and haul out of abandoned vehicles in areas identified and approved by the City. The removed vehicles will be hauled to a City-approved staging area and subsequently disposed of by the appropriate regulatory agency.

The removal, transportation, and disposal of Abandoned Vehicle Removal includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(13) Animal Carcass Removal and Disposal: Under this contract, work shall consist of the removal of animal carcasses in areas identified and approved by the City. The carcasses will be hauled to a City-approved staging area and subsequently disposed of by the appropriate regulatory agency.

The removal, transportation, and disposal of Animal Carcasses includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(14) ROW White Goods Debris Removal: Under this contract, work shall consist of all labor, equipment, fuel and miscellaneous costs associated with the removal of, transportation, and disposal of White Goods. White Goods containing refrigerants will be hauled to a City-approved staging area where certified technicians will remove the refrigerants.

The removal, transportation, and disposal of White Goods includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(15) Freon Removal: Under this contract, work shall consist of the removal and disposal of refrigerants from items containing Freon in areas identified and approved by the City. The Freon containing items will be hauled to a City-approved staging area under the terms and conditions of 2.1 and subsequently the Freon will be removed and disposed of by a certified technician before the unit is recycled or disposed.

The removal and disposal of Freon includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

(16) Asbestos Removal: Under this contract, work shall consist of all labor, equipment, fuel and miscellaneous costs associated with the removal of, transportation, and disposal of Asbestos.

The removal, transportation, and disposal of Asbestos includes obtaining all necessary Local, State, and Federal Handling Permits and operating in accordance with all Local, State, and Federal regulatory agencies.

2.16 Use of Local Resources: As per the Robert T. Stafford Act and FEMA regulations, the Contractor will encourage the utilization of resources located within the disaster area, including

but not limited to, procuring supplies and equipment, awarding subcontracts, and employing workers.

2.17 Working Hours: Monday through Sunday, the Contract hours shall only be during daylight hours or as otherwise directed by the City. No work outside these hours shall be allowed unless approved in advance by the City.

2.18 Debris Site Tower Specifications: The Contractor shall provide a minimum of one tower at each dumpsite for the use of the City representatives during their inspection of dumping operations. If ingress and egress of a Debris Management Site is of significant distance that the City or Its representative are unable to verify the entering and exiting trucks, then the Contractor may be required to provide a second tower. The inspection platform of the tower shall be constructed at a minimum height of 10 feet from surrounding grade to finish floor level, have a minimum (8) eight feet by (8) eight feet of usable floor area, be covered by a roof with (2) two feet overhangs on all sides, and be provided with appropriate railings and a stairway. Platform shall be enclosed, starting from platform floor level and extending up (4) four feet on all (4) four sides. The expense incurred by the Contractor for the construction of towers is an overhead expense contemplated as part of the Proposer's compensation under the terms and conditions of section 2.15 (5).

2.19 The Contractor shall provide a minimum of one portable toilet at each dumpsite for the use of the City representatives during their inspection of dumping operations. The toilet shall be provided prior to the start of any dumping operations and kept in a sanitary condition by the Contractor throughout the duration of dumping operations. The expense incurred by the Contractor for the operation of portable toilets is an overhead expense contemplated as part of the Contractor's compensation under the terms and conditions of section 2.15 (5).

2.20 Care shall be taken to place the tower at a sufficient distance away from any reduction operations. If necessary, dumping operations may be temporarily suspended by the City due to unsuitable conditions at the tower.

2.21 Equipment: All trucks and other equipment must be in compliance with all applicable Federal, State, tribal, and local rules and regulations. Any truck used to haul debris must be capable of rapidly dumping its load without the assistance of other equipment, be equipped with a tailgate that will effectively contain the debris during transport and permit the truck to be filled to capacity.

> 2.21(a) Equipment: Special note is brought to the Contractor's attention that debris removal within waterways may require specialized equipment to reach and remove floating debris and/or debris jams within the portion of a waterway containing standing or flowing water.

2.22 Sideboards or other extensions to the bed are allowable provided they meet all applicable rules and regulations, cover the front and both sides, and are constructed in a manner to withstand severe operating conditions. The sideboards are to be constructed of (2) two inch by (6) six inch boards or greater and not to extend more than (2) two feet above the metal bedsides. In order to ensure compliance, equipment will be inspected by authorized City representatives prior to its use by the Contractor.

2.23 Trucks or equipment designated for use under this contract shall not be used for any other work during the working hours of this contract. The Contractor shall not solicit work from private citizens or others to be performed in the designated work area during the period of this contract. Under no circumstances will the Proposer mix debris hauled for others with debris hauled under this contract.

2.24 Equipment used under this contract shall be rubber tired and sized properly to fit loading conditions. Excessive size equipment (100 CY and up) and non-rubber tired equipment must be approved for use on the road by the City.

2.25 Hand loaded vehicles are prohibited unless pre-authorized, in writing, by the City, following the event. All hand-loaded vehicles will receive an automatic 50% deduction for lack of compaction.

2.26 Traffic Control: The Contractor shall provide, erect and maintain all necessary barricades, suitable and sufficient lights, danger signals, signs and other traffic control devices at all Contractor work areas.

2.27 The Contractor shall provide qualified flag personnel where necessary to direct traffic and shall take all necessary precautions for the protection of the work and the safety of the public.

2.28 Highways, streets or parts of the work closed to through traffic shall be protected by effective barricades and obstructions shall be illuminated during the hours from sunset to sunrise. Suitable warning signs shall be provided to properly control and direct traffic.

2.29 All barricades, warning signs, lights, temporary signals, other protective devices, flag persons and signaling devices shall conform to the minimum requirements as set out in the Manual on Uniform Traffic Control Devices for Streets and Highways, Part VI, prepared by the National Joint Committee on Uniform Traffic Control Devices and current at the time bids are received.

2.30 The expenses incurred by the Contractor for items listed in this Request for Proposal shall be compensated under the terms and conditions of section 2.15 (5).

2.31 Damage to Public or Private Property: The Contractor is responsible for all damage, injury, or loss to any property and shall restore all disturbed areas to their original condition, including re-grading, use of rye grass and permanent grass, and any other means determined to be necessary.

2.32 The Contractor's failure to restore damage to public or private property to the satisfaction of the City will result in the City withholding retainer money in an amount sufficient to make necessary repairs.

2.33 Existing Utilities: Some trees and debris which are to be removed under this contract may be blocked or entangled with overhead power, telephone, and television cables. In this case, it shall be the Contractor's responsibility to coordinate directly with the utility owners to arrange for the removal of the debris without damage to the overhead and underground utility lines. The Contractor shall pay all such costs to the utility company for any adjustments.

2.34 The Contractor shall make the necessary repairs or pay all costs incurred to repair damaged utilities, as determined by the affected utility company. Repairs to all municipal and privately owned water and sewer facilities shall be made by the Contractor.

2.35 Environmental Protection: All chemicals of whatever nature used during project construction or furnished for project operation must show EPA or USDA approval certification. Their use and disposal of all residues shall be in strict compliance with instructions.

2.36 The Contractor shall, at its own expense, ensure that noise and dust pollution is minimized to comply with all Local and State ordinances and be approved by the City. The Contractor shall comply in a timely manner with all directions of the City regarding the use of a water truck or other approved dust abatement measures.

2.37 The Contractor shall comply with all Laws, Rules, Regulations and Ordinances regarding environmental protection.

2.38 Documentation and Measurement: Prior to beginning any work, the City, or Its representative, shall clearly number each truck hauling debris or piece of equipment loading debris. All vehicles must be certified by the City, or its representative, prior to debris collection. If a vehicle is working under multiple contracts or for multiple communities, it must be re-certified by an authorized City representative each time it returns to work from other contracts or communities.

2.39 The Contractor is responsible for ensuring that all subcontractors maintain valid driver's licenses, valid insurance, business licenses and that all of their equipment is legally fit for travel on the road.

2.40 The Contractor shall designate one project manager. The representative shall provide a telephone number to the City with which he or she can be reached throughout the duration of the project.

2.41 "Load tickets" will be provided by the City or Its representative for recording volumes of debris removal. Each ticket shall consist of one original and four duplicates. Load tickets will be issued by an authorized representative of the City at the loading site. The City representative will keep one copy and give four copies to the vehicle operator. Upon arrival at the dumpsite, the vehicle operator will give the four copies to the City representative at the dumpsite. Trucks with less than full capacities will be adjusted down by visual inspection. This determination will be made by the City representative present at the dumpsite. The City representative will validate, enter the estimated debris quantity, and sign the tickets. The City will keep the original copy and the three remaining duplicate copies will be returned to the vehicle operator for the Proposer's records. The Contractor shall give written notice of the location for work scheduled 24 hours in advance. This information will be shared with other response and recovery personnel operating in the area through situation reports and new releases when necessary.

2.42 City Responsibilities: City responsibilities will vary depending on the type and magnitude of the disaster. The City, at a minimum, will be responsible for the following:

a) Coordination of collection activities with Contractor.
b) Suitable debris management site activities.
c) Promotion of debris management activities.

d) Educational materials.
e) Submittal of post-collection data reports.
f) Recruitment and coordination of volunteers.
g) Coordination with local police, fire, EMS and other appropriate agencies.
h) Provision of emergency contact information.

2.43 Proposal Format: Proposals shall be submitted in the following format and include the all requested information in a concise submission package.

a) Detailed description of methodology of providing debris management services.
b) Fee Proposals per instructions in Section III signed by responsible party.
c) Proposed Schedule of Minority and Women-owned Business Participation and Non-Discrimination statement.
d) Summary of qualifications and experience.

2.44 Contacts: Proposers must submit proposals in accordance with the instructions contained in this RFP. All requested information must be submitted with the proposal. Instructions for preparation and submission of proposals are contained in this package. All questions regarding this request for proposal should be submitted in writing and emailed to the person listed on the summary event page as the primary contact.

2.45 The City reserves the right to award primary, secondary and/or tertiary contract if deemed advantageous.

2.46 Methodology of Providing Debris Management Services: Each proposer shall submit examples from recent disasters in which the proposer has established a methodology for providing debris management on behalf of a client in a Federally Declared Disaster in which Public Assistance was granted for debris removal

2.47 Qualifications: Each proposer shall submit a summary of their qualifications and experience of similar services as described. Qualifications will be evaluated based on documented performance in a Federally Declared Disaster(s) with a letter of support from impacted jurisdiction which contracted with the proposer for debris removal services.

2.48 References: The Contractor will provide the name, title, address and phone number of at least five (5) customers where the proposed services have been utilized of similar size and nature of operation.

2.49 Contract Period: The award resulting from this RFP will be a one-year contract with prices to be held firm for that period with an option to renew for four additional one-year periods if all terms and conditions remain unchanged and both parties so agree.

2.50 Insurance Requirements:

2.50.1 Comprehensive General Liability: The Contractor shall carry comprehensive general liability on an occurrence form with no "x, c or u" exclusions with the following minimum limits:

- Each occurrence - $1,000,000
- Damage to Rented Premises - $50,000
- Medical Expense - $5,000
- Personal & Advertising Injury - $1,000,000

- General Aggregate - $2,000,000
- Products – Completed Operations Aggregate - $2,000,000

General aggregate shall apply on a per project basis

The Contractor will provide a Certificate of Insurance reflecting required coverage.

A waiver of subrogation endorsement to the policy in favor of the City shall also be provided and attached to the certificate.

A (30) day notice of cancellation in favor of the City must be endorsed to policy and attached to the certificate

2.50.2 Commercial Automobile Liability: The automobile policy must include coverage for owned, non-owned and hired automobiles:
- Minimum limits are $1,000,000
- The Contractor will provide a Certificate of Insurance reflecting required coverage.
- A waiver of subrogation endorsement to the policy in favor of the City shall also be provided and attached to the certificate.
- A (30) day notice of cancellation in favor of the City must be endorsed to policy and attached to the certificate.

2.50.3 Workers Compensation: Contractor shall carry a workers' compensation policy including all statutory coverage required by South Carolina state law.

Minimum employer's liability limits:
- $500,000 each accident
- $500, 000 each employee (disease)
- $500, 000 policy limit (disease)

The Contractor will provide a Certificate of Insurance reflecting required coverage.

A waiver of subrogation endorsement to the policy in favor of the City shall also be provided and attached to the certificate

A (30) day notice of cancellation in favor of the City must be endorsed to policy and attached to the certificate

2.50.4 Umbrella/Excess Liability: The Contractor shall carry an umbrella/excess liability policy which must follow form over underlying policies: general liability, auto liability and employer's liability.

Minimum limits:
- $1,000,000 per occurrence
- $1,000,000 aggregate

The Contractor will provide a Certificate of Insurance reflecting required coverage.
Waiver of subrogation endorsement to the policy in favor of the City shall also be provided and attached to the certificate.

A (30) day notice of cancellation in favor of the City must be endorsed to policy and attached to the certificate

2.50.4 General
All insurance shall be placed with South Carolina admitted carriers with a current Best's rating of A (minus), X, or better

Any modifications to specifications must be approved by the City

SECTION III
FEE PROPOSAL
I have read and understand the requirements of this request for proposal Event# 1508 and agree to provide the required services in accordance with this proposal and all attachments, exhibits, etc. The proposed fees shall include all labor, material and equipment to deliver and provide the equipment and services as outlined in the RFP and should include any travel or per diem expenses and any other miscellaneous expense involved. The fee for providing the required equipment and services are:

SCHEDULE 1 – HOURLY EQUIPMENT AND LABOR PRICE SCHEDULE
Equipment Type – (As per Specification 2.21-2.25) Hourly Equipment Rate
Bobcat Loader
Bucket Truck w/Operator
Crash Truck w/Impact Attenuator
Dozer, Tracked, D5 or similar
Dozer, Tracked, D6 or similar
Dozer, Tracked, D7 or similar
Dozer, Tracked, D8 or similar
Dump Truck, 18 CY-20 CY
Dump Truck, 21 CY-30 CY
Generator and Lighting
Grader w/12' Blade
Hydraulic Excavator, 1.5 CY
Hydraulic Excavator, 2.5 CY
Knuckleboom Loader
Lowboy Trailer w/Tractor
Mobile Crane (Adequate for hanging limbs/leaning trees)
Pickup Truck, .5 Ton
Truck, Flatbed
Water Truck
Wheel Loader, 2.5 CY, 950 or similar
Wheel Loader, 3.5 – 4.0 CY, 966 or similar
Wheel Loader, 4.5 CY, 980 or similar
Wheel Loader-Backhoe, 1.0 – 1.5 CY
Other – Please List
Labor Category Hourly Labor Rate
Operations Manager w/Cell Phone and Pickup
Crew Foreman w/Cell Phone and Pickup
Tree Climber/Chainsaw
Laborer w/Chain Saw

Laborer w/small tools, traffic control, or flag-person

SCHEDULE 2 - UNIT RATE PRICE SCHEDULE

Refer to Section No. 2.15 of the RFP

1. ROW Vegetative Debris Removal (Collect & Haul) $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of pick and transport of vegetative debris on the ROW to a City-approved DMS or other designated disposal facility.

2. ROW Construction & Demolition Debris Removal (Collect & Haul) $ Per Cubic Yard Estimated Cubic-Yards Total
Work consists of pick and transport of C&D debris on the ROW to a City-approved DMS or other designated disposal facility.

3. Demolition, Removal, and Transport of Structures $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to demolish structures on private property.

4. DMS Management and Operations $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of the management and operation of DMS' for acceptance, management, segregation, and staging of disaster related debris.

5. Reduction of Storm Generated Debris by Grinding $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by grinding.

6. Reduction of Storm Generated Debris by Incineration $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by incineration.

7. Haul-out of Reduced Debris to Final Disposal Site
$ Per Cubic Yard
Estimated Cubic-Yards
Total
Work consists of pick up and transport of reduced debris at a City-approved DMS to a final disposal facility

8. Removal of Hazardous Leaning Trees and Hanging Limbs $ Per Tree Estimated Trees Total Work consists of removing hazardous leaning or hanging limbs and placing them on the ROW for haul-off.

a. 12 inch to 23.99-inch diameter
b. 24 inch to 35.99-inch diameter
c. 36 inch to 47.99-inch diameter
d. 48 inch and larger diameter

Hanger Removal (per Tree)

9. Removal of Hazardous Stumps
$ Per Stump
Estimated Stumps Total Work consists of removing hazardous stumps and placing them on the ROW for haul off.

a. 24 inch to 35.99-inch diameter
b. 36 inch to 47.99-inch diameter
c. 48 inch and larger diameter

10. Household Hazardous Waste Removal, Transport, and Disposal
$ Per Pound Estimated Pounds Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Household Hazardous Waste.

11. Abandoned Vehicle Removal $ Per Unit Estimated Units Total Work consists of the removal of abandoned vehicles in areas identified and approved by the City and subsequently transported to a City-approved staging area.

12. Animal Carcass Removal and Disposal $ Per Unit Estimated Units Total Work consists of the removal of animal carcasses in areas identified and approved by the City and subsequently transported to a City-approved staging area.

13. ROW White Goods Debris Removal (Collect & Haul) $ Per Cubic Yard Estimated Cubic-Yards Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of White Goods.

14. Freon Removal $ Per Unit Estimated Units Total Work consists of the recovery and disposal of refrigerants from items containing Freon.

15. Asbestos Removal $ Per Cubic Yard Estimated Pounds Total Work consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Asbestos.

Total Estimated Contract Price

Storm Debris Removal 2019

Please do not forget to include the Unit Rate Price Schedule.

Total-$_____

SUBMITTED BY: _____

PROPOSER: _____

SIGNED: _____

NAME (PRINT): _____

ADDRESS: _____

CITY/STATE: _____ZIP_____

TELEPHONE: (_____) _____ Area Code FAX: (_____) _____
Area Code Area Code

INDICATE MINORITY OWNERSHIP STATUS OF BIDDER (FOR STATISTICAL PURPOSES ONLY):

CHECK ONE:

_____ NON-MINORITY OWNED

_____ ASIAN AMERICAN _____ AFRICAN AMERICAN _____ AMERICAN INDIAN

_____ HISPANIC _____ OTHER MINORITY Describe_____

_____ WOMAN (non-minority)

NON-DISCRIMINATION STATEMENT

The proposer certifies that:

(1) No person shall be excluded from participation in, denied the benefit of, or otherwise discriminated against on the basis of age, sex, race, disability, national origin, religion, sexual orientation or gender identity in connection with any bid submitted to the City of Charleston or the performance of any contract resulting therefrom; (See #51 on page 12).

(2) That it is and shall be the policy of this Company to provide equal opportunity to all business persons seeking to contract or otherwise interested in contracting with this Company, including those companies owned and controlled by racial minorities, cultural minorities, and women;

(3) In connection herewith, we acknowledge and warrant that this Company has been made aware of, understands and agrees to take affirmative action to provide such companies with the maximum practicable opportunities to do business with this Company;

(4) That this promise of non-discrimination as made and set forth herein shall be continuing in nature and shall remain in full force and effect without interruption;

(5) That the promises of non-discrimination as made and set forth herein shall be and are hereby deemed to be made as part of and incorporated by reference into any contract or portion thereof which this Company may hereafter obtain and;

(6) That the failure of this Company to satisfactorily discharge any of the promises of non-discrimination as made and set forth herein shall constitute a material breach of contract entitling the City of Charleston to declare the contract in default and to exercise any and all applicable rights and remedies including but not limited to cancellation of the contract, termination of the contract, suspension and debarment from future contracting opportunities, and withholding and or forfeiture of compensation due and owing on a contract.

_____ _____

Signature Title

Note: The Minority/Woman-Owned Business Office is available to identify qualified M/WBE's. Please contact the Office at (843) 724-7434. This form may be copied as needed. The City of Charleston has also posted a list of registered M/WBE's on its website at http://www.charleston-sc.gov/bidline.

Vendor's Checklist

1. Did you provide required information and sign the front page of the solicitation?
   ____ Yes ____ No

2. Did you sign the Certificate of Familiarity form?
   ____ Yes ____ No

3. Did you sign the City of Charleston M/WBE Compliance Provisions forms?
   ____ Yes ____ No

4. Did you sign the applicable Affidavit?
   ____ Yes ____ No

5. Did you mark your "Original" Bid and provide the required # of copies?
   ____ Yes ____ No

6. Did you complete and include all pricing sheets?
   ____ Yes ____ No

7. Did you include the required references?
   ____ Yes ____ No

8. Did you provide a copy of insurance and all other documentation requested?
   ____ Yes ____ No

9. Did you include and sign any addenda?
   ____ Yes ____ No

10. Did you double check to make sure you have included everything that is requested?
    ____ Yes ____ No

If you have any concerns, please do not wait until after opening to raise them. **At that point, it is too late. If this solicitation includes a pre-bid conference or a question & answer period, raise your questions during this time.** Please read the bid carefully.

This checklist is included only as a reminder to help Bidders avoid common mistakes. Responsiveness will be evaluated against the solicitation, ***not*** against this checklist. You do not need to return this checklist with your response.

EXHIBIT B

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #1 – Q&A

T: (843) 724-7314
F: (843) 720-3872

DATE: August 1, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #1 to the solicitation is being made for the following reasons:

Q-1 **Regarding RFP #19-P019R, are we to add disposal fees to our price proposal or are tipping fees a passthrough?**

A-1 Yes, Please include disposal fees in the quote.

Q-2 **Please explain specifically how the pricing of one proposal will be evaluated against the pricing from another proposal, including the answer to these questions:**

a. Will Schedule 1 – Hourly Equipment and Labor Price Schedule be evaluated?

b. Will each pricing proposal be analyzed and refined to become one total number which can then be compared to the other proposals?

c. Will extended totals (unit price multiplied by estimated quantity) be used to evaluate pricing, and if so, what estimated quantities and what line items will be used to derive the extended totals that will be evaluated?

d. Will all pricing line items be evaluated equally or will some line items receive more importance in the evaluation?

A-2 A. Yes
B. Yes
C. No
D. Yes

Q-3 Who will provide the locations of the Debris Management sites (DMS)?

A-3 The City of Charleston has a list of approved sites for storage and Grinding and will provide

Q-4 Is there an existing contract similar to this in place or previously in place? Are the bid tabulations available?

A-4 This will be the first contract like this for the City.

Q-5 Does the City have a Debris Management Plan? If so, how can we obtain a copy?

A-5 No. Currently there is no plan.

Q-6 Has the City identified any DMS? If so, where are they located?

A-6 McMahon Playgound, Charleston Peninsula – Storage and Grinding
Bees Landing Recreational Complex, West Ashley – Storage and Grinding
Ackerman Park, West Ashley – Storage and Grinding
West Ashley Park, West Ashley – Storage and Grinding
Harmon and Herbert St, Charleston Peninsula – Storage and Grinding
Johns Island Park, Johns Island – Storage and Grinding
Governors Park, Daniel Island – Storage and Grinding

Q-7 Which landfill will be the final destination for C&D Debris?

A-7 TBD

Q-8 P.2 states that all pages that require a signature must be included with the bid. Do we include the No Bid for with N/A at the top with no signature to be compliant with the above?

A-8 Any forms that are not applicable to you, do not have to be turned in. Example: No Bid Form, Affidavits that don't apply to you for this RFP.

Q-9 Will Schedule 1 Hourly Equipment and Labor Price Schedule be included in the evaluation in terms of cost? Does it carry the same weight as Schedule 2 Unit Rate Price Schedule? Will all line items be used to form a grand total of unit rates and that number be used to evaluate the proposals in terms of cost?

A-9 Everything will be considered. Please see question 2.

Q-10 Are we to add all line items in Schedule 1 and 2 to form a sum of all unit rates to be used on page 45 for the Total Estimated Contract Price?

A-10 You should include this in the cost of your per unit price that you provide us on page 45.

Q-11 Will the City consider providing the Fee Schedule in a Table Format or an Excel spreadsheet so the line item pricing does not get confused between the various line items?

A-11 No they city will not provide this.

Q-12 Schedule 2 – Line items 1 – 15 asks for an estimated quantity of each unit – are we to enter a value here? Are we to use a value of 1?

A-12 Yes, please base it off of 1.

Q-13 In regard to the "Schedule 2 – Unit Price Schedule" located on page 43 & 44: In order to provide the most accurate quote, would you please provide the location(s) that the City of Charleston will be using as a City approved DMS or other approved designated disposal facility to address the items described in #1, #2, #7, #10, #11, #12, #13, #14, #15 of "Schedule 2 – Unit Price Schedule"?

A-13 Please see answer to question 6 for locations.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

_____ _____

Signature of Acknowledgement Date

_____

Company Name

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #2 – Q&A Clarification

T: (843) 724-7314
F: (843) 720-3872

DATE: August 1, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #2 to the solicitation is being made for the following reasons:

Q-1 **The Scope of Work Number 2.12 found on page 32 of the RFP clearly states that disposal fees/tipping will be a pass through expense. This typically means that disposal fees are not included in the proposed rates. Tip fees typically negotiated at a discounted rate from the posted daily gate rate post-event. The City will not be able to benefit from possible lower disposal fees if disposal fees are to be included in the proposed rates. We will also not be able to guarantee disposal rates for the term of the contract.**

How will the City treat increased disposal fees should the contract be activated and landfill rates are increased?
Please confirm that the City is now requesting disposal fees to be included in the proposed rates and not to be treated as a pass through expense.

A-1 There will be no pass through fees as we are not eligible for this during an event. Please include all disposal fees.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

_____ _____
Signature of Acknowledgement Date

_____
Company Name

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #3 – Q&A Clarification

T: (843) 724-7314
F: (843) 720-3872

DATE: August 5, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #3 to the solicitation is being made for the following reasons:

Q-1 **Can you please elaborate upon your answer on addendum 2 relative to disposal fees where you state "we are not eligible for this during an event." pass thru costs pertaining to disposal fees are not only FEMA eligible, a pass thru mechanism is common and preferred. Contractors performing load and haul activity have no control over movement of disposal fees by landfills; therefore, a "pass through" is the only equitable way to treat disposal fees. Depending on clarification of your initial answer, we respectfully request that you consider your response to addendum 2.**

A-1 We meant that we are not eligible to use the county landfill on Bee's Ferry Rd during an event and you would need to include disposal fees.

Q-2 **Often there are different disposal fees associated with Vegetative Debris & C&D Debris. Will the City consider modifying line item 7 to add for haul out of reduce vegetative debris as a line item and haul out of reduced C&D Debris as a separate line item. If not can we list two separate rates one for veg and one for C&D Debris on line item 7. If listing both rates for line item 7 are we to include both rates in the grand total of all unit rates?**

A-2 Please list the two as separate rates and include in the grand total of all unit rates.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

_____ _____
Signature of Acknowledgement Date

_____
Company Name

EXHIBIT C

INSURANCE REQUIREMENTS

Contractors working for the City of Charleston are required to procure and maintain for the duration of their contract with the City insurance against claims for injuries to persons or damages to property which may arise from or in connection with work performed by the Contractor, his agents, representatives, employees or Subcontractors. The cost of such insurance shall be the responsibility of the Contractor.

A. The Contractor shall carry liability insurance with a reliable company licensed to do business in South Carolina. Coverage shall be at least broad as:

   1. Insurance Services Office Commercial General Liability Coverage Form ("occurrence") CG 00 01 10 93.

   2. Insurance Services Office Business Auto Coverage Form CA 00 01 6 92 covering automobile liability, code 1 "any auto".

B. Contractor shall carry workers' compensation as required by the State of South Carolina and Employers Liability insurance (including applicable occupation disease provisions and all state endorsements.)

C. Contractor shall maintain limits no less than the following:

   1. **GENERAL LIABILITY**: $1,000,000 combined single limit per occurrence for bodily injury, property damage, and personal injury with a $2,000,000 general aggregate limit.

   2. **AUTOMOBILE LIABILITY**: $1,000,000 combined single limit per accident for bodily injury and property damage.

   3. **WORKERS' COMPENSATION**: Statutory limits are required by South Carolina state law, and employer's liability limits of $100,000 per accident.

   4. **PROFESSIONAL LIABILITY**: $1,000,000 per claim/$1,000,000 aggregate limit, with a deductible of $20,000.

      Contractor shall obtain and maintain a professional liability insurance policy covering the performance of the professional services specified in this agreement. Evidence of such insurance shall be satisfactory in form and content to the owner, the City. This coverage shall be maintained through the duration of this project and for a minimum of 1 year after substantial completion of the project as determined by the City.

      The Contractor and any of its subcontractors will cause the professional liability insurance required in this paragraph C.4:
      (a) to be excess insurance over any project professional liability policy, and

(b) to be primary insurance in the event the project insurance described in Paragraph E is canceled or not maintained, in the event the policy's limits of liability are exhausted, or if the policy expires.

D. Required policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverages

The City of Charleston, its officials, employees and volunteers are to be covered as additional insureds as respects: Liability arising out of activities performed by or on behalf of the Contractors; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the City of Charleston, its officials, employees or volunteers. To accomplish this objective, the City of Charleston shall be named as an additional insured under the Contractor's general liability policy by attaching Insurance Services Office Commercial General Liability Endorsement CG2010 10 93 (Additional Insured - Owners, Lessees or Contractors - Form B) or its equivalent. Contractors' insurance coverage shall be primary insurance as respects the City of Charleston, its officials, employees and volunteers. Any insurance or self-insurance maintained by the City of Charleston, its officials, employees, or volunteers shall be in excess of the Contractor's insurance and shall not be required to contribute. To accomplish this objective, the following wording should be incorporated in the previously referenced additional insured endorsement.

Other Insurance: This insurance is primary, and our obligations are not affected by any other insurance carried by the additional insured whether primary, excess, contingent or on any other basis.

Any failure to comply with reporting provisions of the Contractor's policies shall not affect coverage provided to the City of Charleston, its officials, employees or volunteers.

2. Workers' Compensation

The Contractor shall agree to waive all rights of subrogation against the City of Charleston, its officials, employees and volunteers for losses arising from work performed by the Contractor for the City of Charleston.

E. Any deductibles or self-insured retentions shall be the responsibility of the Contractor.

F. Each insured policy required by the City of Charleston shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the City of Charleston.

G. All coverages for Subcontractors shall be subject to all the requirements stated herein.

H. Insurance must be placed with an approved insurance company with current Best's rating of A+, A, or A-. Exceptions to this requirement must be approved in writing by the Department of Risk Management.

I. Contractor shall furnish the City of Charleston with Certificates of Insurance noting the endorsements. The Certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements are to be received and approved by the City of Charleston, Procurement Division, before work commences. The City of Charleston reserves the right to require complete, certified copies of all required insurance policies, at any time.

Required certificates should be mailed to:

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

EXHIBIT D

AshBritt
Environmental

OUR PROMISE

Your dedicated partner in response & recovery.
There when you need us.

AshBritt Inc. Response to the City of Charleston

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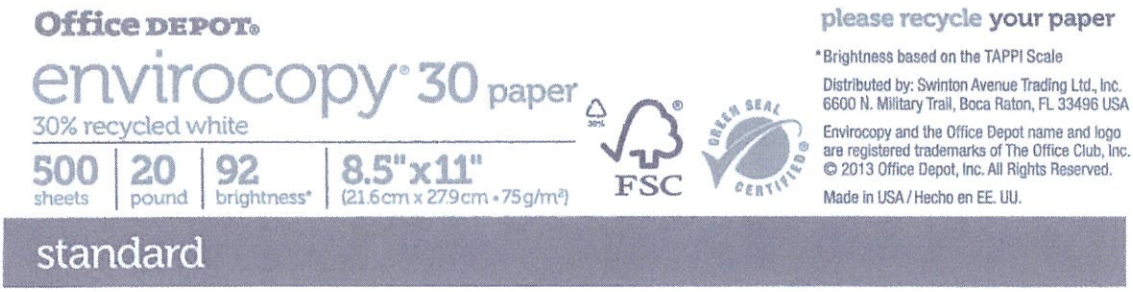
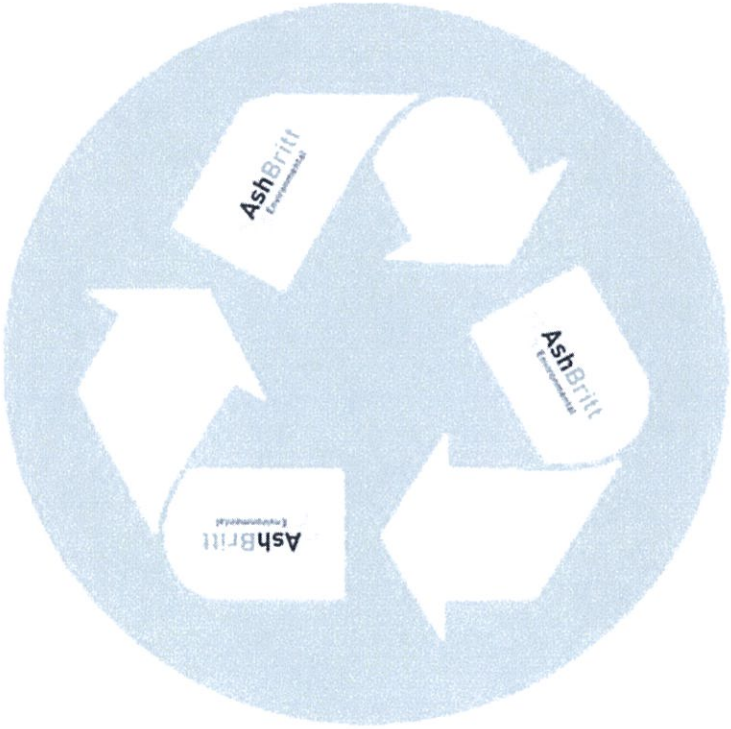
AshBritt, Inc. is vigorously committed to contributing and fostering environmental conservation and sustainability through both our corporate and operational practices. Internally, we promote and maintain a robust recycling program in which employees reduce the waste of office paper, supplies, computers, electronics, mercury-containing light bulbs, and other applicable products. Recycling containers for paper goods, plastic bottles, and cans are made readily accessible to employees at both our corporate and our satellite offices. Furthermore, we use recycled paper and office products to the greatest practical extent. As such, we wish to express that:

100% of the paper in this proposal is recycled paper





Transmittal Letter

**** Please see the following pages for AshBritt's Transmittal Letter ****

Ash
Environmental

August 9, 2019

Robin B. Robinson
City of Charleston, Procurement Division
75 Calhoun Street, Suite 3500
Charleston South Carolina 29401

RE: RFP # 19-P019R for The City of Charleston Storm Debris Removal Services

Dear Ms. Robinson:

AshBritt, Inc. (AshBritt) is the national leader in disaster response and recovery operations and is pleased to respond to the City of Charleston's RFP for Storm Debris Removal Services.

Within this cover letter and proposal, you will see why AshBritt can make the claim we have collected, reduced, hauled out and disposed of more FEMA funded disaster-related debris than any of our competitors within the last decade. We look forward to being your Storm Debris Removal Services contractor once again.

- ***Experience***

AshBritt has managed and performed more than 400 disaster recovery projects and 31 special environmental projects across the United States since our inception in 1992. We have been directly involved in the disaster recovery efforts of over 60 federally declared disasters in 20 states. AshBritt is one of only two firms to be a part of the National Response Framework since 1998 as a debris contractor for the United States Army Corps of Engineers (USACE). Today, we hold the USACE pre-positioned debris removal primary contract for the South Atlantic Division (SAD) and the South Pacific Division (SPD).

- ***Recent Experience***

Hurricane Michael (2018): AshBritt has conducted 11 disaster debris removal projects throughout the panhandle of Florida and to date, has removed over 13,000,000 cubic yards of disaster generated debris from various jurisdictions. We have removed 145,000 hazardous hanging limbs, over 75,000 hazardous hanging trees, and have also managed 16 temporary debris storage and reduction sites for our operations in the panhandle.

California Fires (2017): AshBritt completed a project tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake Counties, California. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties resulting in the removal of 770,000 tons of fire debris within the four counties. We also performed air monitoring, implemented erosion control methods, certified over 1,700 hauling units, and utilized hundreds of pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working and moved 25,000 tons of fire debris in one day.

Hurricane Irma (2017): AshBritt completed 67 separate disaster debris removal and recovery missions throughout the states of Florida, Georgia, and South Carolina in response to Hurricane Irma. We removed 10,700,000 cubic yards of debris for these missions and were the debris removal contractor for all of Collier County, Florida. This was the largest debris removal project conducted in response to Hurricane Irma. In addition to removing over 3,600,000 cubic yards of debris, HHW, white goods, marine debris, and hazardous trees were also removed. Debris site management and emergency road clearance services were performed, as well as providing vac trucks, meals ready to eat, generators, and port-o-lets.

AshBritt was also the debris removal contractor for Monroe County, Florida. This project was the most difficult debris removal mission in response to Hurricane Irma due to numerous logistical factors requiring specialized equipment to work in and throughout the Florida Keys. We removed 400,000 cubic yards of debris for this mission in addition to supplying two base camps capable of housing 1,100 people. AshBritt also conducted emergency road clearance operations for the USACE following Hurricane Irma's landfall in Florida. We mobilized crews both locally from within the State of Florida as well as crews from as far away as Jackson, Mississippi to ensure

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Phone (954) 725-6992 · Facsimile (954) 725-6991 · Web: www.ashbritt.com · Email: response@ashbritt.com

resources were provided to complete this mission.

Hurricane Harvey (2017): AshBritt completed 13 separate disaster debris removal missions throughout the state of Texas in response to Hurricane Harvey. AshBritt collected, managed, reduced, and disposed of 1,700,000 cubic yards of debris. In Fort Bend County, Texas, 400,000 cubic yards of debris were removed in addition to conducting management/reduction, haul out services, and sand removal and hauling. We also provided numerous ancillary services including meals ready to eat, shower and bathroom trailers, generator services, and a road clearance mission that required us to remove thousands of cubic yards of corn that had washed into the main roadways due to flooding.

- ***Financial Strength***

AshBritt's current bonding capacity is $650,000,000. AshBritt underwrote $100,000,000 during our operation for the United States Army Corps of Engineers (USACE) Hurricane Katrina mission and currently has $50,000,000 of company working capital.

- ***Commitment to Safety***

AshBritt maintains an excellent safety record. **AshBritt's Experience Modification Rating is .76.**

- ***Industry Expert***

AshBritt collected and removed 8,400,000 cubic yards of debris during the first 90 days of our 2018 Hurricane Michael mission, 8,000,000 cubic yards of debris during the first 90 days of our 2017 Hurricane Irma mission, and 9,000,000 cubic yards of debris during the first 60 days of our Hurricane Katrina USACE mission. We work year-round with the federal and state agencies governing disaster recovery, specifically FEMA. We understand the importance to a client of maximizing federal reimbursement, and we have proven experience completing missions within the strict guidelines established by FEMA.

Primary Contact for RFP:	***Corporate Headquarters:***	***Contact with the Ability to Bind AshBritt:***
Matt Gierden, Vice President	565 East Hillsboro Boulevard	Brittany Perkins Castillo, CEO
Office: (954) 725-6992	Deerfield Beach, FL 33441	Office: (954) 725-6992
Fax: (954) 725-6991	Office: (954) 725-6992	Fax: (954) 725-6991
Toll-Free: (800) 244-5094	Fax: (954) 725-6991	Toll Free: (800) 244-5094
Mobile: (239) 229-5829	Toll Free: (800) 244-5094	Mobile: (954) 818-4416
Email: matt@ashbritt.com	Web: www.ashbritt.com	Email: dow@ashbritt.com

Secondary Contact for RFP:	***Corporate Headquarters:***	***Contact with the Ability to Bind AshBritt:***
Rob Ray, Sr. Vice President	565 East Hillsboro Boulevard	Dow Knight, Sr. Vice President
Office: (954) 725-6992	Deerfield Beach, FL 33441	Office: (954) 725-6992
Fax: (954) 725-6991	Office: (954) 725-6992	Fax: (954) 725-6991
Toll-Free: (800) 244-5094	Fax: (954) 725-6991	Toll Free: (800) 244-5094
Mobile: (954) 868-9502	Toll Free: (800) 244-5094	Mobile: (954) 818-4416
Email: rray@ashbritt.com	Web: www.ashbritt.com	Email: dow@ashbritt.com

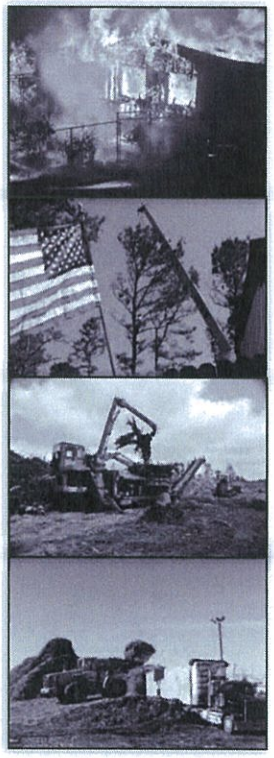
AshBritt explicitly accepts all conditions and requirements contained in this RFP. This proposal is valid for a period of at least 90 days. We appreciate your time and consideration, and we look forward to continuing our relationship as your disaster recovery partner.

Sincerely,

Dow Knight
Sr. Vice President

The AshBritt Difference

- AshBritt has conducted over **400** disaster response missions and **31** special environmental projects.
- AshBritt has been directly involved in the recovery efforts of over 60 federally declared disasters in 20 states.
- In the last seven years, AshBritt removed over 30,000,000 cubic yards of debris**, giving AshBritt more experience than any company in our industry.**
- AshBritt's bonding capacity is **$650,000,000**.
- AshBritt has **$50 million dollars** of company working capital.
- AshBritt's Senior Operations team have been working together for a minimum of 14 years.
- **Hurricane Michael (2018)**:
  - 11 separate debris removal missions across Florida and Georgia.
  - Collected over 12,000,000 cubic yards of disaster-generated debris.
  - Managed 16 Debris Management Sites.
- **Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur Fire (2017/2018)**:
  - AshBritt conducted fire debris removal operations on 1,900 properties in Northern California.
  - Removed 770,000 tons of fire debris within the 4 impacted jurisdictions.
  - At our peak, AshBritt had 115 debris removal crews working, 553 trucks, and moved 25,000 tons of fire debris in one day.



- **Hurricane Irma & Harvey (2017)**:
  - Activated as the prime contractor in 80 jurisdictions in Florida, Georgia, South Carolina, and Texas.
  - AshBritt cleared and processed 12,000,000 cubic yards of debris.
- **Hurricane Katrina USACE Mission (2005)**:
  - Collected and removed 9,000,000 cubic yards of debris during the first 60 days.
  - Average production rate of approximately 150,000 cubic yards per day.
  - Collected and removed 21,500,000 cubic yards of debris.
  - Underwrote $100,000,000.
- AshBritt has an Experience Modification Rating of .71 and an ISNetworld safety "A" ranking.
- Supporting local and small businesses is a core corporate value. We commit to working with Small, Disadvantaged, Minority-Owned, Women-Owned, and Veteran-Owned business enterprises.
- AshBritt has been part of the National Response Framework since 1998 as a debris contractor for the United States Army Corps of Engineers (USACE).
  - FEIN: 65-0364711
  - Duns No.: 848970893

Table of Abbreviations

- ACI - Air Curtain Incinerator
- ACM - Asbestos-Containing Materials
- ADA - American Disability Act
- ADMS - Automated Debris Management System
- AHA - Activity Hazard Analysis
- C&D - Construction & Demolition
- CEMP - Comprehensive Emergency Management Plans
- CFR - Code of Federal Regulations
- CQCM - Contractor Quality Control Management
- DBE - Disadvantaged Business Enterprise
- DEMHS - Division of Emergency Management and Homeland Security
- DFO - Disaster Field Office
- DIMS - Disaster Information Management System
- DSR - Damage Survey Reports
- EHSM - Environmental Health & Safety Manager
- EOC - Emergency Operations Center
- EPA - Environmental Protection Agency
- EPLS - Excluded Party List System
- ER - Emergency Relief
- FAR - Federal Acquisition Regulations
- FCO - Federal Coordinating Officer
- FDEM - Florida Division of Emergency Management
- FEMA - Federal Emergency Management Agency
- FHWA - Federal Highway Administration
- FMAG - Fire Management Assistance Grant
- GATOR - Geospatial Assessment Tool for Operations and Response
- HHW - Household Hazardous Waste
- HMGP - Hazard Mitigation Grant Program
- HUB - Historically Underutilized Businesses
- ICS - Incident Command System
- LSA - Logistical Staging Areas
- MBE - Minority-Owned Business Enterprises
- MEMA - Massachusetts Emergency Management Agency
- MOT - Maintenance of Traffic
- MRE - Meals Ready to Eat
- MUTCD - Manual on Uniform Traffic Control Devices
- NEPA - National Environmental Policy Act
- NESHA - National Emission Standards for Hazardous Air Pollutants
- NIMS - National Incident Management System
- NJDEP - New Jersey Department of Environmental Protection
- NRP - National Response Plan
- NTP - Notice-to-Proceed
- OCC - Office of Chief Counsel
- OSHA - Occupational Safety and Health Administration
- PAPPG - Public Assistance Program and Policy Guide
- PDAT - Procurement Disaster Assistance Team
- POD - Points of Distribution
- PPDR - Private Property Debris Removal
- PPE - Personal Protective Equipment
- PSA - Public Service Announcements
- PW - Project Worksheet
- QC - Quality Control
- QCM - Quality Control Manager
- QCR - Quality Control Representative
- RACM - Regulated Asbestos-Containing Material
- ROE - Right-of-Entry
- ROV - Remotely Operated Vessel
- ROW - Right-of-Way
- RSM - Recovered Screened Material
- SAD - South Atlantic Division
- SAM - System for Award Management
- SBE - Small Business Enterprises
- SERT - State Emergency Response Team
- SHPO - State Historic Preservation Officer
- SOP - Standard Operating Procedures
- SPD - South Pacific Division
- SRIA - Sandy Recovery Improvement Act
- THPO - Tribal Historic Preservation Officer
- USACE - Unites Stated Army Corps of Engineers
- VBE - Veteran-Owned Business Enterprises
- WBE - Women-Owned Business Enterprises

TAB A. *Detailed Description & Methodology*

Operations & Project Management Approach

AshBritt will deploy a Project Management Team(s) (PMT) to the City that is commensurate with the severity of the disaster event. Disaster debris stream quantities, makeup, and overall post-disaster conditions will *always* vary. AshBritt will respond individually and proportionately to any recovery with the appropriate personnel, organizational structure, equipment assets, communications, resources, and systematic plans for execution.

For a large-scale recovery operation, we will deploy a larger, more specialized PMT to handle the complexity of an expanded recovery mission. For smaller events, when the recovery response is limited to the collection of vegetative debris, we will deploy a smaller PMT. During a minor recovery event, the Project Supervisor will assume a more significant share of the Project Manager responsibilities. Any deployed PMT will likely expand and contract over the course of the recovery, smoothly transitioning to achieve the optimal level of personnel. AshBritt explicitly assures the City that the management deployed for any recovery in the City will be dedicated and sufficient to design and execute the best Management and Operations Plan to meet the City's needs. As the City's past and future contractor, the following standards, at a minimum, will be upheld by any recovery efforts in which we may be called upon to assist the City:

- ***Rapid Deployment & Accessibility.*** The quantity and quality of resources deployed to the City, as well as the speed of deployment of these, will meet or exceed AshBritt's commitment to the City. We will make a full and concerted effort to conduct an expeditious, safe, and cost-effective recovery. Our senior management will be available 24/7 throughout the course of the project via various communication channels.
- ***Common Framework.*** As part of a greater effort and mutual aid response, best practices of cooperation, clear communication, collaboration, accountability, and efficient use of shared and owned resources will be followed. Flexibility, visibility, and accessibility will be maintained throughout the project.
- ***Project Responsibility.*** AshBritt senior management will have full responsibility and the authority to direct all subcontractors and teaming partners who are involved in the recovery efforts. Management will be solely responsible for all aspects of the operations and other project procedures.
- ***Regulatory Compliance.*** All activities related to every aspect of the recovery operation will be conducted according to Federal (FEMA), South Carolina Statutes, the City of Charleston laws, regulations, and guidelines. Any deviation from the guidelines will be addressed and adjudicated immediately and decisively, as well as reported completely and promptly.
- ***Self-Sufficiency.*** AshBritt staff and subcontractors will maintain self-sufficiency with regards to housing, sanitation, food, and lodging. The staff will also maintain self-sufficiency with equipment safety, maintenance, repair, and fuel by means that are consistent with local requirements to minimize adverse effects and further disruption in the City of Charleston.
- ***Timely and Accurate Reporting.*** Daily, weekly, or other cumulative reporting, accounting, and reconciliation will satisfy the City's standards. The best available support technology and systems will be used. All data, documentation, and invoices will be timely, accurate, and audit quality. Transparency of the documentation and reporting process will be accomplished through our Disaster Information Management System (DIMS).
- ***Financial Control & Integrity.*** Through the employment of our Standard Operating Procedures and plans, and the administration and enforcement by our PMT, this will ensure the most cost-effective means of recovery. With our sound financial standing, lines of credit, and streamlined DIMS tracking system; we will be able to rapidly and accurately compensate our subcontractors during the outset of any disaster event. Moreover, DIMS seamlessly segregate debris quantities from multiple contracts, including Federal Highway Administration (FHWA) debris quantities where applicable.

- ***Qualified Technical Assistance.*** The guidance offered by our *Technical Assistance Team* will be timely, consistent, thorough, and accurate, resulting in the full realization and reimbursement of all eligible claims. Members of our team have worked for State Divisions of Emergency Management and administered programs for FEMA. This knowledge will further assist the needs of our clients. The *Team* will participate to the greatest extent allowable by the local, state, and federal authorities to offer support and assistance throughout the funding process while at the same time maintaining the highest level of neutrality and integrity.
- ***Safety & Health.*** AshBritt abides by all OSHA regulations and other federal and state agency guidelines when conducting an operation. Operational safety, health, and accident prevention measures will be in effect and reinforced daily by all active personnel. These measures and procedures will be reiterated weekly during planning meetings, or as needed. All PMT members and all AshBritt personnel, not just our Environmental Health and Safety Manager, will be empowered to address any potentially unsafe conditions or actions. Immediate and swift action will be taken to correct any safety deficiency while maintaining the utmost respect for all members of our workforce. All actions will be documented, and the safety of citizens will be considered paramount.
- ***Deficiency Response.*** Project deficiencies (public or private collateral damage) will be posted, tracked, and reported promptly to the City. Reports will describe the deficiency, supply evidence of a response to the conflict resolution, and explain the corrective action taken to prevent future occurrences. All repairs and documents of any monetary settlement will be provided to the City in a timely fashion.
- ***Project Organization.*** The recovery will proceed in accordance with a sensible plan of action that can be easily adjusted or scaled to accommodate an ever-changing recovery environment and mission. Operations will be efficient, unified, and cost-effective, meeting the full and utter approval of the City. Any deviations from the City's expectations or standards will be corrected in the shortest time possible.

Quality Control Plan

* Quality Control Representative Duties*

Oversee

• Staging Areas • Crew Certification • Crew Coordination • Collection Zones •Crew Navigation •All Damage Reports and Settlements.

Enforce

• Our "clean as you go" Policy • Traffic Control and Debris Security Policies • Safety and Environmental Plans • Work Hours • Zone Collection Boundaries with Corrective Action for Violation.

Execute

• Random Equipment and Vehicle Inspections • Tool-box Safety Meetings in the Field.

Coordinate

• Field Operations with Other Contractors • Monitoring • Compiling Spot Check Field Documentation/Reporting.

Essential Function

• Field Liaisons for our Senior Management • Monitor and Report any Threats to Public Health and Safety • Track the overall Progress of the Cleanup • Ensure our Collection Passes are carried out efficiently and safely.

Site Quality Control & Assurance Overview

AshBritt employs a team of Quality Assurance/Quality Control Representatives (QCR) to monitor the overall safety and quality of the operations in the affected work area (debris collection zones, Debris Management Site, and other public or private property, as applicable). The QCR will coordinate managing sub-consultants, and enforce FEMA guidelines for debris eligibility, safety, project work rules, compliance with applicable laws, and timely follow-up to homeowner complaints and concerns. Our subcontractors are held accountable for repairing all collateral damages (both public and private) as a result of their negligence or accidents while carrying out the recovery project.

We encourage subcontractors to take due care when conducting Clean Up operations; still, some damage is unavoidable. We urge them to complete repairs within their capabilities immediately after they occur. If that is not possible, our QCRs will respond and develop a plan to alleviate the situation. As a

rule, QCRs will contact the person(s) making claims regarding damages after receiving the said claim. Our Quality Control Manager tracks all damage claims (deficiencies) utilizing our advanced recovery tracking program (DIMS) and ensures that proper follow-through is conducted with incidents that warrant prolonged attention. After investigation, our QCRs, Operational Supervisors (OS) and claimants discuss information such as the method of repair and timeline for completion.

We are committed to repairing all damages expeditiously. Our QCRs obtain signed unconditional releases upon the resolution of each property damage claim. These indemnify the City and AshBritt from future actions associated with the claim. A *Deficiency Tracking Report* and copies of any executed releases will be provided to the City on a weekly basis and at the end of the project for appropriate closeout.

AshBritt will ensure that all surface damage, such as rutting, and pavement damage attributed to our subcontractors will be filled to grade with like material and repaired to pre-damage conditions. We will diligently investigate and repair all damage caused by our equipment to existing grade, road shoulders, sidewalks, drainage, structures, trees, shrubs, grassed areas, landscaped and other improved property, et cetera.

Our crews and field personnel are mandated to preserve and protect, to the best of their abilities, all infrastructure and vegetation on or adjacent to the area of work (curbside or otherwise). We will repair or replace with like materials all damaged mailboxes. QCRs will ensure that all staff and subcontractors providing service to the City will adhere to AshBritt's high standards of operations.

Safety, Quality & Environmental Control Overview

It is paramount to AshBritt to conduct our work with the highest levels of safety, quality, and environmental stewardship. We hold all our employees and subcontracting partners responsible for meeting these standards. We enforce comprehensive Health & Safety, Quality Control, and Environmental Control Plans on all of our personnel. AshBritt will supervise and direct the work, using skilled labor and proper equipment for all tasks. AshBritt considers safety and environmental concerns seriously in any disaster recovery operation, and we have an impeccable record to show for it.

During our management of Hurricane Katrina under the USACE, we maintained a less than 0.01 percent of lost-time injuries to total man-hours worked.

We pride ourselves on continually training our personnel, as well as extending that knowledge to our subcontractors through written plans, on-the-job training, and outside education. All of our management staff is NIMS and ICS certified, and most of our field personnel are HAZWOPER and OSHA 40 certified. Some team members hold more specialized distinctions such as Certified Arborists. More important than any written plan or certificates of training, however, is their application. It is the diligence that our safety managers, supervisors, quality control personnel, and all other staff and partners exhibit in the field that leads to our unparalleled achievements.

We encourage and foster an environment of the best safety practices and individual responsibility, with a swift and appropriate system for rewards and penalties commensurate with all work actions. Our plans collectively encompass some of these key aspects:

- Safe work practices
- Accident prevention education
- Safe certification of all operating equipment and follow-up inspections
- Debris transportation supervision by our QCRs to prevent overloading and falling debris
- Traffic control to include flag-persons and traffic maintenance devices to protect vehicular and pedestrian traffic
- Site security
- Fire protection and air monitoring
- Hazard identification and mitigation
- Activity hazard analysis for operational tasks
- Respiratory protection procedures
- Accident investigation and reporting
- Noise mitigation
- Emergency response actions

What is more, our plans address vital environmental and infrastructure protection measures and pollution controls, such as:

- Procurement of all environmental materials handling and land-use permits, licenses, and dissemination of regulatory updates.
- Protection and preservation of the surrounding ecosystem and natural habitats, to include surface and groundwater considerations, air quality and soil control, sampling and testing, fish, wildlife and wilderness areas. This includes trees, botanical habitat, and ground cover concerns, historical designated areas identification and preservation, as well as noise and odor pollution and aesthetic concerns.
- Environmental impacts of collection activities are considered for the prevention of further damage to infrastructure, including the handling and containment of hazardous materials and vegetative debris containment.

Impacts of site selection, construction, and reduction methods are considered, including:

- Proximity to occupied dwellings and safety buffer zone availability
- Location and distance from water bodies, such as rivers, lakes, streams or wetlands
- Accessibility and closeness of obstructions and power lines
- Presence of on-site underground utilities or storage tanks
- Stability of soil strata and erosion and sedimentation control

Local effects of various methods of debris processing and handling are evaluated, such as:

- Air curtain incineration and open burning impacts (with attendant testing and disposition of ash)
- Grinding impacts (with attendant considerations of noise, dust, particulate matter, disposition, and beneficial reuse)
- Storage, decontamination and recovery of white goods (i.e., refrigerant-containing appliances that require special handling) and recycling of such
- Household hazardous waste storage, containment, and approved disposal
- Hazardous materials containment, storage, remediation, and approved disposal

Site restoration, closure, and all attendant soil and ash testing are undertaken under federal and state environmental guidelines to ensure no environmental contamination is left on-site. Any remediation and monitoring will be coordinated with state and federal environmental protection agencies. AshBritt management and staff, through constant communication and training, stay apprised of current Environmental Protection Agency (EPA) specific guidelines, rules, and laws as they relate to disaster recovery and debris management. We also stay informed through our work on other special environmental projects, which often correlate with disaster recovery work, and through our association, affiliation and contacts with the American Public Works Association (APWA)—various Chapters.

Clean-As-You-Go (C-A-Y-G):

During all phases of work, with our resources or subcontractor's resources, we enforce our Clean-As-You-Go policy. The concept of Clean-As-You-Go is a component of our Quality Control Plan. C-A-Y-G epitomizes the value of "do it right the first time." AshBritt field personnel and forces will be directed to complete assignments and Clean Up activities as thoroughly as practicable at each stage of work to avoid do-over's, inefficiencies, and delays. C-A-Y-G does not interfere with the concept of multiple debris passes, but emphasizes the objective of removing all accessible and eligible debris during each respective pass, sometimes employing basic hand laborers and tools. Maintaining C-A-Y-G objectives is especially important for debris work on emergencies and major disasters where restoration of critical public functions is the highest priority. AshBritt personnel and subcontracted partners will be expected to abide by this policy. If after orientation and performing under the C-A-Y-G concept, worksite conditions do not reflect the objectives of this policy, AshBritt personnel and subcontractors will be subject to corrective action, which may include dismissal from the project.

Methods for mobilization/demobilization

Please see Tab (D), Section: *Past Experience Table* for a chart that identifies our rapid-response times for all projects in the last five years. AshBritt has developed a tiered activation approach for responding to all types of disaster events.

Our approach encompasses two types of potential occurrences: predictable threats with advanced warnings and the ability to monitor and track the situation of unpredictable events, which can have a sudden, catastrophic impact.

Predictable events include:

- Hurricanes
- Tropical storms
- Floods
- Ice storms/ snow storms
- Wildfires

Unforeseen events include:

- Tornadoes
- Earthquakes
- Tsunamis
- Flash floods
- Terrorist attacks
- Infrastructure failure
- Disease outbreak response

Our response, mobilization, and approach to all disasters pre-event and post-event are uniform and consistent, as we follow established base guidelines and Standard Operating Procedures (SOP).

For predictable events, we will pre-plan and prepare for a rapid, coordinated, and efficient mobilization. We will commence mobilization, alert, activate, and prepare our management team, staff, reserve staff, consultants, subcontractors, vendors, and suppliers for deployment. This will allow us to respond almost simultaneously with the passing of any event.

For an unpredictable event, we employ the same tiered approach, yet all actions are compressed and sufficiently expedited to ensure the most rapid response in line with post, real-time assessments. We will have the maximum number of resources available and be ready to deploy in the shortest timeframe.

AshBritt has a proven ability to have all critical personnel, pre-identified first-responder subcontractors, critical supplies, and materials, ready to move. AshBritt's operational prepositioning allows us to mobilize immediately upon issuance of a task order and notice-to-proceed for debris removal, emergency debris clearance, DMS management, or other tasks. We will provide crews to commence debris removal operations and to begin debris reduction/disposal operations at each site immediately after the issuance of a task order/notice-to-proceed. The performance will be done in accordance with the task order in all designated work areas established therein. We present below, the core steps of our tiered approach and activation. We will always be ready to deploy contractually mandated personnel and equipment to an affected locale. Using a tiered approach allows us to receive vital information, ensuring our resource deployment is commensurate with the damage and debris quantities.

Our extensive positive experience across the nation in response to many diverse disaster events is a true testament to the efficiency of our response and mobilization efforts. We are modeled as a mobile workforce with the ability to respond to any disaster, anywhere. Our operational plans revolve around expediting all response actions to minimize further risk and prevent recovery delays in the affected region. We can coordinate and ramp-up our response and recovery plans directly from the affected area as rapidly as the prevailing conditions allow.

Tiered Approach Response Actions

Tier One activation is a response to an anticipated event, such as an approaching hurricane that is over 1,000 nautical miles, or approximately 72 hours from landfall with a projected path that could impact the City of Charleston. At Tier One activation, the following actions are taken:

- The AshBritt Project Manager will contact the City to discuss current emergency planning, potential evacuations, special needs, and to confirm emergency phone contacts.
- Initiate Tier One telephone contact and email cascade down the chain of command, issuing activation notifications to all AshBritt Disaster Response Team(s) members, personnel reservists, technical compliance personnel, subcontractor partners, and resource and supply chain vendors.
- Confirmation for critical personnel of impending deployment orders; consideration and devising of most efficient and safe travel methods to ensure key personnel is at or near potential strike area pre-event.
- All team members will check their fly away gear and ensure it is thoroughly prepped and ready.
- AshBritt Pre-Planning Team is placed on standby for deployment.
- The initial response resource plan is devised based on currently known factors of the imminent event and its prevailing state, for instance: storm wind speeds, projected tides, expected path, or any other forecasted predictions regarding meteorological events. Forecasting models generated by the USACE are also reviewed for resource planning.
- Stock levels of necessary disaster operation supplies are verified by our Quality Control Manager and other support personnel; applicable resource vendors are notified of looming event and of a possible consignment of vital supplies and materials.
- Equipment inventories, internal and external, are reviewed and verified by location, particularly those of regional first responders. Update preliminary subcontractor crew and equipment deployment databases and report list.
- Run preliminary AshBritt model for debris stream projections and production crew matrix to gauge needed resources.

Tier Two activation is the response to a predictable disaster event such as a hurricane, approximately 36 hours, from landfall. At Tier Two activation, the following actions are taken:

- AshBritt Project Manager will contact the City to discuss current emergency plans for conducting an initial damage assessment, special needs, and the potential location of the planning meeting.
- Initiate Tier Two telephone contact and email cascade down the chain of command to all AshBritt Disaster Response Team(s) members, personnel reservists, technical assistance personnel, subcontractors, and resource and supply chain vendors. All are directed to prepare for a post-event response: all AshBritt aircraft and flight crews placed on standby status. Crews commence flight planning operations into the potential impact area or vicinity.
- Critical personnel travel arrangements are formulated and prioritized (air and ground travel arrangements are solidified, and assignments and preliminary rendezvous points are established).
- Contingency routes and travel means are considered while closer identification of critical regional access routes occurs.
- Local temporary lodging contracts are activated. Regional and local temporary lodging contingency plans (i.e., man camps or established shelters) are considered.
- Regional and local first-responder subcontractors are activated. Out-of-area first responders are alerted for potential response based on initial needs. Preliminary regional staging areas are identified and established outside of potential strike area.
- Equipment transportation permits ordered — current rules and regulations disseminated to all deployed AshBritt crews.
- Equipment staging areas in safe zones with close proximity to the disaster area are confirmed. Subcontractors are instructed to converge at the pre-identified locations to allow for immediate and systematic post-event response.
- The surety is notified of potential activation and to ensure bond documents are prepared. The insurance company is notified of potential activation and to provide necessary coverage of equipment and personnel

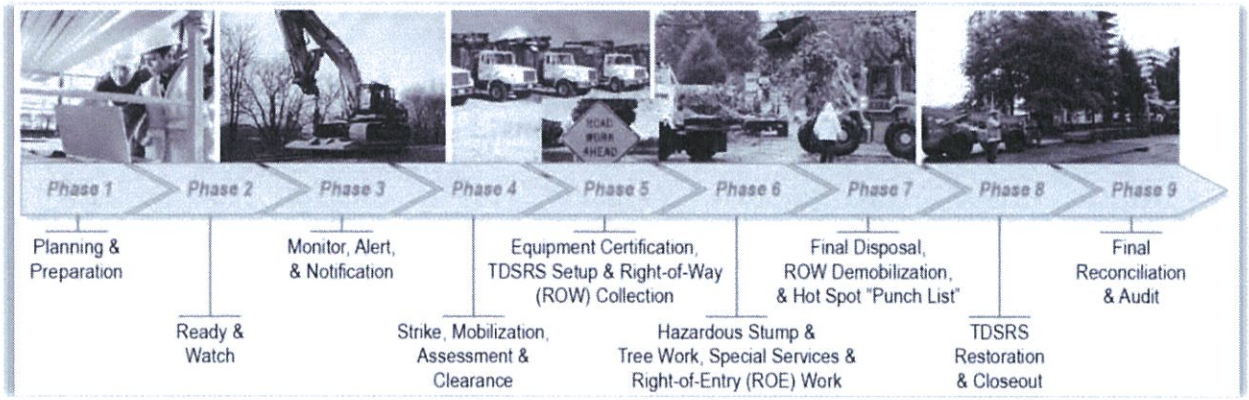
in the affected area.

Tier Three activation is in response to an unknown disaster event or a request for immediate assistance. AshBritt has been issued a task order by the City to mobilize and is thereby at full operational status. At Tier Three activation, the following actions are taken:

- Initiate Tier Three telephone contact and email cascade down the chain of command, issuing activation notifications to all AshBritt Disaster Response Team(s) members, personnel reservists, technical compliance personnel, subcontractors, and resource and supply chain vendors.
- All Tier One and Two activities not referenced below, as applicable, are compressed and accelerated to affect the most rapid and effective response.
    1. Monitor the following for mobilization plans
    2. Local law enforcement (affected area) for route information and road closures
- Pre-Planning Team deploys to meet with the City's response team at the designated location.
- Expedited travel (corporate and chartered aircraft, mobile command centers and ground transportation) is activated. AshBritt Disaster Response Team(s) deploy to the scene by whatever reasonable and safe means of transportation are currently available.
- Prepare, present, and recommend as requested for development of the Debris Recovery Resource Plan.
- National and regional subcontractors, crews, equipment, supplies, materials, and personnel dispatched as indicated by the approved Debris Recovery Resource Plan. Staging areas and rally points established with instructions disseminated to all deployed parties on where to report and to whom to report to.
- Local temporary lodging contracts activated if possible and where applicable. Local temporary lodging contingency plans (i.e., man camps or established shelters) are activated as necessary. The supply chain for all emergency response goods and services is activated and administered.
- Local subcontractor first-responder partners activated; promotional and public information campaign for the recruitment of subcontractors and recovery assistance personnel commenced.
- AshBritt will pre-position emergency road clearance crews for potential tasking. The objective of the clearance operations is to remove debris and obstructions from primary roadways so as to allow for emergency vehicular traffic. Debris is cut to a manageable size and stacked on the rights-of-way for subsequent collection.

9 Phase Technical Approach

AshBritt's entire disaster recovery, debris removal, and disposal process can be described in the following subsections which illustrate the general sequence of disaster recovery and debris removal operations for known and predictable events, such as hurricanes, tornadoes, flooding, or similar events. This approach outlines the methods of operation, operational structure, and services to be provided for the City. Additional detailed information regarding the sequence of debris removal operations and the means and methods of such is included in our General Event Sequence Diagram below. This diagram is an organizational chart outlining the methods of operations.



AshBritt's General Event Sequence Diagram of Debris Management Services

AshBritt follows a prescribed sequence of phases for storm clearing operations that are based on 24 years of experience in a variety of jurisdictions and supporting a variety of recovery operations.

Phase 1 – Planning and Preparation

AshBritt will coordinate annually with the City of Charleston to review logistical, operational, and administrative aspects of the possible response and recovery plans and projects. Some of the key issues and elements that will be addressed in this annual training will include organization and communication structures to the community and public warning systems. AshBritt will verify contact information, the City's expectations, and special circumstances to review and provide feedback to the City of Charleston emergency response plans.

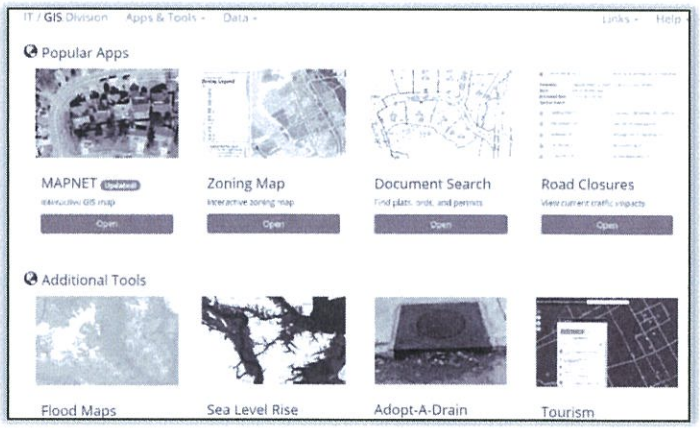
AshBritt will review the nearby recycling facilities and their classification, critical facilities and priority route clearance maps, geographic sectoring, and infrastructure (GIS review). It is crucial to have up-to-date Logistical Staging Areas (LSA's) and Points of Distribution (POD) areas. AshBritt will assist in identifying and/or updating these areas within the City. AshBritt has reviewed the City's GIS maps and interactives pages to gain a better understanding of the City and characteristics.

AshBritt conducted a storm debris removal project for the City in 2015. AshBritt collected a total of 30,000 cubic yards of debris. Our local knowledge and recent experience will help AshBritt understand and prepare for the type, source, and location of debris if a disaster-generating event occurs in the City.

Subcontractor Management

During our Annual Planning and Training with the City, AshBritt will identify, screen, and engage disadvantaged local subcontractors at our sponsored workshops/job fairs. AshBritt has already reached out to multiple subcontractors located within the City in addition to our 245 subcontractors registered in the state of South Carolina. AshBritt has received numerous MBE subcontractors that have signed up to be a local subcontractor for AshBritt. Please see our Subcontractor Plan for further information on these subcontractors.

Given our experience and extensive history providing these services in the state of South Carolina and the U.S., AshBritt feels as though we are uniquely positioned to respond to the City. AshBritt has always exceeded our contractually obligated goal of local disadvantaged business including but not limited to: Small Business Enterprises (SBE), Disadvantaged Business Enterprises (DBE), Minority-Owned Business Enterprises (MBE), Women-Owned Business Enterprises (WBE), Veteran-Owned Business Enterprise (VOSB) participation and will maintain this practice if we are once again awarded the debris removal contract for the City.



During this phase, AshBritt will work as a partner to the City of Charleston's National Incident Management System (NIMS)/Incident Command System (ICS) structure. We will also assist in the review of:

- Staging areas and base camps for personnel
- Equipment and resource marshaling areas
- Clear zone staging and rally points
- Final disposal sites
- Coordinate with monitoring firm representatives
- Take into account safety and environmental concerns
- Work with the City on any necessary assistance in regards to the Public Assistance Program, 2 CFR

200, FEMA regulations, and Stafford Act provisions, as applicable.

Technical Assistance Planning

AshBritt's Technical Assistance Team has worked as Administrators for bureau's in FEMA and the Division of Emergency Management. They will be able to utilize their knowledge and experience from their previous employers to assist in FEMA Technical issues or questions that may arise. Our Team consists of:

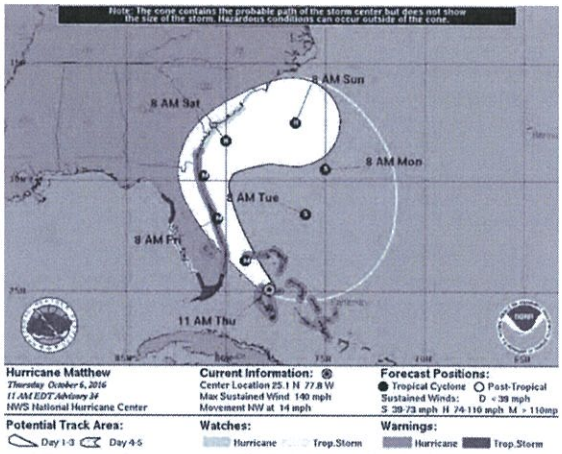
- ***Mark Merritt*** – Former Deputy Chief of Staff for FEMA
- ***Barry Scanlon*** – Former Director of Corporate Affairs for FEMA
- ***Jim Loomis*** – Former Recovery Bureau Chief of Florida Division of Emergency Management (FDEM)

AshBritt has experience with the maintenance process of various emergency management plans at the state level. We will dedicate our specialized personnel to attend planning and training sessions with City staff. AshBritt believes that proper mitigation and preparedness measures save more tax dollars for jurisdictions than any other task in the four phases of Emergency Management.

In 2005, a study by the National Institute of Building Sciences reported to Congress that, on average, every dollar spent on mitigation yields $4 in future benefits.

Phase 2 – Ready and Watch

As hurricane season approaches, AshBritt enters a ready and watch stage. During this time, we conduct internal reviews of our systems and procedures and inventory and perform maintenance on our equipment and relevant assets. We stock up on all necessary supplies and consumables, canvass our teaming partners, subcontractors, suppliers, and reserve personnel, and continue to touch base with the City. We increase the frequency of our planning and operations meetings to ensure that all key management and support personnel are operationally synchronized for the upcoming season. Several operation management personnel are designated to track regularly and notify our management team of any imminent threats, though all staff tracks storm activity. We meet with our first-responder subcontractors and debrief them on any relevant modifications to our response plans for the upcoming season.



AshBritt Tracks all NOAA Advisories

Public Service Announcement Examples

Phase 3 – Monitor, Alert, and Notification

If a storm path is aimed at the vicinity of the City, AshBritt will begin closely monitoring the track and conditions of the storm. AshBritt's Project Manager – ***Matt Gierden*** will contact the City as a precursor to your official alert stage. We believe it is important to engage communication lines as soon as possible and

notify our clients that we are monitoring the status of all impending events.

AshBritt will work in unison with the City to utilize AshBritt's or the City's Public Service Announcements (PSA's) for urgent notifications. An example of these PSA's can be seen on this page.

During this phase, we will put our management, supervisory, support, and reserve personnel, as well as our first response subcontractors and suppliers on a preliminary alert status. Our operations staff will review and satisfy our task preparation lists to ensure all necessary supplies, equipment, and assets are ready to go. We may secure and prepare our mobile command buses, satellite communications systems, and other computer and communications equipment for deployment.

Upon official alert and notification by the City of an imminent threat (and likely strike), we will amplify our monitoring and readiness actions. Our operations staff will review the contractual scope of work and any established planning elements that had been derived during the pre-planning and preparation stage. We will put our management team, support personnel, reserve staff, and primary and specialty subcontractors on standby status. Select management personnel and our first-responder subcontractors will be deployed to the pre-designated rally points.

AshBritt's Project Manager or other key team members will be physically present as requested by the City. AshBritt duties will include but are not limited to

- Assisting and coordinating with the impact assessment and required resources
- Assessing damage
- Coordinating the helicopter and drone survey
- Preparing for the first push
- Ordering and staging equipment and supplies
- Coordinating the opening of the DMS
- Coordinating the action plan to be operational

Phase 4 – Strike, Mobilization, Assessment, and Clearance

Following the impact of a debris-generating disaster, AshBritt will immediately deploy the management team to engage with the City. Preliminary courses of action and coordination will be addressed at this time if they have not been completed already. This will act as the cue to proceed with our pre-established response and mobilization plan. Many of the critical actions here will proceed concurrently. We will implement our communications plan as appropriate. If required, we will deploy aircraft and vehicles to assist the City with their initial damage assessment. We will also assist the City with vital public information.

AshBritt Hurricane Matthew DMS in Charleston, SC - 2016

As part of this assessment, we will review the pre-designated staging areas and DMS for continued viability. As staging areas and debris sites are assessed, we will instruct our local subcontractors to ramp-up preparation.

We will notify our primary first-responder subcontractors to deploy to the areas for certification from pre-positioned locations. This will be done by the City's personnel or the monitoring firm. Additional support and reserve staff will be ordered to begin deployment, as needed. Subcontractors and personnel will be checked-in and put through an orientation. The AshBritt Project Supervisor will coordinate with the City regarding emergency routes, federal-aid roads, and the existing debris management zones, as well as other special logistical aspects.

Emergency Road Clearance

Upon request, AshBritt will begin mobilizing all the necessary resources to assist with emergency road clearance. AshBritt will assist the City in identifying key facilities based on the following priorities and field assessments:

- Support for Search and Rescue and other life-saving resources.
- Critical life-sustaining facilities (e.g., hospitals, nursing homes, other).
- Additional life-sustaining facilities (e.g., emergency feeding and sheltering sites, Local Distribution Points, other).
- Critical community support facilities (e.g., police, fire, EMS, and emergency management sites, other).
- Critical infrastructure facilities (e.g., Electrical Utilities, Telecommunication Utilities, other).
- Long-term sustaining facilities (e.g., water treatment facilities, wastewater treatment facilities, water pumping stations, other).

During our continued assessment, AshBritt project managers and ground crews will conduct a survey of the affected areas to ensure safe passage during the emergency road clearance phase and upcoming ROW mission. Emphasis on safety during this phase is critical, as there may be downed electrical lines and other hazardous materials released.

Due to the fact that there will be many stakeholders involved during this response phase, AshBritt will maintain a strong commitment to coordination. Our personnel and forces will not interfere with the vital rescue and recovery efforts of other organizations and agencies within the City of Charleston. Quality Control will be extremely pertinent throughout this phase and all phases. In assisting with emergency road clearance, as coordinated with the City, our ground crews will systematically cut, toss, and clear debris from vital travel lanes and critical facilities. Requisite traffic safety control methods and devices will be employed throughout this phase. All pertinent safety equipment will be supplied and required for ground crews and field personnel. We will work closely with the City to facilitate documentation of all activities for FEMA cost reimbursement during this phase and all applicable phases. AshBritt maintains the highest levels of safety, quality, and integrity in conducting our services and operations while adhering to all guidance set forth by *OSHA.*

AshBritt's DMS managers and supervisory personnel will ensure that the debris sites are prepared according to contractual requirements, FEMA guidance as established within the FEMA Public Assistance Policy and Procedures Guide (PAPPG), and SCDHEC guidance for Establishment, Operation, and Closure of Disaster Debris Management Sites."

All construction, environmental, safety, and logistical factors will be addressed. As these sites become operational, initial loads of debris may be delivered. Although debris is not generally collected during the emergency road clearance phase of the response; sometimes, it is necessary to collect and haul debris to preclude an encumbrance to the clearance mission.

Phase 5 – Equipment Certification, DMS Setup, Right-of-Way Collection (ROW)

Throughout the initial mobilization, damage assessment and emergency road clearance phase, continued efforts are made to coordinate our subcontracting and operations plans. Out-of-area and local subcontractors with whom we have established commitments are contacted and instructed to deploy to our established staging areas within the impacted area.

Equipment Certification Process

Equipment certification areas will be established at select staging areas to examine the operability and safety of hauling vehicles and to measure and assign a load-carrying capacity to them. This certification becomes the official tracking identification for all loads that a particular vehicle hauls. The measured capacity of all hauling vehicles is identified on the truck certification form and a placard affixed to each vehicle.

Typical Vegetative Curbside Debris Pile

The tracking of certifications is customarily duplicated by the client or their monitoring firm. (Note: AshBritt maintains a very diligent protocol for field data collection, processing, and reporting. This is crucial to successful accounting, invoicing, and maximizing reimbursements.) Once haul vehicles are measured in, they are assigned a zone per the pre-established geographic area management plan (or any modifications made due to the initial damage assessment). As the emergency road clearance wraps up, we will accelerate the mobilization and certification of equipment.

Debris Management Site Procedures

Debris Management Site (DMS) will be fully manned with supervisory, monitoring and safety personnel, traffic control, security personnel, and all operators and spotters. After the DMS baseline study is initiated, and site plans are completed, the ROW mission can be fully accelerated. AshBritt will provide as many Monitoring Towers as designated by the City at each debris site. The collection of debris from the ROW and other public property is organized by conducting multiple scheduled collection and removal passes as directed by the City. Passes are conducted in each established zone and area simultaneously. For the most part, this allows for an efficient and consistent recovery. Organized multiple passes give residents, and others affected ample time to remove debris from their private property to the ROW. Areas with the most significant damage and corresponding debris are assigned the highest number of equipment resources (as the area allows).

DMS Operations

Effective DMS operations have a significant impact on managing disaster-generated debris. Proper management and reduction of the debris will avoid a significant accumulation of material at the DMS. This is accomplished by ensuring unprocessed debris is continually reduced, and processed debris is hauled to the final disposal location.

The site layout is set up in such a way to lessen the effects of operations that might irritate occupants of neighboring areas. Buffer zones are established in accordance with the City and local regulations to abate concerns over smoke, dust, noise, and traffic. Planning on-site traffic patterns and location of separate areas for incoming materials is based on anticipated volume reduction methods.

Debris management areas are established for ash, HHW, e-waste, white goods, fuels, and other materials that may contaminate soils and groundwater. Plastic liners are placed under stationary equipment such as generators and mobile lighting plants. These actions are included as a requirement in the contract scope of work. Sites that are used for equipment storage, fueling, or equipment repair, will also have additional monitoring and contain the appropriate spill kits to mitigate any spills of petroleum products and hydraulic fluids. Care is taken to avoid operations that significantly modify the landscape, such as soil compaction and over-excavation of soils when loading debris for final disposal, as they will adversely affect landscape restoration.

The volume of the debris stream factors into determining the hours of operation for the sites. Site operations will be managed to coincide with hauling operations during daylight hours.

Under the most aggressive scenario, AshBritt can operate multiple DMS locations 24 hours per day, 7 days per week, including the execution of burning operations, unless otherwise directed by the City.

AshBritt staffs each site with management personnel that is responsible for day and night shifts and overall management of the DMS operations. In large sites with unimproved roads, motor graders are utilized to maintain the roadways. Water trucks are deployed to control dust emissions. The City representatives and FEMA personnel may inspect the DMS at any time, day or night, provided they comply with site safety requirements.

Each DMS will have a day foreman who will be responsible for all operations of the site to include traffic control, dumping operations, separation of debris into burnable, mixed, and metals materials, burning and chipping, and safety. The DMS day foreman monitor and document equipment and labor time and provide the daily operations report to the City, including the cubic yards reduced per day and the cubic yards removed from the site. Where applicable, each DMS will have a night foreman responsible for managing all-night operations. AshBritt will construct all necessary and appropriate sites, managing the operation of the sites, performing debris reduction by burning, air curtain incineration and/or reduction by mechanical means using chippers, grinders, shredders as specified in the task order, separation of debris, and final disposal. We will perform environmental baseline testing. Debris trucks entering the DMS must stop at the vehicle inspection tower where the debris load is quantified and recorded by a City inspector or Monitoring Firm representative. Upon leaving the vehicle inspection tower, the truck is directed by traffic control personnel to the appropriate offload area based on debris classification. Once offloaded the truck exits the site passing the vehicle inspection tower, where it is verified empty.

Site Identification and Setup

AshBritt will provide all the labor, equipment, and materials to operate and maintain DMS as necessary for the efficient execution of the recovery operations. AshBritt will perform all required baseline environmental testing. Potential sites should be identified prior to a storm event and could include parks, recreational areas, and other parcels.

Upon DMS selection, AshBritt and the City representative will:

- Catalog any known hazardous material or conditions existing on-site
- Identify ingress and egress routes
- Define site preparation requirements
- Establishment or modification of the road system
- Determine traffic flow, control, and safety
- Identify the location of debris separation activities and separation of non-vegetative debris
- Identify the location of all reduction operations
- Identify the location of hazardous material, e-waste, and white goods containment area
- Identify the location of above-ground fuel tank containment area
- Identify the location of vehicle inspection tower
- Determine the DMS activation date/time
- Determine the DMS daily hours of operation

The following actions are considered best practices to record the baseline data on all selected sites:

- **Video and/or Photograph the Site.** AshBritt will thoroughly videotape and photograph (ground and aerial) each DMS before commencing activities. Under the direction of the DMS Manager, we will periodically update video and photographic documentation to track site evolution.
- **Document Physical Features.** AshBritt will note and document, via photographs, sketches, and narrative, existing structures, fences, culverts, irrigation systems and landscaping to help evaluate potential damage claims made later.
- **Historical or Archaeological Investigation.** AshBritt will research property past use and ownership to note any issues regarding historical or archaeological significance. Our subject matter experts will contact the South Carolina Department of Health and Environmental Control (SCDHEC) and the State Historic Preservation Officer (SHPO) for assistance and notification of intent prior to assuming ownership through

a lease agreement.

- **Baseline Soil Samples.** Where applicable, advanced planning with the City and environmental agencies will establish requirements, a chain of custody, acceptable collection methods, certified laboratories, and testing parameters. For samples, AshBritt will contract in advance with an environmental consulting firm who can respond rapidly to the City following an event. The firm will collect random soil samples, surface, and sub-surface that may be impacted by debris management and volume reduction activities.

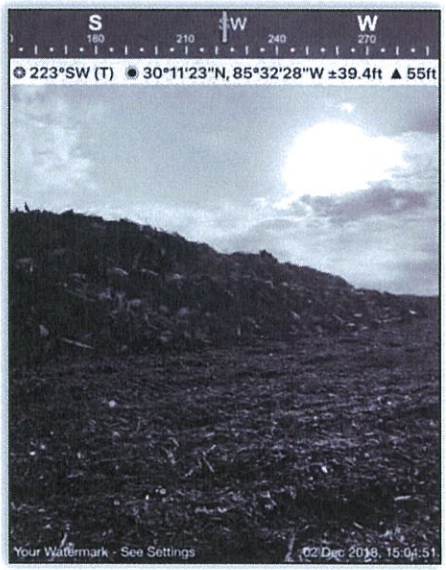
Permits

AshBritt will acquire all permits necessary to complete the recovery in the City in full compliance with all local, state, and federal guidelines. We will be responsible for determining what permits are necessary to perform specific work under the contract. Permits that may be expected include:

- Temporary land-use permits
- Land-use variances
- Grading permits
- Building permits (for temporary structures)
- Electrical permits
- Waste processing permits
- Recycling operations permits
- Water and air quality permits.
- Fire department permits (hydrant use)
- Traffic permits
- Hazardous waste permits
- Coastal commission land-use permits
- SCDHEC Pre-Authorizations
- National Environmental Policy Act (NEPA) compliance permits
- EPA, USACE, UFWS, and NMFS

Waivers may be granted by governing bodies for certain permits and regulations directly related to recovery operations. The AshBritt team will coordinate with the City and state representatives to identify any official waivers that may affect the recovery. AshBritt often employs the services of environmental consulting firms with extensive experience in preparing and obtaining regulatory permits in the state of South Carolina. We have teaming partners on standby for this critical task. These firms are experts in the interpretation of federal Clean Water Act Sections 401 and 404 regulations, National Environmental Policy Act, National Historic Preservation Act, Endangered Species Act, and Department of Fish and Game Code, and all state and local statutes and regulations. These firms have strong working relationships with federal and state regulatory agency staff.

Copies of all permits will be submitted to the City prior to the commencement of work under the applicable task order. As operations proceed throughout the debris removal and reduction process, AshBritt's project and Site Foreman will direct additional data to be collected throughout the project for closeout and quality assurance reasons. These data can be compared to previously established baseline information to determine remediation that may be necessary.



- **Sketch Site Operation Layout.** DMS operations may grow, shrink, or shift on the site. It will be essential to track reduction, hazardous waste collection, fuel, and equipment storage in order to sample soil and water for contaminants. AshBritt Quality Control (QC) personnel will utilize the Solocator application to document the DMS status throughout the project (see image).
- **Document Quality Assurance Issues.** QC personnel will document operation activities that will have a bearing for the on-site closeout. This may include items such as petroleum spills at fueling sites and hydraulic fluid spills at equipment breakdowns. In addition, installation of water wells for stockpile cooling or dust control, the discovery of HHW and commercial, agricultural or industrial hazardous and toxic waste storage and disposal will be documented.
- **Plan Environmental Remediation.** The final site restoration will be conducted by AshBritt personnel and equipment. The site will be put back into the same or better condition when it

was turned over to AshBritt. Final seeding/grassing is difficult to discuss prior to DMS selection; therefore, it will be addressed with the job closeout.

ROW Collection Overview

The City will define the boundaries of the geographic working area. This will be outlined in the Task Order by identifying the municipality, region or agency and the respective area of jurisdiction. If changes in the operational boundaries are required, the City will communicate any changes to AshBritt. AshBritt's approach to management within the defined working area will remain consistent regardless of the response area. The general process of separating a task order area of operation into smaller divisions for the purposes of managing recovery operations defines geographic area management.

Three complete debris passes are usually sufficient to complete the Clean Up, although extra passes may be necessary for more densely populated areas, and areas with the most significant damage or special logistical circumstances. Typically, the first pass of debris collection is completed within the first two to three weeks. The lion's share of debris is collected during this pass. The amount of debris collected diminishes with each subsequent pass. Our Quality Control field personnel consistently survey, and report results in order to maintain efficient allocation of resources. As subcontractors' complete zones, the areas are jointly surveyed with the City or its designated monitoring firm and closed out. Subcontractors are either shifted to areas needing attention or officially released from the job. Throughout this phase, AshBritt will maintain extensive reporting of all debris loads and will provide the City with daily, weekly, and monthly status reports to illustrate production rates and progress. All damage claims and deficiencies reported during our debris passes are addressed by our Quality Control (QC) Manager and managed by our claim's representative. All claims are managed through our Disaster Information Management System (DIMS).

Hazardous Stump Removal

Phase 6 – Hazardous Stump and Tree Work, Special Services, and Private Property Work

Usually, during the second and third passes of debris collection, specialized equipment and crews are deployed to remove hazardous stumps and dangerous leaning trees and hanging limbs. This work often requires special documentation, monitoring, and reporting. During the first, second, and third passes of ROW debris collection, other specialized debris collection, and clearance missions may be initiated. These include the removal of debris from drainage systems, sewers, culverts, catch basins, canals, streams or other designated waterways. Also, tasks may be issued for the removal of hazardous trees and debris from other public facilities, such as parks, trails, or utility infrastructure (e.g., water plants). The debris created from this work typically becomes part of the general ROW debris stream. At the DMS, programs may be implemented and underway to reduce and recycle white goods and other metals and reusable materials that may have been collected in the debris stream. These are typically segregated during the ROW mission on-site or at the debris site.

C&D Debris Management

AshBritt will provide all labor, materials, equipment, tools, traffic control, signage, and any other incidental items to collect and remove eligible disaster debris from the City's ROW and transport eligible disaster-related C&D debris to a City approved Debris Management Site or to a City designated final disposal site, in accordance with all federal, state, and local rules and regulations.

- AshBritt will only remove eligible C&D debris which is placed within the City's ROW.
- All eligible C&D debris will be removed from each loading site before proceeding to the next loading site.
- AshBritt will to the extent possible, keep separate C&D materials from other debris so that loads are primarily of similar materials.
- All eligible C&D debris loads will be transported to the City's DMS or approved final disposal facility.

Private Property Debris Removal (PPDR)

Private Property Debris Removal work may be authorized and tasked to AshBritt. This may include just debris removal and hazardous tree removal from private property to demolition and the removal of debris from the property—sometimes with the need to handle asbestos-containing materials and other hazardous materials. This is highly specialized work that requires experienced and certified crews. As this work requires much investigation, assessment, documentation, and monitoring, it is usually conducted during the third pass (or more) of the mission. AshBritt recognizes per FEMA P-325 Debris Management Guide Ch. 4, the need for:

- Right-of-Entry (ROE) forms
- PPDR assessments
- Environmental and Historical Review
- Photos in order to conduct ROE/PPDR

AshBritt will assist the jurisdiction and relevant agencies in obtaining ROE forms for the project to move forward.

Management of Hazardous and Special Wastes

According to the ***2018 FEMA Public Assistance Program and Policy Guide, FP 104-009-2,*** removal and disposal of pollutants and hazardous substances are eligible. Eligible activities include:

- Separation of hazardous materials from other debris
- Specialized procedures for handling and disposing of hazardous materials
- Control or stabilization of the hazardous material
- Pumping and treating water contaminated with hazardous material
- Clean up and disposal of the hazardous material

AshBritt will construct a containment area at the reduction site to store Hazardous Waste materials. This containment area will consist of an earthen berm with a non-permeable soil liner. The containment area will be covered at all times with a non-permeable cover. All materials that are classified as Hazardous Waste will be reported immediately to the City. This material will be segregated from the remaining debris using a method that will allow the remaining non-hazardous waste debris to be processed. All hazardous debris will be moved and placed in the designated containment area.

Hazardous Waste and Waste Spills Reporting

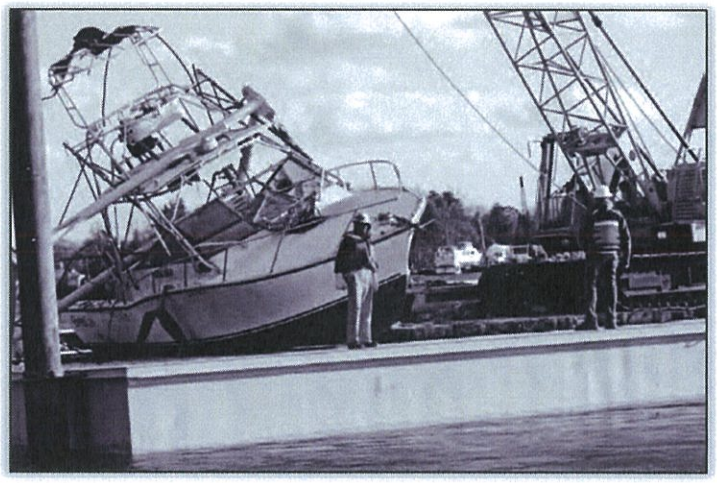
Upon the occurrence and when applicable, AshBritt will report to the City all identified hazardous materials or any hazardous waste spills. We will remediate and clean all hazardous waste spills that occur during our operations at no additional cost to the City. We will take immediate containment actions to minimize the effects of any spills or leaks. These activities will be in full accordance with applicable federal, state, and local laws and regulations. AshBritt will report any and all spills to the City and the South Carolina Department of Health and Environmental Control (SCDHEC) immediately following the discovery. We will then submit a written follow-up report to the City no later than seven days after the initial report. The written report, at a minimum, will include the following:

- Description of the material spilled (including the identity, quantity, manifest number, etc.)
- The determination as to whether or not the amount spilled is EPA/SCDHEC reportable, and when and to whom it was reported
- The exact time and location of the spill, including a description of the area involved
- Receiving stream or waters
- The cause of incident and equipment and personnel are involved
- Injuries or property damage
- Duration of discharge and containment procedures initiated

- Summary of all communications AshBritt has had with press, agencies, or government officials other than City
- Description of Clean Up procedures employed or to be employed at the site, including disposal location of spill residue

Waterway Debris Removal

AshBritt has extensive experience identifying and removing eligible debris from waterways. The City will prescribe the specific schedule to be used for waterway debris removal. Floating and debris along the shoreline can be removed with the shallow draft workboats and barges. This equipment typically has a grappler hook (or another similar securing mechanism) to recover float and beach debris. The debris can be staged on a barge or on an additional shallow draft barge to be used as a transport vessel to the offloading station.



AshBritt conducting waterway debris removal
NJ, Hurricane Sandy 2012

Vessels used to recover the debris may consist of shallow draft barges with lightweight hoists and loaders, workboats with grapplers, landing craft or other work type vessels. In areas where it is required, hand crews will work, which will reduce any environmental impacts. Wet debris located in deeper water or floating can be removed by spud or jack-up barges equipped with cranes or other lifting mechanisms. These vessels can remove large amounts of material at a time. These barges may also be used in the recovery of vehicles, vessels, or other large items. Commercial divers may be utilized to go into the water to attach lifting cables, slings or air barges to aid in the recovery of large debris targets.

Depending on water depth, shallow draft flat barges, scow barges, landing craft, and other work vessels will be utilized to transport the material to the marine offloading staging site. As directed by City personnel, AshBritt will remove all eligible debris from waterways. The City will make every effort to identify and provide access to offloading sites where debris removed from waterways can be safely removed and loaded into haul trucks for transport to a final disposal site. Should the City be unable to secure such access on public property, AshBritt will pursue leasing options with owners of private property to obtain the use as an offloading site. Any lease entered into by AshBritt will contain a "hold harmless" clause in favor of the state and federal government and jurisdiction. AshBritt will operate offloading sites, and only AshBritt vehicles and others specifically authorized by the City will be allowed to use the sites. Designated drop-off sites may also be established. AshBritt will remove all debris from those sites daily.

Phase 7 – Final Disposal, ROW Demobilization, and Hot Spot Punch List

As the debris is hauled to the designated DMS, it is continually managed and processed. Debris is segregated by class. The types of debris are typically reduced by a variety of means, such as grinding, chipping, incinerating, open burning, compacting, mauling, crushing, and baling. AshBritt will abide by all of the City of Charleston's ordinances that apply to open and controlled burning should that be the preferred method. AshBritt will also utilize the local Fire Marshall or any other authority that may be involved with issuing burn permits. Certain debris types may be segregated or contained; this debris includes household hazardous waste, gas containers, rubber tires, scrap metal, and other beyond-scope materials. The disposal of reduced debris is coordinated and scheduled from the onset of the mission.

As the ROW mission winds down, resources are scaled back, and AshBritt management begins releasing and

demobilizing equipment and personnel. We typically maintain Hot Spot Crews to respond to special client requests and to complete generated punch lists. The balance of the debris is reduced, and final disposal activities continue. During this phase, AshBritt attempts to route and dispose of the debris to its most beneficial reuse. We employ a variety of means to lessen the burden on local landfills and to encourage recycling and reuse of debris. As with all elements of the project, all debris hauled to final destination sites is carefully tracked and documented to substantiate full and accurate reimbursements.

Phase 8 – DMS Restoration and Closeout

During the debris removal process and after the material has been removed from each of the DMS sites, environmental monitoring may be needed to close each of the sites. This is to ensure that no long-term environmental contamination is left on the site.

- **Ash.** The monitoring of the ash should consist of chemical testing to determine the suitability of the material for either agricultural use or as a landfill cover material.
- **Soil.** Monitoring of the soils should be by portable inspection methods to determine if any of the soil is contaminated by volatile hydrocarbons. This phase of the monitoring should be done after the stockpiles are removed from the site.

Completed Site Restoration
Riverwood Park, Toms River, NJ - 2012

After the removal of all debris at the DMS, the site will be restored to pre-use condition (or better). All equipment and site resources, such as the inspection tower and any fencing or erosion control devices, will be removed. AshBritt will finish the environmental baseline data checklist to verify the work did not alter the soil or air in any adverse manner. AshBritt's DMS Manager & Project Supervisor will conduct a final closeout inspection with a representative of the City and execute a final release upon a determination that the site meets the approval criteria.

Phase 9 – Final Reconciliation and Audit

For the final phase of the mission, AshBritt's experienced accounting team will conduct a final audit/reconciliation with City representatives and/or the monitoring firm. All truck certifications, load tickets, work logs, timesheets, invoices, and so forth will be reconciled to ensure all eligible work has been accurately accounted for and invoiced. At a minimum, AshBritt will retain all records for a minimum of seven years from receipt of final payment for the services provided.

AshBritt will assist the City with audits and documentation requests for years after the project is completed. AshBritt follows standard protocols identified in the list below to prevent de-obligation and issues during audits.

- ***First Level of support: Avoid Conflicts!***
  - Know the rules & comply with them
  - Follow Federal Procurement guidelines
  - Document: Get it all in writing
  - Be thorough: No incomplete paperwork
  - Track all project costs
  - Tie back all costs to specific PWs
  - Quality control & reconcile on an "as-go" basis

- ***The Audit Process: Interfacing***
  - Validate project data continually throughout the recovery process
  - Multi-part forms as "checks-and-balances"
  - Scan & record all project paperwork for efficient filing & reference
  - Data swapping & cross-checking exercises
  - Pre-Invoice reconciliations to ensure accurate billing and supporting backup data
  - Common data formats and flow processes

Ancillary Services

Major disasters can be utterly devastating to communities, warranting the need for more extensive support services beyond debris removal. In many cases, these services are necessary precursors to ensure the debris mission advances effectively, safely, and efficiently.

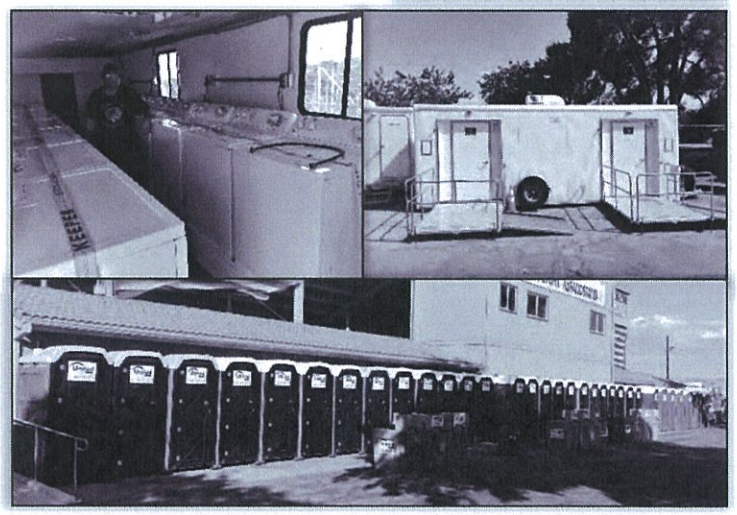
AshBritt is a full-service contractor able to coordinate and deliver turnkey emergency response, environmental remediation, recovery, and restoration services. We can minimize the worry and confusion surrounding a client's recovery, restoration, and build-back needs following a major event. Through our resources and teaming partners, we will ensure that these vital services are delivered expeditiously and professionally. The following is a list of additional support services that AshBritt has provided in previous projects and can offer for the City of Charleston:

Emergency Services

- **Emergency Water/Ice** – Supplies of water in a gallon, 2-ltr bottles, or bulk potable water tankers; supplies of bagged ice (50-100lb), reefers/fridges, as needed, delivered to central distribution points. Logistical managers and Point of Distribution (POD) supervisors to oversee the orderly distribution and tracking of provisions. ***AshBritt delivered emergency water and ice to numerous jurisdictions in Texas in response to Hurricane Harvey in 2017.***

- **Emergency Housing** – Secured temporary housing and turnkey base camps to support local relief representatives, workers, volunteers, and residents can be established. Basecamps will be scaled and equipped to meet event scenarios. Hard-sided and soft-sided tents, CONEX systems, or other modular structures can be supplied and fully managed. ***AshBritt delivered base camps to Monroe County, FL in response to Hurricane Irma in 2017.***

- **Mobile Kitchen and Shower Units** – As an extension to camps, these units may serve local relief representatives, workers, volunteers, and residents. They can be delivered, set up, and powered by generators. Multiple configurations and outputs are available. Full oversight and maintenance of facilities are included. ***During the 2016 Blue Cut Fire, AshBritt provided 40 portable toilets, 40 portable showers, 25% of which were American Disability Act (ADA) compliant for the County of San Bernardino, CA. AshBritt also set up staffing donation stations, freezer and refrigerator trailers, laundry units, among other similar services. (See picture above).***



- **Canteen, Commissary, and Meals Ready to Eat (MRE)** – Full canteen and commissary services that serve hot breakfast, lunch, and dinner, as well as mid-rations, can be established and expanded to support local relief representatives, workers, volunteers, and residents. MREs and heater meals can also be distributed systematically. ***AshBritt delivered numerous orders of emergency MRE's throughout Texas in response to Hurricane Harvey in 2017.***

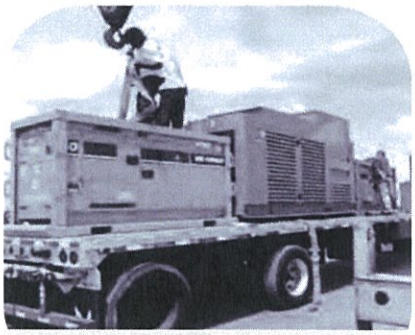
- **Emergency Power Generation** – Temporary power generation for critical facilities can be delivered, set up, and maintained if the regular power supply is disrupted. Emergency light towers can be provided and distributed throughout the affected area and work sites. ***In response to Hurricane Irma (2017) and Hurricane Harvey (2017), AshBritt delivered an array of generators to clients in Florida and Texas to maintain essential services throughout numerous jurisdictions.***

Emergency Ice

- **Light Sources** – Light and power sources are available. Capable of supplying these items to multiple locations simultaneously without interruption.
- **Satellite Service/Communication Infrastructure** – Satellite telecommunication services can be provided, based on the magnitude of the event and scope of the damage. Services will support telephone and online internet access. Various equipment/configurations are available depending on the scenario.

MREs and Canteen Service

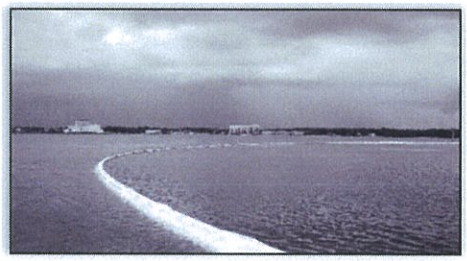
- **Emergency Fuel Supply** – Through strategic coordination and partnerships with wholesale fuel distributors, fuel can be provided immediately and as necessary to maintain continuity of vital services. ***AshBritt provided fuel trucks to the County of San Bernardino, CA in response to the 2016 Blue Cut Fire.***
- **Temporary Offices, Warehousing, and Container Storage** – Mobile command centers, temporary offices, critical document and asset warehousing, and storage containers (CONEX or other) can be supplied in any configuration to meet local needs. Temporary prison facilities can also be delivered and maintained.


Power Generation

- **POD Manpower & Equipment** – All necessary manpower, management, equipment, and supplies (i.e., forklifts, pallet jacks, lighting, hygiene stations, traffic devices, trash collections, etc.) can be supplied. Community relations and security personnel, and other provisions to safely and efficiently deliver water, ice, meals, tarps, food supplies or any other commodity or supplies may be distributed.
- **Emergency Barge Transport** – When major bridges and access routes to areas surrounded by water are damaged, and transportation is impeded due to storm damage, vital equipment and supplies may require transport by barge.
- **Emergency Roof Tarping and Repair** – Coordination of temporarily patching roofs when permanent repairs cannot be made immediately, mitigating further damage. Multiple experienced crews can be deployed. Also, distributing tarps to residents from PODs is available.
- **Fire Suppression Support** – Provision of water trucks and personnel as necessary to augment local water supply systems. Trucks with minimum capacities of 2000 gallons, which are filled and outfitted with valves compatible with fire hose connections meeting NFPA standards.

Marine & Remediation Services

- **Sewer/Catch Basin Clearing** – Removal of storm-generated sediment/debris from stormwater sewer systems aids the prevention of secondary flooding. The clearing is typically accomplished using industrial Vac Trucks. ***AshBritt conducted Vac Truck missions in response to Flooding events in Texas in 2018, South Carolina and Texas in 2015, 2016, and 2017.***



- **Oil Spill Recovery** – AshBritt has the ability to deploy boom and utilize other methods to mitigate an oil spill spreading. AshBritt performed the staging, deployment, maintenance, repair, and removal of 106,000 linear feet of oil deflection boom for the Florida Department of Environmental Protection in Bay and Gulf County, FL.
- **Marine Recovery** – Can conduct underwater search and rescue, vessel recovery, underwater welding and salvage, debris removal from canals and waterways. Also able to deploy divers, remotely operated vessel (ROV), barge and landing craft as work platforms for equipment and supply transport. ***AshBritt conducted waterway debris removal in multiple areas throughout Collier County, FL in response to Hurricane Irma in 2017. In 2012, AshBritt was tasked by the State of New Jersey and New York City to remove vessels from the bay following Hurricane Sandy.***
- **Dredging** – Mechanical and hydraulic dredging of canals, marinas, and navigable waterways. ***Following Hurricane Sandy, AshBritt was tasked with a wet debris removal and dredging mission by the State of New Jersey Department of Environmental Protection.***
- **Mass Decontamination** – Decontamination of buildings and facilities after detection of bio/chem toxic, harmful agents.

- **Drying-in Services** – Emergency dry-in of public facilities to include removal and disposal of affected building materials, securing structural openings, dehumidification, and moisture abatement. ***In 2008 following Hurricane Ike, AshBritt was tasked by Orange County, TX with providing building restorations services for 17 government buildings. (See picture to the right).***
- **Mold Remediation** – Identification and remediation of mold in buildings and facilities.

Other Restoration Services

- **Derelict Vehicle, Boat & Vessel Containment & Disposal** – Removal, transport, and disposal of abandoned vehicles, boats, and other vessels to include aggregation staging, inventorying and indexing for easy location and retrieval. Information dissemination, owner contact, and supplemental investigations for proper disposition will be conducted, as well as decontamination and recycling of vehicles and vessels. AshBritt has a significant amount of experience removing abandoned vehicles. ***In 2012, AshBritt was tasked by New York City for a vehicle removal mission and transported 3,503 vehicles.***
- **Dead Animal, Livestock, Fish Collection** – Collect and lawfully dispose of animal, bird and fish carcasses from public property and ROW. Specialized crews are dispatched to specific locations where remains have been identified to collect, haul, and dispose of all carcasses as directed by the jurisdiction: collection, removal, and disposal of dead fish and sea life due to red tide algae blooms. ***In October 2018, AshBritt was tasked with the collection, removal, and disposal of 87,000 lbs. of dead fish due to a red tide for St. Lucie County, FL.***

Available Equipment

One of AshBritt's greatest assets is the full allotment of equipment that we can make available to our clients. Please find our comprehensive equipment list below that can be utilized as needed, this list is not exhaustive of our full capabilities. For example, during Hurricane Katrina, we used over 12,400 pieces of equipment throughout the duration of our USACE Project Mission.

Truck/Equipment Type	Model	Manuf./ Type	Availability C=Committed R=Reserved
Hydraulic Excavator	324DL	Caterpillar	C
Hydraulic excavator	325CL	Caterpillar	C
Hydraulic Excavator	330DL	Caterpillar	C
Track Loader	963C	Caterpillar	C
Track Loader	963C	Caterpillar	C
Track Loader	953C	Caterpillar	R
Wheel Loader	966	Caterpillar	C
Skid Steer Loader	CTL70	Gehl	C
Skid Steer Loader W/ Trencher And Bucket		Gehl	C
Skid Steer Loader	CTL70	Gehl	C
Skid Steer Loader	CTL70	Gehl	C
Skid Steer Loader	CTL70	Gehl	C
Skid Steer Loader	CTL70	Gehl	C
Light Plants		Magnum	C
Light Plants		Magnum	C
Light Plants		Magnum	C
Light Plants		Magnum	C
Light Plants		Magnum	C
Light Plants		Magnum	C
Light Plants		Magnum	R
Light Plants		Magnum	R
Light Plants		Magnum	R
Light Plants		Magnum	R
Truck Crane	TM650	Grove	C
Hammer		Caterpillar	C
Steel Shear		Caterpillar	C
Grapple		Caterpillar	C
Pulverizers		Caterpillar	C
Motor Grader	12-HVHP	Caterpillar	C
Hydraulic excavator	330C	Caterpillar	C
Hydraulic Excavator	330D	Caterpillar	C
Hydraulic Excavator	320	Caterpillar	C
Hydraulic Excavator	320	Caterpillar	C
Hydraulic Excavator	325	Caterpillar	C
Hydraulic Excavator	345B	Caterpillar	C
Hydraulic Excavator	345B	Caterpillar	R
Hydraulic Excavator	345C	Caterpillar	R
Hydraulic Excavator	345C	Caterpillar	R
Hydraulic Excavator	330C	Caterpillar	R
Track Loader	963	Caterpillar	R
Track Loader	963	Caterpillar	R
Track Loader	963	Caterpillar	R
Track-Type Tractor	D7H	Caterpillar	R

Truck/Equipment Type	Model	Manuf./ Type	Availability C=Committed R=Reserved
Track-type tractor	D7R	Caterpillar	R
Track-type Tractor	D8N	Caterpillar	R
Telescopic Handler	TH83	Caterpillar	R
Telescopic Handler	TH63	Caterpillar	R
Self-load grapple truck		Mack	C
Self-load Grapple Truck		Freightliner	C
Roll-off w/ 20&30	CV713	Mack	C
Roll-off W/ 20&30	CV713	Mack	C
Road Tractor	W900	Kenworth	R
Road Tractor	379	Peterbilt	R
Tractor	LB9	Kenworth	C
60 Ton Lowboy		Lidell	C
60 Ton Lowboy		Lidell	C
Water Truck	Topkick	GMC	C
Pickup (19') and travel trailer (29')	F1504X4	Ford	C
Water Truck	Water Truck	International	C
Lube Truck	T300	Kenworth	C
Lube Truck	Aeromax	Ford	R
Service Trucks	F650	Ford	C
Service Trucks	F650	Ford	R
8 Man Bunk Trailer		GE	R
12 Man Bunk Trailer		GE	R
container w/ 2fuel tanks	Step Deck	Transcraft	R
Office/Tool Trailer	Portocamp	Trailmobile	R
Mobile Command Center	stack haul	Featherlite	C
Hammer		Caterpillar	C
Steel Shear		Caterpillar	C
Hammer		Caterpillar	C
Generator	175kw	Caterpillar	C
Roll-off Container	20	Galbreath	C
Roll-off Container	20	Galbreath	C
Roll-off Container	20	Galbreath	C
Roll-off Container	40	Galbreath	C
Roll-off Container	40	Galbreath	C
Roll-off Container	40	Galbreath	R
Concrete Pulverizers	cp100	La bounty	R
Parts, tools, tires, etc. (on step deck)	Ship Container	Sea Ark	R
Travel Trailer		Sportsman	C
Travel trailer	Classic Trailer	Dutchman	C
Travel Trailer		Coachman	C
Travel trailer	Sportsman	Coachman	C
Travel Trailer		Conquest	C
Travel trailer	Sport Trailer	Dutchman	C
Travel Trailer	Smokey	Sunray	R
Travel trailer		Cedia	R
Travel Trailer	Excello	Airstream	R
Travel trailer	Lynx	Prowler	R
Travel Trailer	Sport	Avion	R
Flatbed	Utility 42	Utility	R
Bus	Vanatare Coach	Prevost	R

Truck/Equipment Type	Model	Manuf./ Type	Availability C=Committed R=Reserved
Van Trailer		Unknown	R
Supply Van	Van Trailer	Unknown	R
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	C
Tri-Axle Dump Truck	GU713	Mack	R
Tri-Axle Dump Truck	GU713	Mack	R
Tri-Axle Dump Truck	GU713	Mack	R
Tri-Axle Dump Truck	GU713	Mack	R
Tri-Axle Dump Truck	GU713	Mack	R
Tri-Axle Dump Truck	CTP713	Mack	R
Tri-Axle Dump Truck	CTP713	Mack	R
Tri-Axle Dump Truck	CTP713	Mack	R
Tri-Axle Dump Truck	CTP713	Mack	R
Tri-Axle Dump Truck	CTP713	Mack	R
Tri-Axle Dump Truck	CV713	Mack	R
Tri-Axle Dump Truck	CV713	Mack	R
Tri-Axle Dump Truck	CV713	Mack	R
Roll-Off Truck (Tri-Ax)	GU173	Mack	R
Roll-Off Truck (Tri-Ax)		Western	R
Self-Loader (Grapple Truck)		Western	C
Self-Loader (Grapple Truck)		Western	C
Self-Loader (Grapple Truck)		Mack	C
Self-Loader (Grapple Truck)		Western	C
Self-Loader (Grapple Truck)		Western	C
Self-Loader (Grapple Truck)		Mack	C
Self-Loader (Grapple Truck)		Mack	C
Self-Loader (Grapple Truck)		Mack	C
Self-Loader (Grapple Truck)		Volvo	C
Self-Loader (Grapple Truck)		Volvo	C
Self-Loader (Grapple Truck)		Volvo	C
Self-Loader (Grapple Truck)		Volvo	C
Hydraulic Excavator	330C	Caterpillar	C
Hydraulic excavator	330C	Caterpillar	C
950G Wheel Loader		Caterpillar	C
Tub Grinder		Morbark 1300	C
Tub Grinder		Morbark 1300	C

Truck/Equipment Type	Model	Manuf./ Type	Availability C=Committed R=Reserved
Coach Bus		Marathon	R
Coach Bus		Prevost	C
Bucket Truck		Isuzu	C
Travel Trailer		Featherlite	C
Travel Trailer		Featherlite	C
Tractor Trailer		Mack Mcneilus	C
Tractor Trailer		Mack Mcneilus	C
Tractor Trailer		Mack Mcneilus	C
Tractor Trailer		Mack	R
2006 Anderson		Anderson	R
Roll-Off Truck		International	R
Roll-Off Truck		International	R
Tractor Trailer		Mack	C
Tractor Trailer	C1713	Mack C1713	C
Tractor Trailer	C1713	Mack C1713	C
Roll-Off Truck		Western	C
Tractor Trailer		Mack	C
Tractor Trailer		Mack	C
Self-Loader w/ Pup Trailer		Sterling	C
Self-Loader w/ Pup Trailer		Sterling	C
Self-Loader w/ Pup Trailer		Sterling	C
Self-Loader w/ Pup Trailer		Sterling	C
Lowboy Tractor-trailer		Mack	C
Self-Loader Grapple		Kenworth	C
Self-Loader Grapple		Peterbilt	C
Lowboy Tractor Trailer		Kenworth	C
Self-Loader Grapple		Kenworth	C
2 Man Exec. (Cont. #01033014)	Container	Horton	R
2 Man Exec. (Cont. #01033015)	Container	Horton	R
2 Man (Cont. #01033016)	Container	Horton	R
2 Man (Cont. #01033017)	Container	Horton	R
8 Man (Cont. #01033018)	Container	Horton	R
8 Man (Cont. #01033019)	Container	Horton	R
8 Man (Cont. #01033020)	Container	Horton	R
8 Man (Cont.# 01033021)	Container	Horton	R
8 Man (Cont. #01033022)	Container	Horton	R
Conf. Room (Cont. #01033023)	Container	Horton	R
1 Man (Cont. #01033024)	Container	Horton	R
1 Man (Cont. #01033025)	Container	Horton	R
Tool Room (Cont. # 01033027)	Container	Horton	R
Shower	Container	Horton	R
Water Treatment (Cont. # 01033026)	Container	Horton	R
Water Treatment	Can Pure	Innovative Water	R
Kitchen (On Flatbed)	Container	EMK	R
Dining (open on one side)	Container	EMK	R
Dining	Container	EMK	R
Dining (open on BOTH sides)	Container	EMK	R
Assembly Parts For Kitchen Container (On Lowboy)	Container	EMK	R
	Various	Cooking Supplies	R

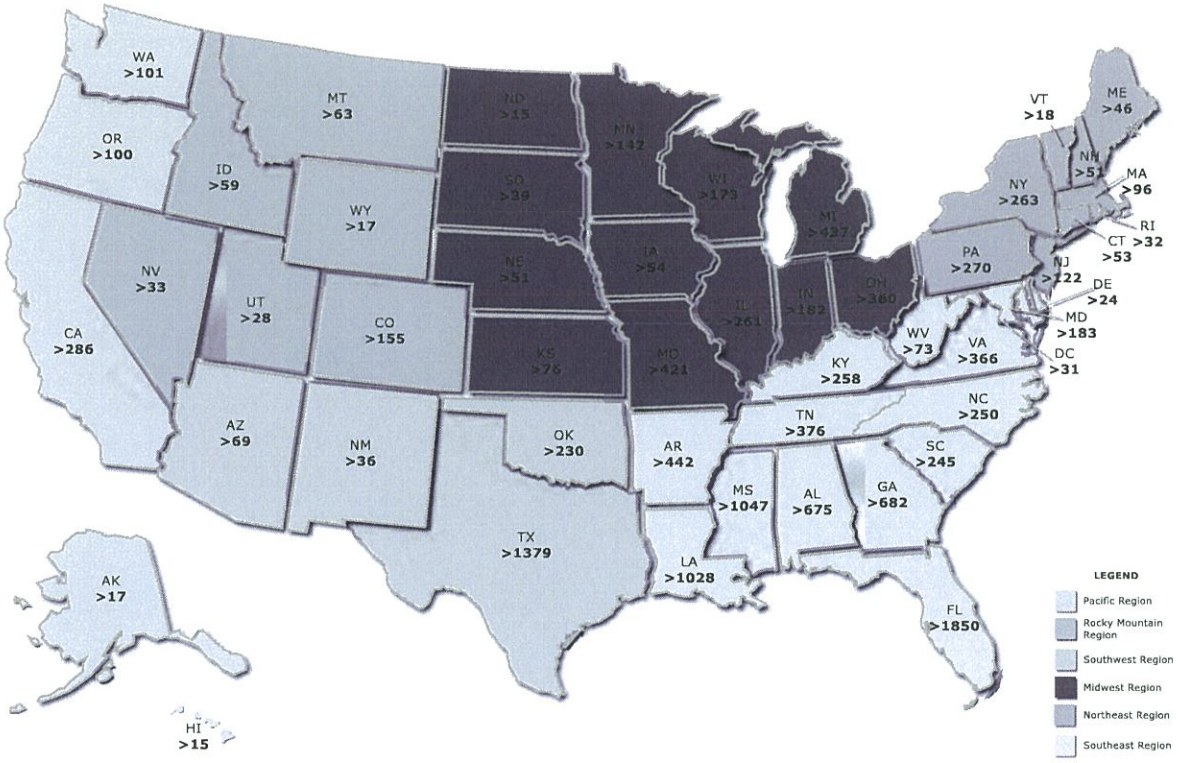
Truck/Equipment Type	Model	Manuf./ Type	Availability C=Committed R=Reserved
Honey Wagon	F450	Freightliner	C
60'x 100' (on flatbed)	Quansa Building	Olympia	C
60'x 100' (on flatbed)	Quansa Building	Olympia	C
Generator	200KW	Caterpillar	C
Tools and Hardware	Container	Various	C
Tools and Hardware	Container	Various	C
Tools and Hardware (on Lowboy)	Container	Various	R
Plastic Tanks (on Lowboy)	PT	Hartow	C
Plastic Tanks (on Lowboy)	PT	Hartow	C
Plastic Tanks	PT	Hartow	C
Bus		Mazda	C
Pickup		Mazda	C
Pickup		Mazda	R
SUV		Mazda	R
SUV		Mazda	R
25 acre	Lightline		R
Hydraulic Excavator	325	Caterpillar	C
Hydraulic Excavator	325	Caterpillar	C
Hydraulic Excavator	325	Caterpillar	R
Hydraulic Excavator	325	Caterpillar	R
Track-type Tractor	D7R	Caterpillar	R
Thumb	229-8403	Caterpillar	R
Thumb	229-8403	Caterpillar	R
Thumb	229-8403	Caterpillar	R
Thumb	229-8403	Caterpillar	R
Hydraulic Excavator	330DL	Caterpillar	C
ID Card System		Wasp	C
Security Radio	XBR6350	Motorola	C
Office	Container	Horton	C
Container	Container	Horton	C
Container	Container	Horton	C
Laundry	Container	Horton	C
48' 'Fruehauf Tanker Trailer *Sil		Trailer	R
52'8" Liddell Lowboy Trailer		Trailer	R
20' Pace American Cargo Trailer		Trailer	R
29' Better Built Black Goose Neck Trailer		Trailer	R
53' Trailboss Dovetail Lowboy Trailer		Trailer	R
General Equipment Trailer		Trailer	R
Motor Graders (12H VHP)	12H	Caterpillar	R
Motor Graders (140H)	140H	Caterpillar	C
Backhoe (CAT 420D)	420D	Caterpillar	C
Backhoe (CAT 416C)	416C	Caterpillar	C
Backhoe (CAT 416C)	416C	Caterpillar	R
Backhoe (CAT 420D 4X4)	420D	Caterpillar	R
Backhoe (CAT 416B)	416B	Caterpillar	R
Dozer	Cat D3C	Caterpillar	C
Dozer	Cat D6E	Caterpillar	C
Dozer	Cat D6R	Caterpillar	R
Dozer	Cat D7H	Caterpillar	R
Wheel Loader	VOL L120B	Volvo	C

Truck/Equipment Type	Model	Manuf./ Type	Availability C=Committed R=Reserved
Wheel Loader	JD 644H	John Deere	C
Wheel Loader	JD 644H	John Deere	C
Wheel Loader	Cat 972G	Caterpillar	C
Hydraulic Excavator	325BL	Caterpillar	R
Hydraulic Excavator	225DLC	Caterpillar	R
Hydraulic Excavator	330CL	Caterpillar	R
Hydraulic Excavator	320CL	Caterpillar	R
Skid Steer Loader	257B	Caterpillar	C
Skid Steer (Caterpillar 287)	287	Caterpillar	C
Skidder (Caterpillar 525B)	525B	Caterpillar	C
Knuckleboom (Prentice 210C Log Loader)	210C	Prentice	C
Knuckleboom (SK100 Log Loader)	SK100	Supertrack	C
Knuckleboom (Prentice 410D Log Loader)	410D	Prentice	C
Knuckleboom (GMC Truck)		GMC	R
Knuckleboom (Koehring 6644 Log Loader)	6644	Koehring	R
Knuckleboom (120E Prentice Loader)	120E	Freightliner	C

Note: AshBritt does not anticipate a shortage of certified safe, appropriate loading and hauling equipment, as well as other support equipment and assets for any response needed.

Subcontractor Plan

AshBritt has thousands of registered recovery-related subcontractors and vendors nationwide, with over 245 in the State of South Carolina.



Subcontractor participation in disaster recovery missions is instrumental to the success of any project. It is important that all stakeholders fully appreciate and comprehend the subcontracting plan and compliance controls exercised by the prime contractor. AshBritt takes affirmative steps to assure that Small Business Enterprises (SBE), Disadvantaged Business Enterprises (DBE), Minority-Owned Business Enterprises (MBE), Women-Owned Business Enterprises (WBE), Veteran-Owned Business Enterprise (VBE)are used whenever possible in accordance with the FEMA *Checklist for Reviewing Procurements by Federal Grant Grantees and Subgrantees* (#6) and 2 CFR 215.44b. AshBritt also adheres to the Executive Order 11246 of September 24, 1965, entitled "Equal Employment Opportunity," as amended by Executive Order 11375 of October 13, 1967, and as supplemented by Department of Labor regulations.

These next sections elaborate upon how we will comply with these laws and regulations. AshBritt has always maintained a solid commitment and plan for the inclusion of local, small, minority, and disadvantaged businesses. More importantly, we have the historical data to substantiate this as identified below in our Small Business Goal Achievement section. Owing to our long history, we have experience in managing partnerships and joint ventures with both small and large companies throughout complex disaster recovery projects. We pride ourselves on understanding our role as a professional stakeholder within these relationships, and we stay committed to team building and developing quality relationships.

AshBritt makes ongoing efforts to create new subcontractor relationships. We welcome any referrals by local representatives to meet and confer with local subcontractors. It benefits all parties involved to establish relationships and commitments prior to any storm event. AshBritt believes that the best solution is pre-disaster planning for identification and the eventual inclusion of local businesses in the post-event recovery projects. The pre-event planning and relationship building must take place on an annual basis, and any subcontractor lists, or relationships will be consistently updated.

Commitment

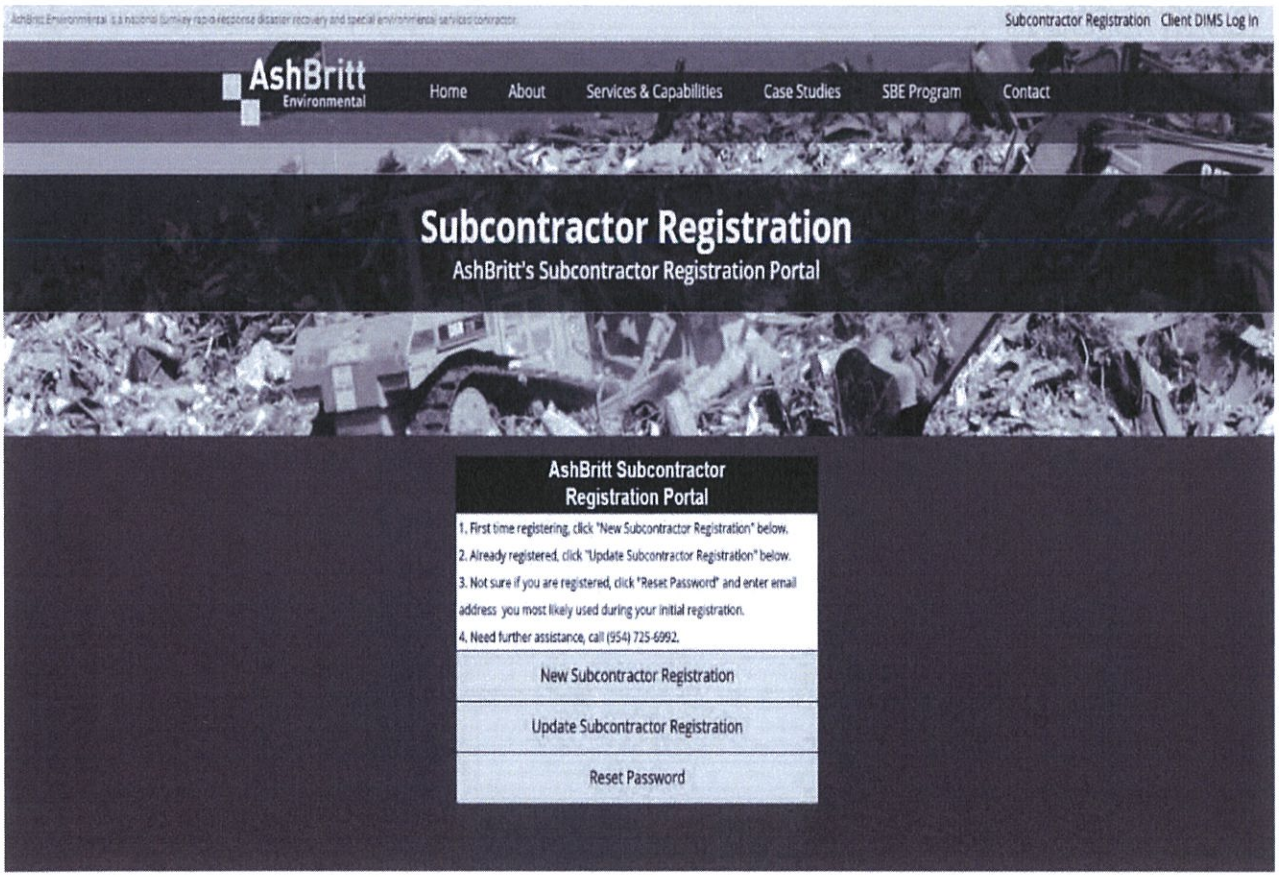
Our industry is largely based on subcontractor resources, both firms, and personnel. AshBritt has worked with thousands of subcontractors and individuals over our history. We maintain records and databases of all past subcontractors and employees, and we always encourage new firms and qualified individuals to register and submit resumes through our redesigned website (www.AshBritt.com). We maintain a core group of standby subcontractors who are exclusively available for deployment on AshBritt projects. We engage local, minority, women business enterprises, and other disadvantaged businesses whenever possible.

Local contractors and individuals are extremely beneficial, as they are quick to mobilize, highly motivated to assist their community and knowledgeable about local customs, politics, demographics, geography, and area suppliers.

We are committed to giving local firms and individuals the first opportunity for work when it is available. We have accumulated a robust pool of qualified staff reservists across the country by following this practice. All available local resources are beneficial to the rapid, efficient, and successful completion of any recovery project.

AshBritt's Website Registration

AshBritt has provided images of the subcontractor registration page of our redesigned website below.



AshBritt Environmental

SUBCONTRACTOR REGISTRATION FORM

GENERAL COMPANY INFORMATION

*Required Field

Company *

Federal Identification Number

First Name *

Last Name *

Address *

Address Line 2

ZIP Code *

City *

State *

County *

Zip Code

Enter Zip First

Enter Zip First

Enter Zip First

Business Phone *

Business Fax

Cell Phone *

(XXX) XXX-XXXX

(XXX) XXX-XXXX

(XXX) XXX-XXXX

Availability

Check this box if your resources are currently available

AshBritt Experience

Check this box if you have previously worked with AshBritt

AshBritt Previous Experience

List the AshBritt project(s) you have worked

BUSINESS SIZE AND CLASSIFICATION CHECK ALL THAT APPLY

For assistance in determining your business size and classification, please CLICK HERE.

Large Business (LB)

Small Business (SB)

Small Disadvantaged Business (SDB)

HUBZone Small Business

Woman-Owned Small Business (WOSB)

Veteran-Owned Small Business (VOSB)

Service-Disabled Veteran-Owned Small Business (SDVOSB)

Are you Registered with the System for Award Management?

Other Small Business Certifications

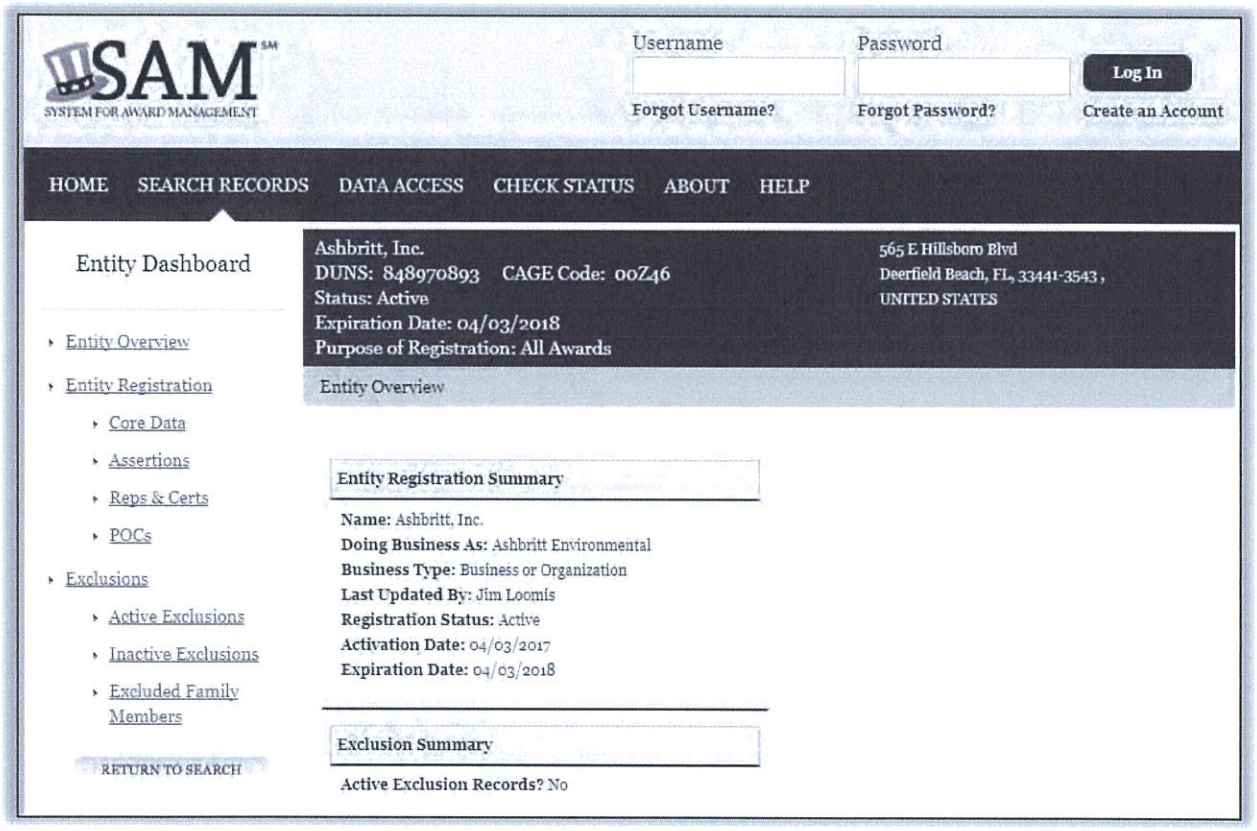
List all state, county and local small business certifications currently held

Our selection process is broken down into three generic steps: 1) Identification, 2) Qualification, and 3) Deployment. They are as follows:

- ***Identification***: Identification of subcontractors is ideally conducted as part of the pre-planning process prior to the event response. Given the unpredictability of disasters, identification of subcontractors, especially those within the City and surrounding affected areas, occurs just after events and often throughout the recovery. In addition to utilizing the pre-identified subcontractors, we use various public and private sources that can garner additional useful and qualified subcontractors. We work toward cataloging all identified firms into our subcontractor database. Our Subcontractor Management System is

a customized web-based computer application that allows for efficient information storage, retrieval, and subsequent ongoing identification of subcontractors from the affected region. A robust and sophisticated set of filtering parameters allows for the efficient culling of relevant data, making our selection process one of the most thorough and rapid screening processes in the industry.

- ***Qualification***: Qualification and vetting of viable subcontractors are accomplished through an operational, financial, and administrative review, which includes, but is not limited to, the following:
  1. An initial interview—via phone or in person.
  2. A review of equipment and resource list, work history, special qualifications, and capabilities.
  3. A review of applicable Dunn and Bradstreet Reports.
  4. An on-site inspection of facilities and equipment, as applicable.
  5. An insurance review to ensure current or future contract compliance.
  6. A review of the Excluded Party List System (EPLS) now identified as System for Award Management (SAM): www.sam.gov as directed by FEMA Recovery Policy (RP) P9580.212 Public Assistance Grant Contracting FAQ.



- ***Deployment***: Deployment of subcontractors on an AshBritt mission will take place only after careful consideration, evaluation, and selection by an AshBritt authorized representative. Ultimately, the selection process culminates with the execution of a Subcontract Agreement, either pre-event or post-event. This vetting process is based on the information obtained during the second phase of the hiring process. AshBritt will review in detail the scope of work each local contractor may be asked to perform within the terms of their contract. They will be briefed on all aspects of the operation, including safety rules and regulations, and required toolbox discussions. They will be in attendance at weekly safety meetings, learn to use the tracking system, invoicing procedures, and all facets of AshBritt's response procedures. They will be provided the opportunity to review and ask questions about their Subcontract Agreement (Contract).

Subcontracting Plans & Agreements

When utilizing subcontractor resources, it is critical to establish stringent standards and guidelines to protect AshBritt and the City's interests. AshBritt's Base Subcontracting Plan sets performance criteria for all prospective subcontractors. It also works to develop a professional and capable workforce and to promote workforce diversity and the inclusion of small and disadvantaged firms. Most importantly, it ensures real participation of qualified disaster-affected local firms. All potential subcontractors, to perform under an AshBritt contract, must be pre-approved from our resource database, have a favorable evaluation from either a prior AshBritt project or at least three non-AshBritt projects, or the favorable endorsement of the client. All equipment to be deployed is thoroughly inspected and certified as operationally safe. Workforce Safety training is administered when necessary, and a compliance agreement with all safety policies as mandated by all governing authorities must be acknowledged.

Subcontractors must execute a Subcontractor Agreement, which defines the scope of work, responsibilities, accountabilities, and binds the subcontractor to comply with Federal Acquisition Regulations (FAR) and FEMA regulations, as well as all contract requirements.

Subcontractors must execute a hold harmless agreement indemnifying the City as well as relevant stakeholders. Based on the estimated cost of the project, comprehensive insurance coverage, including worker's compensation, is mandated to cover the estimated amount. A certificate of liability insurance with established limits as mandated by the contract must be submitted before work can commence. Moreover, compliance with all applicable federal, state, and local tax, unemployment compensation, and worker compensation laws is required.

"Small" Business Goal Achievement

Hurricane Sandy Recovery Mission: AshBritt subcontracted over 65% of the subcontracted work to small businesses in the New Jersey Hurricane Sandy effort. The goal set by AshBritt in our proposal was 40%.

For our Hurricane Katrina recovery mission, AshBritt's contractually obligated goal for hiring small business concerns, which included HUB Zone SB, SDB, MBE, WOSB, HBCU/MI, and VOSB (including Service-Disabled VOSB) was 60 percent. AshBritt surpassed that goal of 60 percent small business subcontractor utilization mark. Throughout our history, AshBritt has had great success in employing HUB/SBE/MBE/WBE and DBE businesses on our past disaster debris management contracts, often exceeding 50 to 60 percent local participation. We have always strived to meet and exceed any expectations for our past clients, and we have typically exceeded our goals.

Subcontractor Monitoring

It is important to state that all subcontracted assets, information, and all related operational information is archived through our Disaster Information Management System (DIMS). All critical information regarding coordination of subcontractor management is documented through DIMS. DIMS and AshBritt's Subcontractor Audit System is utilized to track all engaged assets, worksite locations, work performance and production, project deficiencies and resolutions, project billing, and discrepancy resolution. These data sets are available on-demand and can be customized through various reports over established project timelines (i.e., daily production and weekly progress). All archived documents are available for batch download. Mostly, these systems reflect the direction and activities of subcontractor performance in the field, as managed by AshBritt's command chain.

Major/Key Subcontractors

As identified in Tab (B), below is a list of key/major subcontractors that have successfully performed work on contracts of a similar size and scope to the work that the subcontractor is designated to perform. AshBritt assures that all of our major subcontractors are well versed in all aspects of FEMA documentation, reimbursement, project

management, as well as demolition and debris removal work. In order to fully understand each of our major subcontractor's capabilities, we have provided a link to their website to elaborate upon their individual project management experience, contact information, and other pertinent facts.

Subcontractor	Project Function	Point of Contact
County Waste, Inc.	Right-of-Way Debris Collection, TDSRS Management and Reduction, Haul-Out Services	Jason Santiago – 239-229-3401
Riccelli Trucking, Inc.	Right-of-Way Debris Collection, Haul-Out Services	Mark Talley – 631-504-9178
Dorado Services Inc.	Right-of-Way Debris Collection, TDSRS Management and Reduction, Haul-Out Services	Fernando Neris – 407-497-1689
Northern Tree Service, Inc.	Right-of-Way Debris Collection, TDSRS Management and Reduction, Haul-Out Services	Phil Cambo – 617-828-8299
Stanley Tree, Inc.	Right-of-Way Debris Collection, TDSRS Management, and Reduction	John Stanley – 401-231-8733
Beeghly Tree Service Inc.	Right-of-Way Debris Collection, TDSRS Management and Reduction, Haul-Out Services	Ryan Beeghly - 814-442-0672
Paul Bunyan, Inc.	Right-of-Way Debris Collection, TDSRS Management, and Reduction	Eric Davis – 937-603-8619
Dick Jordan	Right-of-Way Debris Collection	Dick Jordan – 301-518-5336
PARS Environmental Services	Environmental Consulting	Eric White – 609-890-7277

County Waste Inc. has been an industry leader for over 15 years in the vegetative management and processing field. They have utilized our experiences from large-scale natural disasters and implemented them into local debris hauling. Their logistical expertise allows them the opportunity to haul any amount of debris from various locations while keeping the overall costs to the customer down. County Waste has worked with AshBritt in multiple jurisdictions in response to Hurricane Michael, Irma, Harvey, Matthew, 2015 California Valley Fire, 2012 Hurricane Sandy, 2011 CT & MA Severe Storms, 2008 Hurricane Ike, 2005 Hurricane Katrina, 2005 Hurricane Wilma, and an array of other projects.

Address: 8060 Mainline Parkway Fort Myers, FL 33912

Services to Perform: Right-of-Way Debris Collection, TDSRS Management, Haul-Out Services

Riccelli Trucking, Inc. was certified as a Woman-Owned Business Enterprise by the New York State Department of Economic Development since the day it was founded in 1995. From crushed stone and bulk commodities to solid waste and contaminated soil, Riccelli knows exactly how to get it done. General contractors, as well as many industrial, commercial, and municipal customers, have come to rely on them for a variety of transportation and environmental services. Riccelli owns and carefully maintains every vehicle. The most up-to-date GPS technology is standard equipment in all of them, illustrating our commitment to dependable scheduling and prompt customer service. Riccelli most recently worked with AshBritt in response to Hurricane Michael, Irma, and Matthew conducting mulch haul-out in addition to other debris related services.

Address: 6201 East Taft Rd. North Syracuse, NY 13212

Services to Perform: Right-of-Way Debris Collection, Haul-Out Services

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RICCELLI TRUCKING
TRUCKING AT ITS BEST

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Red is the New Color of Transportation

Anyone can put a few trucks on the road. But it takes experience, knowledge and an extensive fleet to truly be prepared for every customer requirement. Riccelli Trucking, Inc. has it all, and we've proven our ability to serve you well, time after time.

We first took to the highways in 1995 with a single roll-off truck. Through years of outstanding customer service, Riccelli has expanded to become one of the largest transportation service firms in Upstate New York. Today, our 21 vehicle fleet gives us the flexibility to respond quickly – whenever and wherever you need us – for a wide variety of jobs.

No matter what you need hauled, Riccelli has probably already hauled it by the ton. From crushed stone and bulk commodities, to solid waste and contaminated soil, we know exactly how to get it done. General contractors as well as many industrial, commercial and municipal customers have come to rely on us for a variety of transportation and environmental services.

Riccelli owns and carefully maintains every vehicle. The most up-to-date GPS technology is standard equipment in every one, illustrating our commitment to dependable scheduling and prompt or

President Lucille Nicholson oversees a specialized fleet. In 2009, Riccelli Trucking, Inc. was verified as a Woman Owned Business Enterprise by the New York State Department of Economic Development (NYS WBE). In fact, the company has been woman owned since the day it was founded in 1995.

Contact Us

Riccelli Trucking, Inc.
6201 East Taft Rd.
North Syracuse, NY 13212

Fax # 315-458-9690
NYS WBE Certified #17804

Email Us

315-701-0002

Dorado Services, Inc. is a Sanford, Florida-based, HUB Zone small business with many years of experience and is a current holder of USACE SATOC contracts for debris removal. Dorado can self-perform and mentor others in all phases of disaster recovery. Dorado has worked with AshBritt in multiple jurisdictions in response to Hurricane Michael, Irma, Harvey, Matthew, 2012 Hurricane Sandy, 2011 CT & MA Severe Storms, 2008 Hurricane Ike, 2005 Hurricane Katrina, 2005 Hurricane Wilma, and an array of other projects.

Address: 195 W Seminole Blvd, Sanford, FL 32771

Services to Perform: Right-of-Way Debris Collection, TDSRS Management, Haul-Out Services, Project Supervision

Northern Tree Service, Inc. is a small business based in Palmer, Massachusetts. The company was founded in 1932 and has grown to become the most diversified tree care company in the industry. Servicing all of New England and surrounding states, Northern provides the most skilled personnel operating the latest equipment in order to address any measure of work and has experience and expertise with all types of heavy equipment. Northern Tree performs waste collection and is a large and important industry participant in all aspects of managing trees and forests. Northern Tree is a small business in NAICS 562119 but has a demonstrated performance history in quick-strike disaster recovery mobilizations. Northern has worked with AshBritt in multiple jurisdictions in response to Hurricane Michael, Irma, Harvey, Matthew, 2012 Hurricane Sandy, 2011 CT & MA Severe Storms, an array of other projects.

Address: 1290 Park St, Palmer, MA 01069

Services to Perform: Right-of-Way Debris Collection, TDSRS Management, Haul-Out Services

Since 1932 our commercial clients trust us to deliver proven solutions

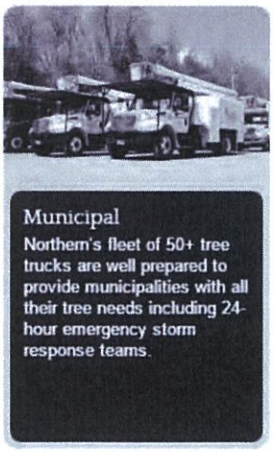
The Northern Team has earned a reputation for being a leader of quality tree care services that tailor to many enterprise commercial projects, including municipal institutions, utility R.O.W.'s, golf courses, sensitive environmental habitats, historic properties, prestigious colleges throughout New England, and specialized services such as line clearing for AMTRAK trust Northern.

Sensitive Habitats
Northern offers practical options for wetland access, sensitive habitat management, erosion control, sedimentation traps, riparian area restoration, wetland mitigation and more.

Golf Course Care
We understand the importance of esthetics in the golfing industry and how well-managed tree features affect nuanced hole play.

Institutional Services
Northern Tree Service offers full spectrum plant care; providing campuses with all their landscaping and arboricultural needs.

Land Clearing
Northern is an industry leader in land clearing. Past projects include utility R.O.W., airport modification, stump removals, expansion, habitat restoration and more.



Municipal
Northern's fleet of 50+ tree trucks are well prepared to provide municipalities with all their tree needs including 24-hour emergency storm response teams.

Railroad
Railroad and Commuter Rail Tree & Vegetation Management - Our arborists are certified by the State, ISA, AMTRAK and MBTA to provide the best in vegetation management.

Utilities
Our unparalleled fleet of specialized equipment, timber mats and line clearance arborists allow us to address even the most challenging work with unmatched utility access solutions.

Northern Tree Service - Commercial Tree Care Services
Servicing Massachusetts, New Hampshire, Connecticut, Vermont, New York, Rhode Island, Maine

Stanley Tree Service, Inc. is a small business based in North Smithfield, Rhode Island that has worked with AshBritt performing load and haul services and specialty hazardous tree work in Massachusetts (Springfield Tornado) and in Rhode Island (statewide MPA with Tier III Emergency storm response). Stanley Tree has worked with AshBritt in multiple jurisdictions in response to the 2012 Hurricane Sandy, 2011 CT & MA Severe Storms, and an array of other projects.

Address: 662 Great Rd., North Smithfield, RI 02896

Services to Perform: Right-of-Way Debris Collection, TDSRS Management

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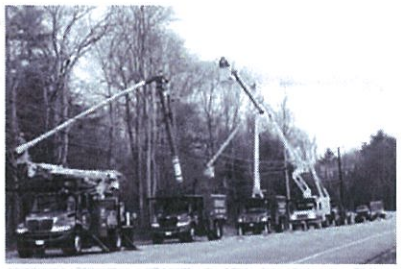
about us



Founded in 1986, Stanley Zuba started Stanley Tree Service company out of the back of the trunk of his car with a single chainsaw and a climbing strap. From that point forward, Stanley Tree Service has set its roots in Blackstone Valley's community while never forgetting everyone else. A staple in North Smithfield area, Stanley Tree Service's fleet of red bucket trucks is regularly seen by the local communities branching out all over Rhode Island (RI) and southern Massachusetts (MA).

Stanley Tree Service takes pride in providing quality, prompt service to the needs of the community at an affordable cost to the consumer. We know that a company's reputation evolves everyday and can quickly be chopped down. There is no better advertisement than good old fashioned word-of-mouth and we take that philosophy to heart.

In addition to providing residential service, Stanley Tree operates a 100 foot crane for any heavy lifting need. Not limited to trees, we have aided builders in hoisting building materials and new business erecting signs for their location. We have helped property managers and commercial clients since our inception.

Utility service is also provided. Our employees are trained to operate around electrical cables and that training is always on-going. Stanley Tree Service has been a partner with National Grid, Verizon, and Cox Communications to be pro-active in keeping service active to your home or business. Keeping trees and limbs away from utility lines prevent outages from falling debris. Our Hazard Tree Mitigation Program has prevented countless outages and prevented needless inconvenience for utility customers.

Stanley Tree Service has grown beyond fifty devoted and well-trained employees that care about your property and your job as if it was their own. Our licensed arborists will evaluate your job and provide the quickest, most efficient solution to minimize your inconvenience. Located in North Smithfield, RI, we provide all facets of tree care needs including 24 hour emergency service. From the simplest job to the most complex, let Stanley Tree Service be your full service tree company.

Our Services

- Tree Trimming
- Tree & Shrub Removals & Stump Grinding
- Tree Pruning & Plant Healthcare
- Licensed Arborists & Pesticide Applicators
- Crane & Bucket Truck Service

Stanley Tree Service, Inc.
662 Great Rd
North Smithfield, RI 02896-6864

Office Hours
Monday thru Friday
8:00 am. - 4:00 pm

Stanley Tree Email

Beeghly Tree Service, LLC is based in Somerset, Pennsylvania. Beeghly Tree has worked with AshBritt for years performing load and haul services and specialty hazardous tree work. Beeghly Tree Service, LLC is a small business with large capabilities and experienced managers. Beeghley has worked with AshBritt in multiple jurisdictions in response to Hurricane Michael, Irma, Harvey, Matthew, 2012 Hurricane Sandy, 2011 CT & MA Severe Storms, 2008 Hurricane Ike, 2005 Hurricane Katrina, 2005 Hurricane Wilma, and an array of other projects.

Address: 219 Hillvale Rd., Somerset, PA 15501

Services to Perform: Right-of-Way Debris Collection, TDSRS Management, Haul-Out Services

GOVERNMENT & COMMERCIAL TREE WORK

- Right of way and roadside tree trimming and vegetative maintenance
- Tree Pruning and trimming in accordance with ISA standards and practices
- Selective tree removal
- Hazardous tree removal
- Tree hazard assessment, disease diagnosis and treatment
- Tree cabling and bracing
- Stump grinding and excavation
- Debris hauling and demolition

LAND CLEARING

- Pipe Line ROW work
- Select cut and clear cut timber operations
- Highway clearing and grubbing

DISASTER RESPONSE

- Response for tornadoes, hurricanes and ice storms
- Certified in both debris management operations and quality control management
- Hazardous tree removal and trimming
- Debris hauling
- Turn-key rapid disaster response team

Paul Bunyan, Inc. is a small, Somerset, Pennsylvania-based disaster recovery firm specializing in emergency work and debris removal and has worked with AshBritt performing load and haul services and specialty hazardous tree removal on all major projects since 2001. Paul Bunyan, Inc. is our go-to subcontractor and can be relied upon to bring nearly unlimited resources when the event demands unrelenting high performance. They have a complete understanding of the City and the staff's expectations. Most recently, they conducted ROW debris removal and grinding in numerous jurisdictions in response to Hurricane Irma, Harvey, and Matthew for AshBritt.

Address: 494 Harvest Dr., Rockwood, PA 15557

Services to Perform: Right-of-Way Debris Collection, TDSRS Management

PAUL BUNYAN INC.

Tree Removal Specialist

814-443-2991

Rockwood, Pennsylvania

Dick Jordan, Inc. is a veteran-owned small business based in Solomon's, Maryland, performing load and haul services and specialty hazardous tree removal. Dick Jordan, Inc. has worked with AshBritt for Hurricane Irma, Harvey, Matthew, New Jersey (Hurricane Sandy); Massachusetts and Connecticut (Severe Storm and Snowstorm); Collier County, Florida (Hurricane Wilma); Mississippi (Hurricane Katrina). *Note: Dick Jordan, Inc. does not have a website as they are a veteran-owned small business. As identified above, AshBritt has worked with them on many occasions and certifies they are knowledgeable and able to perform the work identified in this RFP.*

Address: 20 Creston Ln., Solomons, MD 20688

Services to Perform: Right-of-Way Debris Collection

PARS Environmental Inc. is a Woman-Owned Small Business Enterprise (WBE/SBE), a Minority-Owned Business Enterprise (MBE), a Disadvantaged Business Enterprise (DBE), and an 8(a) certified company. PARS is based in Robbinsville, New Jersey and has extensive industrial hygiene, health and safety, and environmental experience, a profound understanding of federal and state regulations, and commands remedial technologies and data management systems that demonstrate a commitment to sustainable and innovative management approaches.

Address: 500 Horizon Dr #540, Hamilton Township, NJ 08691

Services to Perform: Environmental Consulting

PARS ENVIRONMENTAL INC.

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MSDS DATABASE

About Us

PARS Environmental, Inc. (PARS) is a full service environmental consulting firm that offers creative solutions to a broad range of engineering, health & safety, and environmental issues. PARS capabilities include remedial investigations, risk assessments, industrial hygiene, and treatment system design, construction and maintenance. We combine broad technical capabilities with a pragmatic approach to deliver services that save clients time and money.

The capabilities of our staff include the following disciplines:

- Asbestos Management
- Civil Engineering
- Geotechnical Engineering
- Environmental Engineering
- Environmental Compliance
- ISO 14001/OSHA 18001
- Wetlands Delineation
- Chemical Waste Mangement
- Geology
- Hydrogeology
- Ecology
- Archeology
- Cultural Resources
- Historic Preservation
- Biology
- Raiological Health & Safety
- Air Monitoring
- Remediation
- Mold Investigation and Remediation
- Radon Testing
- Operations Mangement
- Inventory Mangement Hardware/Software
- Project Management
- Chemistry
- Nanotechnology
- Environmental Science
- Industrial Hygiene & Safety
- Toxicology

PARS delivers unmatched value. You get the professional expertise found in large firms, the personal attention of a well organized, client-focused company, and competitive fees that always make you feel that you got your money's worth.

Fast turn-around, cost control and surpassing your expectations within the framework of current laws and regulations are all critical goals at PARS. We are accessible and responsive ...try us and find out for yourself.

PARS Videos

The U.S. Fish and Wildlife Service awarded PARS a contract to provide clean-up inspection services associated with the removal of Hurricane Sandy debris at the E.B. Forsythe National Wildlife Reserve in Oceanville, N.J. Here is a video from CBS News:

EXCLUSIVE: Superstorm Sandy Debris Removal Begins At National Wildlife... 00:00

EXCLUSIVE

Recent Contract Awards

July 2015. The U.S. Army Corps of Engineers, New England District awarded PARS and its Joint Venture partner, CEI, a contract to provide services for Hazardous Toxic and Radiologic Waste (HTRW) products at various locations in the Corps' North Atlantic region.

July 2015. The U.S. Army Corps of Engineers, Louisville District awarded PARS a contract to perform a Remedial Investigation and Feasability Study at Youngstown Munic Airport in Ohio.

July 2015. Brookdale Community College awarded PARS an on-call contract to provide environmental consulting and other professional services at its Lincroft, NJ, campus and its various satellite campuses.

July 2015. The Department of the Interior awarded the PARS-Southwest Groundwater Consultants team a contract to perform a groundwater model development study at the West Salt River Valley Basin in Pheonix, AZ.

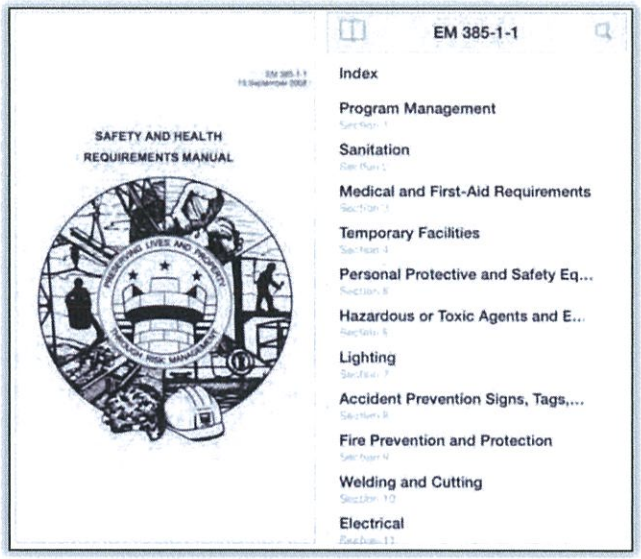
June 2015. The Naval Research Lab awarded PARS a contract to perform an audit of its Environmental Management System (EMS). The

Project Management Systems and Technological Advantages

AshBritt has identified unique arrangements that few other entities have that are advantageous for effective implementation of the activities included in this RFP.

○ *USACE Safety App EM 385-1-1*

AshBritt may utilize the USACE Safety App during operations and project management. The provisions of EM 385-1-1 implement and supplement the safety and health standards and requirements contained in 29 CFR 1910, 29 CFR 1926, 29 CFR 1960, 30 CFR 56, EO 12196, DODI 6055.1, DODI 6055.3, AR 40-5, AR 385-10, AR 385-11, AR 385-40, and FAR Clause 52.236-13. AshBritt considers this app as a grave advantage and encourages all personnel working at the TDSRS or on a task order related to disaster recovery and debris removal work to download the app for quick reference out in the field.



○ *Safety Pays in 2018*

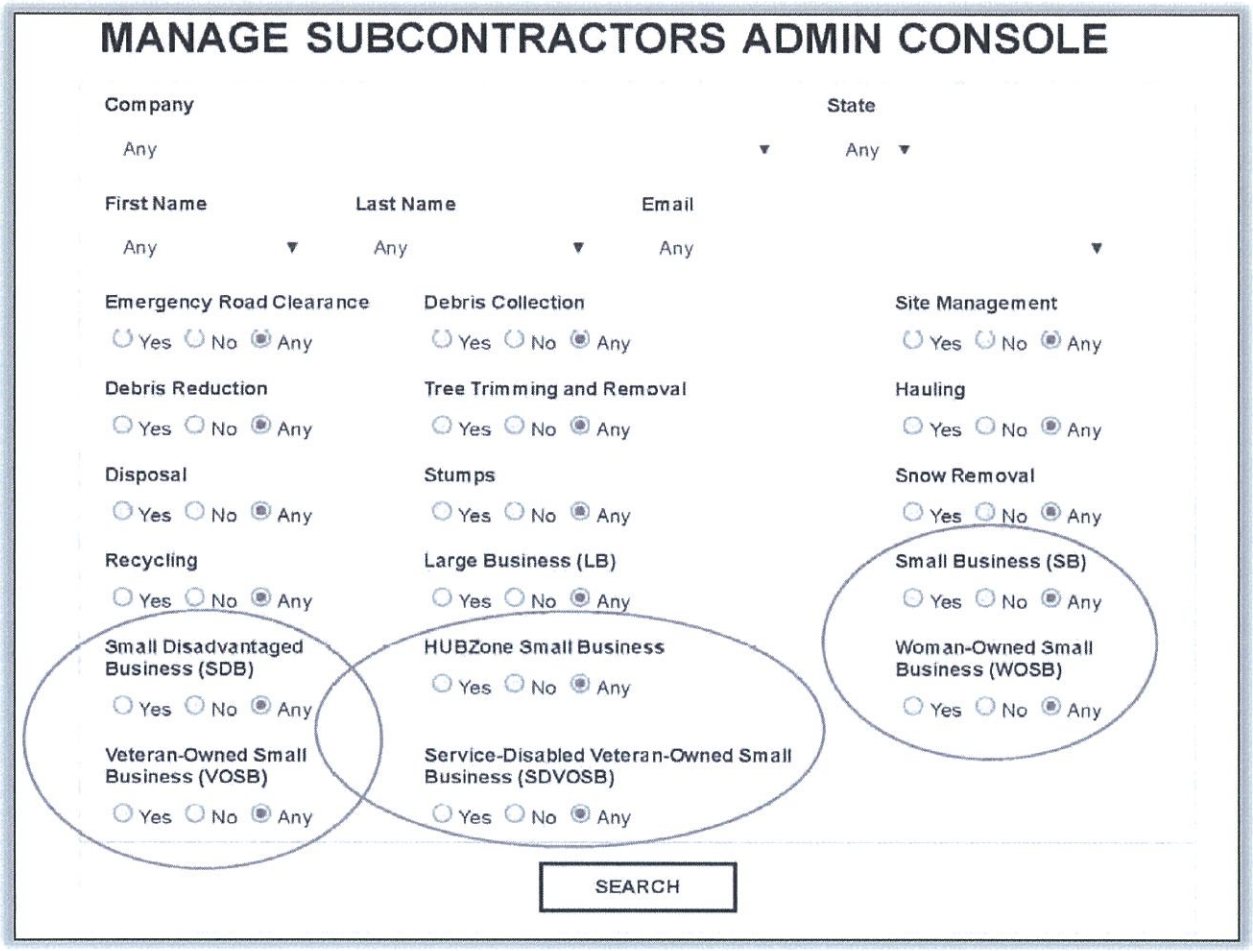
Our innovative **Safety Pays Program** rewards proper safety behavior by distributing gift cards and recognizing outstanding safety acts on each job.

As an example of our commitment to safety, below is an image from one of our Safety Pays Program meetings for our USACE California Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur Fire for a Disaster Debris Removal project in Mendocino County, CA.

Based on their exceptional teamwork and situational awareness, Drew Durant, a supervisor was issued a Safety Pays award as Safety/Quality Control Pays Recipients for the week of 1/6/2018.

- *Caspio*

AshBritt utilizes the Caspio system as a global cloud platform for creating custom business applications.

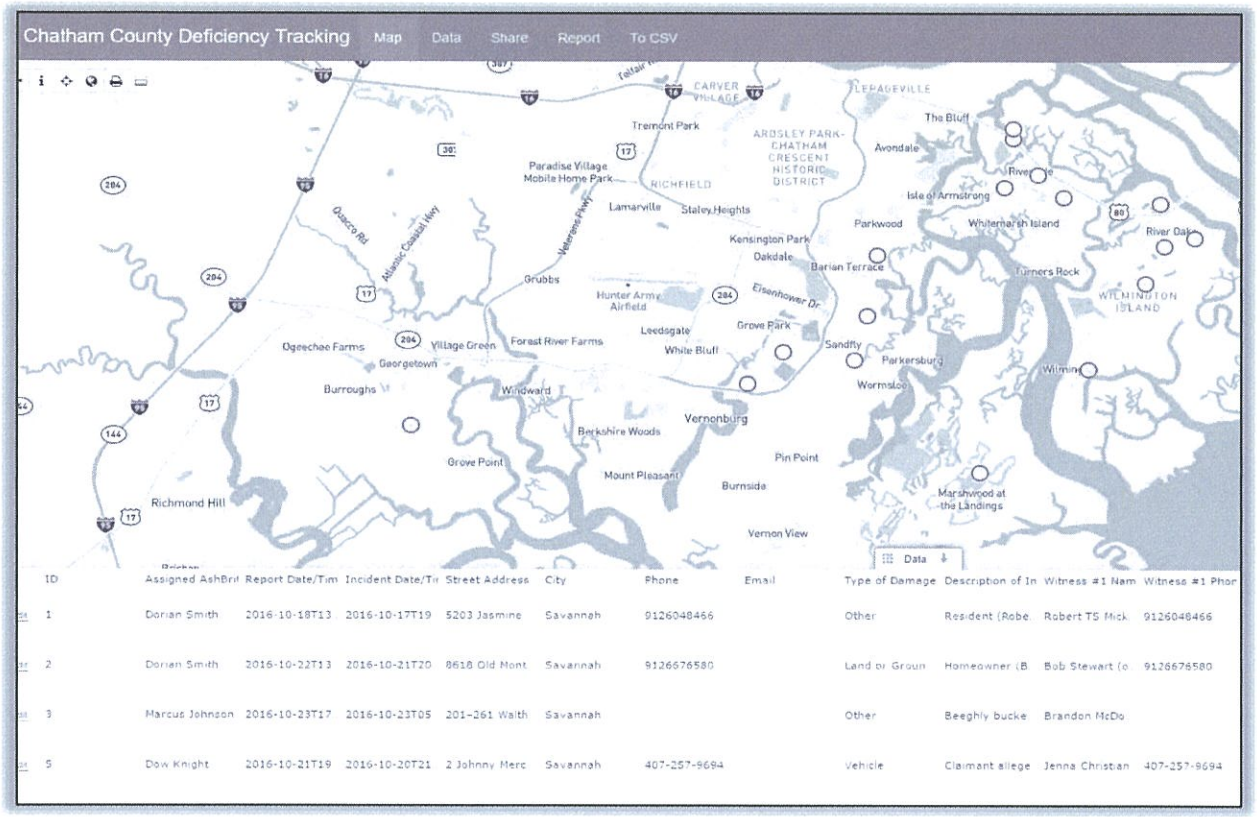


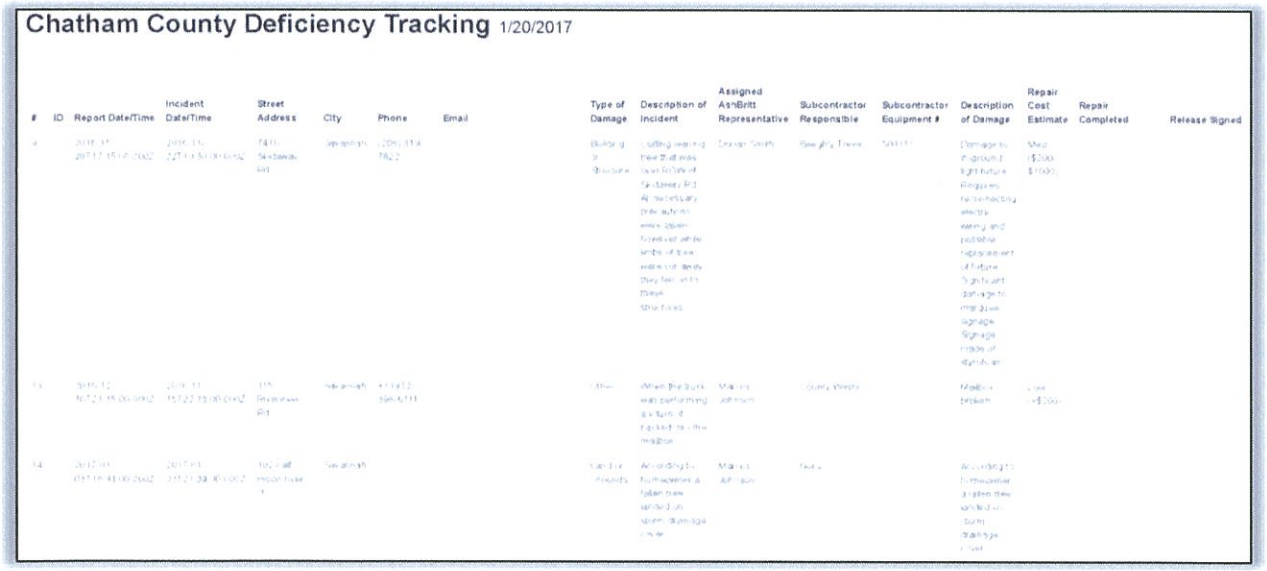
- ***Time Station***

Time Station is a time and attendance system that runs on smartphones and tablets. AshBritt utilized this new technology in our recent mission in California. Overall, we tracked more than $15 million of hourly work for both personnel and equipment. This involved hundreds of personnel and equipment across a large geographic area.

○ *Deficiency Tracking Application – GIS Cloud*

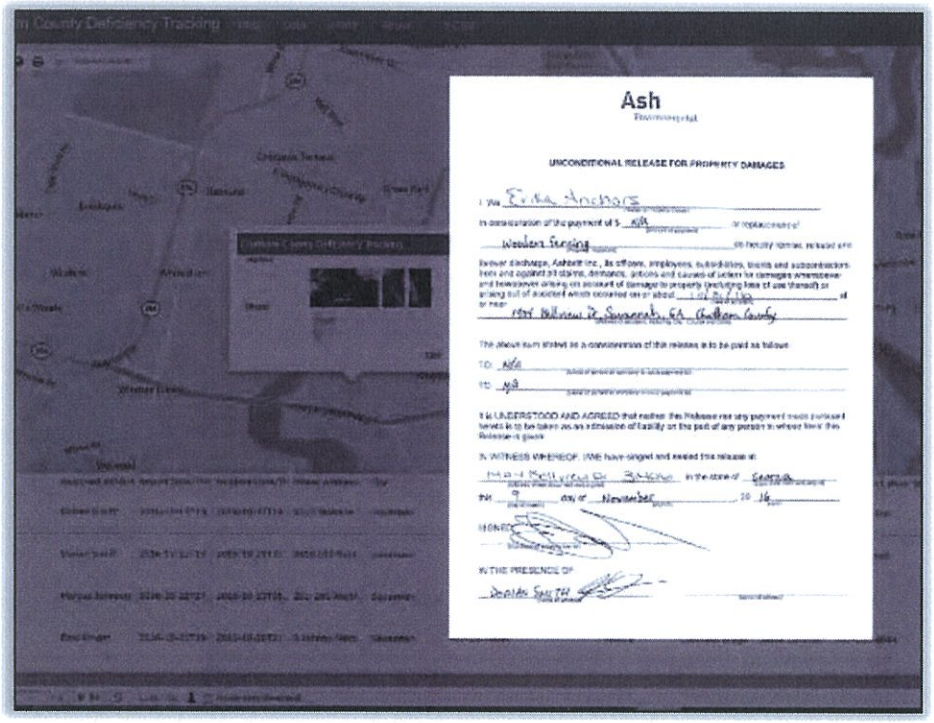
AshBritt also utilizes a deficiency tracking application utilizing GIS platform to reduce time spent transferring data. This system allows AshBritt to make deficiency reports in the field and upload it to the GIS cloud so that all reports are stored for easy reference in case action is needed by a Quality Control Manager/Representative.





Below is a picture of a damage claim for our Chatham County, GA project.

Below is a picture of a release for one of our Chatham County, GA damage claims.



FEMA Understanding and Experience

AshBritt's team has developed a working knowledge of the current regulations and language pertaining to the FEMA Public Assistance Program, Hazard Mitigation Grant Program, Fire Management Assistance Grant Program, the Sandy Recovery Improvement Act, and many other relevant federal programs. More importantly, we have personnel that have administered many of these recovery programs for the state divisions of emergency management and FEMA. In addition, we continually work with our clients to maximize their federal reimbursement by assisting them with a variety of necessary quality control checks, including but not limited to:

- Review FEMA Project Worksheet (PW) for an accurate Scope of Work and unit costs.
- Create a plan to process all daily logs, tickets from the field/contractor, and perform documentation (data entry) of the recovery process.
- Perform daily, weekly ticket reconciliation, and final reconciliation of the debris removal ticket ledgers and disposal ledgers (DMS to final disposal), per FEMA requirements.
- Provide FEMA Category A Submittals including final inspection reports.
- Review project documentation for consistency, compliance, and completeness.
- Assist with submission of Requests for Payment, if necessary.
- Make recommendations to the City representatives for reimbursement tasks.
- Assist the City with negotiations with federal and state agencies, and verify completion of work task items for FEMA Category A-B for contract closeout.
- Provide pre-event training and recovery overview to the management staff, applicable the City of Charleston staff, and elected officials as needed.
- Brief the City Debris Manager on the recovery process, critical meetings, required procedures, and the current disaster recovery environment to maximize reimbursements through federal programs.
- Recommend and assist in the organization of a community disaster recovery program and team.
- Prepare and brief the local disaster recovery team for key FEMA recovery meetings, the Applicant's Briefing, and the Kickoff Meeting.
- Assist City staff with preliminary documentation for the project worksheets, a critical undertaking to ensure full reimbursement.
- Assist and support the local recovery team throughout the recovery for as long as needed.
- Provide guidance of alternate grants (NRCS, FHWA, State DOT, et al.) and/or mitigation opportunities such as the Hazard Mitigation Grant Program (HMGP) resulting from the disaster event.
- Conduct an exit interview with community managers and/or local recovery team members.
- Prepare a disaster event after-action report for community management.
- Remain available for additional special assistance and guidance such as an audit.

○ *Experience Administering Federal Programs*

Jim. Loomis – Mr. Loomis has relevant disaster management capabilities developed during his 12-year career at the State of Florida Department of Community Affairs within the Florida Division of Emergency Management (FDEM)/***State Emergency Response Team (SERT).*** Mr. Loomis worked extensively on all types of federal assistance projects and handled many programs. He has supervisory and hands-on experience with more than one hundred federal disaster declarations in the areas of government-to-government assistance for wildfire management and infrastructure support; government-to-individual assistance to meet uninsured family needs, and government-to-business assistance for uninsured business recovery needs.

Mr. Loomis was the primary liaison and coordinator for the emergency management community in the public-private partnership that became the Partners in Recovery Program with the Florida Insurance Industry. This partnership between the Florida Insurance Council, the Insurance Department, and Emergency Management is a national model for coordination of disaster recovery activities. The system of sharing information amongst recovery partners has benefited citizens by expediting assistance from all sources during difficult circumstances.

While with SERT, Mr. Loomis worked in the hurricane shelter survey program, in the Community Right to Know program, in the Emergency Management GIS Unit and then served as the ***Bureau Chief/Administrator of the***

Disaster Recovery Programs. In this capacity, he was responsible for planning, coordination, oversight, and development of emergency recovery activities and worked with stakeholders for four years on the legislation that became the Disaster Mitigation Act of 2000.

Barry Scanlon - Barry W. Scanlon is a co-founder at DCMC Partners, a strategic management consulting firm that provides consulting and partnership development services to the private sector, governments, and non-profit clients. Prior to DCMC, Mr. Scanlon was co-founder and partner at Witt O'Brien's, where he served as Senior Vice President of Business Development and Government Relations. He held a critical role in numerous avenues related to their disaster consulting. Mr. Scanlon had an intricate role with disaster consulting and monitoring contracts with the State of Louisiana in the aftermath Hurricane Katrina, the New York/New Jersey Port Authority after 9/11, the City of Joplin following the devastating 2011 tornado, and the State of Indiana after the 2011 State Fair stage collapse.

Prior to his role of Sr. VP at Witt O'Brien's, Scanlon led the government relations consulting practice as President of Witt Associates. His experience building an industry-leading crisis management company has given him personal understanding of how to manage and assist jurisdictions with the technical assistance guidance needed after major disasters. Prior to his leadership at Witt Associates, ***Mr. Scanlon was appointed as Director of Corporate Affairs for the Federal Emergency Management Agency*** by President William J. Clinton. At FEMA, he created, developed, and implemented Project Impact, a $100 million joint public-private sector initiative focused on building resilient communities.

Mark Merritt - Mark C. Merritt is a co-founder at DCMC Partners, a strategic management consulting firm that provides consulting and partnership development services to the private sector, governments, and non-profit clients. Prior to DCMC, Mark C. Merritt was co-founder and partner at Witt O'Brien's, where he served as Senior Vice President of the firm's Recovery Division. Mr. Merritt and his team of technical experts managed large-scale disaster debris Clean Up operations; worked with clients to navigate the challenging regulatory areas of insurance and government reimbursement; and supported clients in evaluating, financing, and executing opportunities to rebuild after disasters. He co-founded Witt Associates in 2001, and his team managed and implemented more than $20 billion in federal reimbursement, including $17 billion in FEMA Public Assistance and $3.5 billion in FEMA Hazard Mitigation Grant Program funding.

Merritt and his team have worked every major disaster in the U.S. and its territories over the past 13 years. Merritt managed large-scale disaster recovery efforts for the State of Louisiana (after Hurricane Katrina and subsequent storms) and for the State of New Jersey (following Superstorm Sandy). Other clients have included the states of Indiana and Iowa (after the devastating 2008 floods), the State of Florida (following the 2004 hurricanes), and the University of Texas System (in the aftermath of hurricanes). Mr. Merritt graduated from West Point Military Academy. He served six years of active duty in positions ranging from an intelligence officer to an executive officer and aid to three different Army Generals. Following his military service, Merritt started at FEMA as a Program Assistant to the Director in the agency's recovery division. There he learned the intricacies of recovery programs and served as recovery representative to the White House. ***He was promoted to FEMA Deputy Chief of Staff*** and spearheaded the agency's first-ever team to review, reconcile, and closeout past disaster recovery programs. In its first year, the team returned more than $2 billion in federal assistance to the U.S. Treasury.

- ***FEMA Organization***

To fully understand how the Public Assistance Program works, it is essential first to understand the organizational structure as it relates to FEMA. Following a disaster declaration by the President of the United States, FEMA will enter into a contract with the state (or Non-Federal Entity) that will define the responsibilities and accountabilities of the federal and state governments. Once the state has requested federal assistance for the recovery through the application by the Governor, becomes the "Applicant." Local jurisdictions (or Non-Federal Entities) seeking federal assistance through the state are "Sub-applicants" with no direct contractual relationship to FEMA. The best situation for the City is to have a robust State Emergency Management Department that is willing and able to support their constituent communities when the inevitable conflicts arise during the recovery mission. Without consistent and firm support from the state; disputes related to eligibility, contract implementation, and

reimbursement will invariably be determined solely by FEMA in favor of their position regardless of the impact to the local community(s). Fortunately, AshBritt and our employees have assisted multiple clients with the formulation of appeals for current clients and during our employee's tenure at previous emergency management agencies.

- ***The Process for Payment***

The Project Worksheet (PW) is the FEMA document used to request funding for specific recovery projects. A properly formatted PW will fully detail the necessity of a project, the scope of the project and will accurately forecast the costs associated with the project. Small projects are written by local governments, and large projects are written by FEMA. Debris removal projects, which make up most all Public Assistance grants, are almost exclusively large projects. The FEMA PA Project Specialist (formerly known as the Project Officer) assigned to the local government will begin the process of gathering data and writing the debris removal PW within days or weeks after the event. Several sets of critical data are necessary to complete the PW.

- Accurate estimates of the total amount of debris to be collected.
- Accurate estimates of the total cost of the debris removal project.
- Accurate database tracking of work completed to date.
- Invoices submitted by and payments to the contractor.

Upon completion of the PW, it is sent to the Disaster Field Office (DFO) and reviewed by the PA Group Supervisor (formerly known as the Public Assistance Officer) and staff. If approved, the PW is then sent to the Federal Coordinating Officer (FCO) for additional review and endorsement. Approved PW claims exceeding $1,000,000 in value may also be sent to FEMA Headquarters for its consideration and approval. At any time in this process, the PW may be returned to the original FEMA PA Group Specialist for additional information or may be returned to the local government as a denied PW. A denied PW can be appealed to the FCO and then to FEMA Headquarters. Strong state support of the local government request is necessary for a successful appeal.

Once approved, the PW is scheduled for payment by FEMA to the state, and by the state to the local government. If the process works as designed the first PW should be completed in 3 to 4 weeks; the FEMA and state processing 3 to 4 weeks; payment transfers, federal to state and state to local, 2 to 3 weeks. Additional PW or supplements to the original PW should take about half the time as the original. Most of these processes take longer due to unforeseen delays.

- ***What can delay payment?***

- Lack of documentation or low-quality contractor invoice support
- Poorly estimated debris quantities or project costs
- Inadequate monitoring by the local government
- An extreme number of local claims
- Lack of immediate FEMA funds
- FEMA cost-containment initiatives

- ***FEMA Public Assistance Program: An Overview***

- The PA Program assists in the restoration of community infrastructure
- Supplemental cost reimbursement program
- Specific eligibility requirements
- FEMA share of eligible costs awarded to State for disbursement to the subgrantee
- Emergency and permanent work for small, large and approved alternate projects are available
- Special considerations for Hazard Mitigation, Environmental Requirements, Historic Preservation & Cultural Resources, Special Flood Hazard Areas and Insurance Requirements
- Key support: Public Assistance Coordinator (PAC)
- Urgent Resources: Immediate Needs Funding

TAB B. *Fee Proposal*

**** Please see the following pages for AshBritt's Fee Proposal ****

Total Estimated Contract Price

Storm Debris Removal 2019

Please do not forget to include the Unit Rate Price Schedule.

Total-$ 5,662.55 DK

SUBMITTED BY: Dow Knight

PROPOSER: AshBritt, Inc.

SIGNED: Dow Ka

NAME (PRINT): Dow Knight

ADDRESS: 565 E. Hillsboro Blvd.

CITY/STATE: Deerfield Beach, Fl ZIP 33441

TELEPHONE: (954) 725-6992 Area Code FAX: (954) 725-6991
Area Code Area Code

INDICATE MINORITY OWNERSHIP STATUS OF BIDDER (FOR STATISTICAL PURPOSES ONLY):
CHECK ONE:

✓ NON-MINORITY OWNED

_____ ASIAN AMERICAN _____ AFRICAN AMERICAN _____ AMERICAN INDIAN

_____ HISPANIC _____ OTHER MINORITY Describe_____

_____ WOMAN (non-minority)

City of Charleston, South Carolina Debris Proposal

SECTION III
FEE PROPOSAL

I have read and understand the requirements of this request for proposal Event# 1508 and agree to provide the required services in accordance with this proposal and all attachments, exhibits, etc. The proposed fees shall include all labor, material and equipment to deliver and provide the equipment and services as outlined in the RFP and should include any travel or per diem expenses and any other miscellaneous expense involved. The fee for providing the required equipment and services are:

SCHEDULE 1 - HOURLY EQUIPMENT AND LABOR PRICE SCHEDULE

Equipment Type	Hourly Equipment Rate
Bobcat Loader	$ 105.00
Bucket Truck w/ Operator	$ 175.00
Crash Truck w/ Impact Attenuator	$ 95.00
Dozer, Tracked, D5 or similar	$ 155.00
Dozer, Tracked, D6 or similar	$ 165.00
Dozer, Tracked, D7 or similar	$ 185.00
Dozer, Tracked, D8 or similar	$ 195.00
Dump Truck, 18 CY - 20 CY	$ 135.00
Dump Truck, 21 CY - 30 CY	$ 135.00
Generator and Lighting	$ 45.00
Grader w/ 12' Blade	$ 125.00
Hydraulic Excavator, 1.5 CY	$ 125.00
Hydraulic Excavator, 2.5 CY	$ 110.00
Knuckleboom Loader	$ 145.00
Lowboy Trailer w/ Tractor	$ 225.00
Mobile Crane (Adequate for hanging limbs/leaning trees)	$ 125.00
Pickup Truck, .5 Ton	$ 150.00
Truck, Flatbed	$ 20.00
Water Truck	$ 35.00
Wheel Loader, 2.5 CY, 950 or similar	$ 110.00
Wheel Loader, 3.5 - 4.0 CY, 966 or similar	$ 145.00
Wheel Loader, 4.5 CY, 980 or similar	$ 195.00
Wheel Loader, Backhoe, 1.0 - 1.5 CY	$ 195.00
Other - Please List	$ 115.00
Labor Category	**Hourly Labor Rate**
Operations Manager w/ Cell Phone and Pickup	$ 95.00
Crew Foreman w/ Cell Phone and Pickup	$ 65.00
Tree Climber w/ Chainsaw	$ 95.00
Laborer w/ Chainsaw	$ 55.00
Laborer w/ Small Tools, Traffic Control, or Flag-Person	$ 45.00

SCHEDULE 2 - UNIT RATE PRICE SCHEDULE

Refer to Section No. 2.15 of the RFP

Description	Rate	Unit of Measure	Estimate	Total
ROW Vegetative Debris Removal - consists of pick and transport of vegetative debris on the ROW to a City-approved DMS **or other designated disposal facility**.	$ 8.25	Cubic Yards	1	$ 8.25

ROW Construction & Demolition Debris Removal - Work consists of pick and transport of C&D debris on the ROW to a City-approved DMS **or other designated disposal facility**.	$ 8.95	Cubic Yards	1	$	8.95
Demolition, Removal, and Transport of Structures - consists of all labor, equipment, fuel, and miscellaneous costs necessary to demolish structures on private property.	$ 13.50	Cubic Yards	1	$	13.50
DMS Management and Operations - consists of the management and operation of DMS' for acceptance, management, segregation, and staging of disaster related debris.	$ 2.45	Cubic Yards	1	$	2.45
Reduction of Storm Generated Debris by Grinding - consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by grinding.	$ 2.25	Cubic Yards	1	$	2.25
Reduction of Storm Generated Debris by Incineration - consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce storm generated debris by incineration.	$ 2.25	Cubic Yards	1	$	2.25
Haul-out of Reduced Vegetative Debris to Final Disposal Site - consists of pick up and transport of reduced debris at a City-approved DMS to a final disposal facility.	$ 7.95	Cubic Yards	1	$	7.95
Haul-out of Reduced Construction and Demolition Debris to Final Disposal Site - consists of pick up and transport of reduced debris at a City-approved DMS to a final disposal facility.	$ 8.95	Cubic Yards	1	$	8.95
Final Disposals Tipping Fees for Republic Services Spring Grove Landfill	$ 49.50	Ton	1	$	49.50
Final Disposals Tipping Fees for Dorchester Biomass	$ 4.50	Cubic Yards	1	$	4.50
Removal of Hazardous Leaning Trees and Hanging Limbs - consists of removing hazardous leaning or hanging limbs and placing them on the ROW for haul-off.					
a. 12 inch to 23.99-inch diameter (per Tree)	$ 75.00	Tree	1	$	75.00
b. 24 inch to 35.99-inch diameter (per Tree)	$150.00	Tree	1	$	150.00
c. 36 inch to 47.99-inch diameter (per Tree)	$350.00	Tree	1	$	350.00
d. 48 inch and larger diameter (per Tree)	$450.00	Tree	1	$	450.00
Hanger Removal (per Tree)	$ 85.00	Tree	1	$	85.00
Removal of Hazardous Stumps - consists of removing hazardous stumps and placing them on the ROW for haul off.					
a. 24 inch to 35.99-inch diameter (per Stump)	$150.00	Stump	1	$	150.00
b. 36 inch to 47.99-inch diameter (per Stump)	$225.00	Stump	1	$	225.00
c. 48 inch and larger diameter (per Stump)	$295.00	Stump	1	$	295.00
Household Hazardous Waste Removal, Transport, and Disposal - consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Household Hazardous Waste.	$ 10.00	Pound	1	$	10.00
Abandoned Vehicle Removal - of the removal of abandoned vehicles in areas identified and approved by the City and subsequently transported to a City approved staging area.	$ 50.00	Unit	1	$	50.00
Animal Carcass Removal and Disposal - consists of the removal of animal carcasses in areas identified and approved by the City and subsequently transported to a City approved staging area.	$ 10.00	Unit	1	$	10.00
ROW White Goods Debris Removal - consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of White Goods.	$ 45.00	Cubic Yards	1	$	45.00
Freon Removal - consists of the recovery and disposal of refrigerants from items containing Freon.	$ 20.00	Unit	1	$	20.00
Asbestos Removal - consists of all labor, equipment, fuel, and miscellaneous costs necessary for removal, transportation, and disposal of Asbestos.	$ 20.00	Cubic Yards	1	$	20.00

TAB C. *Schedule of Minority and Women-Owned Business*

**** Please see the following pages for AshBritt's Schedule ****

NON-DISCRIMINATION STATEMENT

The proposer certifies that:

(1) No person shall be excluded from participation in, denied the benefit of, or otherwise discriminated against on the basis of age, sex, race, disability, national origin, religion, sexual orientation or gender identity in connection with any bid submitted to the City of Charleston or the performance of any contract resulting therefrom; (See #51 on page 12).

(2) That it is and shall be the policy of this Company to provide equal opportunity to all business persons seeking to contract or otherwise interested in contracting with this Company, including those companies owned and controlled by racial minorities, cultural minorities, and women;

(3) In connection herewith, we acknowledge and warrant that this Company has been made aware of, understands and agrees to take affirmative action to provide such companies with the maximum practicable opportunities to do business with this Company;

(4) That this promise of non-discrimination as made and set forth herein shall be continuing in nature and shall remain in full force and effect without interruption;

(5) That the promises of non-discrimination as made and set forth herein shall be and are hereby deemed to be made as part of and incorporated by reference into any contract or portion thereof which this Company may hereafter obtain and;

(6) That the failure of this Company to satisfactorily discharge any of the promises of non-discrimination as made and set forth herein shall constitute a material breach of contract entitling the City of Charleston to declare the contract in default and to exercise any and all applicable rights and remedies including but not limited to cancellation of the contract, termination of the contract, suspension and debarment from future contracting opportunities, and withholding and or forfeiture of compensation due and owing on a contract.

Signature	SVP Title

Note: The Minority/Woman-Owned Business Office is available to identify qualified M/WBE's. Please contact the Office at (843) 724-7434. This form may be copied as needed. The City of Charleston has also posted a list of registered M/WBE's on its website at http://www.charleston-sc.gov/bidline.

MWBE Compliance Provisions and Instructions
Minority/Women Business Enterprise Program Forms

This Project is covered under the City of Charleston's Minority/Women Business Enterprise (MWBE) Program, administered by Ruth Jordan, MBE Manager, 2 George Street, Suite 3600, Charleston SC, 29401, (843) 724-7434.

The City has established goals for both Minority Business Enterprises (MBE) and Women Business Enterprises (WBE). An MBE is a small business owned and controlled by a minority. A WBE is a small business owned and controlled by a woman. The minority or woman must own fifty-one percent (51%) of the business and they must control the management and daily operations of the business in order to qualify.

Charleston City Council has adopted a policy setting 20% as the guidelines for combined minority-owned and women-owned business enterprise participation for this project. This MWBE requirement for participation in this Contract for services shall be made a part of any contract resulting from this solicitation. These requirements shall also apply to all subcontracts issued by the successful bidder(s).

All bidders must document the extent of their MWBE participation by completing the MWBE Compliance Provision Forms.

All MBE/WBE subcontractors must have a Certificate of Eligibility on file with the City's Minority Business Enterprise Office. A list of certified minority and women-owned firms can be found on the City of Charleston's web site www.charleston-sc.gov under "BIDLINE" link or by contacting Ruth Jordan, MBE Manager, 2 George Street, Suite 3600, Charleston SC, 29401, (843) 724-7434, jordanr@charleston-sc.gov.

COMPLIANCE REQUIREMENTS:

1. The Bidder shall provide, **with their bid form submittal,** the following Affidavits properly executed which signify that the Bidder understands and agrees to abide by the City's MWBE Compliance Provisions.

☑ **Affidavit A - Listing of the Good Faith Effort to Identify & Secure Minority and Women-owned Business Participation.**

AND

☑ **Affidavit B – Work to be Performed by Minority and/or Women-owned Firms**

OR

☐ **Affidavit C –** ***Intent to Perform Contract with Own Workforce***, in making this certification the Bidder states that the Bidder does not customarily subcontract elements of this type of Project and will perform all elements of the work with his/her own current work forces.

Failure to comply with any of the statements, certifications, or intentions stated in the affidavits, or the MBE/WBE compliance provisions shall constitute a breach of the Contract. Any such breach may result in termination of the Contract in accordance with the termination provisions contained in the Contract. It shall be solely at the option of the City of Charleston whether to terminate the contract for breach. In addition to terminating the Contract, the bidder may be prohibited from participation in future solicitations as determined by the City of Charleston.

Name of Company: AshBritt, Inc.

Signature: _____ Date: 08/07/2019

Print Name: Dow Knight Title: SVP

Witness: Jacqueline Ryan

AFFIDAVIT A
Page 1 of 2

City of Charleston, South Carolina Listing of the Good Faith Effort

Affidavit of AshBritt, Inc.
(Name of Bidder)

I have made a good faith effort to comply with the City of Charleston's MWBE compliance provisions under the following checked areas:
(A minimum of 6 areas must be checked in order to have achieved a "good faith effort")

✓ 1. Contacted MWBE businesses that reasonably could have been expected to submit a quote and that were known to the Bidder, or available on Federal, State or local government maintained lists, at least 10 business days before the submittal date and notified them of the nature and scope of the work to be performed. ***Complete Affidavit A, Page 2.***

✓ 2. Followed up with contacted MWBE subsequent to the initial contact and at least 72 hours prior to submittal deadline/bid opening either by phone, facsimile or in person.

o 3. Made the construction plans, specifications, and requirements available for review by prospective MWBE businesses, or providing these documents to them at least 10 business days before the submittal deadline/bid opening.

o 4. Itemized elements of the work or combined elements of the work into economically feasible units to facilitate MWBE participation.

o 5. Attended any pre-solicitation meetings scheduled by the City.

✓ 6. Provided MWBE assistance with getting required bonding or insurance requirements or provided alternatives to bonding or insurance.

✓ 7. Negotiated in good faith with interested MWBEs and did not reject them as unqualified without sound reasons based on their capabilities. ***(Any rejection of a minority or woman-owned business based on lack of qualifications shall include reasons for rejection documented in writing.)***

✓ 8. Provided MWBEs assistance with securing needed equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisted MWBEs in obtaining the same unit pricing with the Bidder's suppliers in order to help such businesses in establishing credit.

o 9. Provided training or mentoring to at least two (2) MWBEs within 120 days prior to submittal deadline/bid opening. The training or mentoring program should be in conjunction with local trade groups, technical schools or community organizations that provide recruitment, education or skill levels.

o 10. Negotiated joint venture, partnership or other similar arrangements with MWBEs in order to increase opportunities for MWBE participation.

✓ 11. Provided quick pay agreements and policies to enable MWBE contractors and suppliers to meet cash-flow demands.

I hereby agree to enter into a formal agreement with the firms listed in Affidavit B Work to be performed by Minority Firms conditional upon execution of a contract with the Owner. Failure to abide by this provision will constitute a breach of the contract.

I hereby certify that I have read and agree to the terms of the Minority / Women-Owned Business Enterprise Program, and I am the Bidder or I am authorized to bind the Bidder to the commitment herein set forth.

Date: 08/12/2019 Name of Authorized Officer (Print/Type): Dow Knight

Signature: Dow K

Title: SVP

AFFIDAVIT A

City of Charleston, South Carolina Minority/Women-Owned Business Participation Efforts

(Use as many sheets as necessary)

I, Dow Knight, SVP of AshBritt, Inc., hereby certify that on this project we contacted the following minority/women-owned business enterprises as subcontractors, vendors, suppliers, or providers of professional services.

1. Minority Firm Name and Contact Green Acres Services, Inc Karen Moore	**Minority Firm Address** 142 Water Wheel Road Ridgeville, SC 29472
Minority Firm Telephone Number (843) 873-6300 **Minority Firm Fax Number** (843) 873-1380 **DBE Certification Number** 03-072319-171	**Minority Group Type** ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
2. Minority Firm Name and Contact Bob Hammond Construction Lori Hammond	**Minority Firm Address** 123 Lisa Ann Lane, Moncks Corner, SC 29461
Minority Firm Telephone Number (843) 761-1655 **Minority Firm Fax Number** (843) 761-2826 **DBE Certification Number** 0305150925	**Minority Group Type** ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
3. Minority Firm Name and Contact ALL-N-1-Security, Inc Mary Parker	**Minority Firm Address** 3915 Cascade Rd , Ste 340, Atlanta, GA 30331
Minority Firm Telephone Number 1(404) 691-4915 **Minority Firm Fax Number** 1(404)691-3279 **DBE Certification Number** 02-062719-165	**Minority Group Type** ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification
4. Minority Firm Name and Contact Spherion Staffing Mary Barnineau	**Minority Firm Address** 4995 Lacross Rd Ste 1050, Charleston, SC 29406
Minority Firm Telephone Number (843) 554-4933 **Minority Firm Fax Number** N/A **DBE Certification Number** 0303071847	**Minority Group Type** ☐ (African American) ☒ (Women) ☐ (Asian American) ☐ (Hispanic) ☐ (American Indian) ☐ (Other) ☐ Follow up Verification

I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 08/12/2019 Name of Authorized Officer (Print/Type): Dow Knight

Sworn to before me this 12th day of August, 2019

Signature: Dow K

Notary Public for the State of Florida

My Commission Expires: 04/08/2023

Title: SVP

Print Name: Jacqueline Ryan

Notary Seal:

Phone Number: (954) 725-6992

Address: 565 E. Hillsboro Blvd. Deerfield Beach, Fl 33441

Jacqueline Ryan

Jacqueline Ryan
NOTARY PUBLIC
STATE OF FLORIDA
Comm# GG321219
Expires 4/8/2023

AFFIDAVIT B

City of Charleston, South Carolina
Work to be Performed by Minority/Women-Owned Businesses

Affidavit of Dow Knight, SVP of AshBritt, Inc. (Name of Bidder). I hereby certify that on the Storm Debris Removal Services Project #19-P019R (Project Name), Total Project Amount $ TBD

I will make a good faith effort to expend a minimum of 20 % of the total dollar amount of the Contract with minority/women-owned business enterprises. Minority/women-owned businesses will be employed as subcontractors, vendors, suppliers, or providers of professional services. Such work will be subcontracted to the following businesses listed below:

(Attach additional sheets if needed)

Name and Phone Number	*Minority Code	Work Description	Dollar Value
Bullzeye Equipment & Supply (843) 899-4004	(W)	Equipment Rental	$ TBD
EnviroSmart, Inc. 843.857.4443	(W)	Environmental / Hazardous Waste	$ TBD
Duncan & Duncan Wetland & Endangered Species Training 843.270.4857	(W)	Environmental / Permitting	$ TBD
Multi-Innovation Works 843.696.2379	(D)	Tree Removal / Clearing	$ TBD
Hard Hat Transportation 843.270.4863	(W)	Hauling / Logistics/ Labor	$ TBD
Old Saint Construction Group 842.795.3895	(D)	Demolition / Site Clearing / Landscaping	$ TBD
Patt-Sing Trucking 843.670.3852	(D)	Debris Hauling	$ TBD

Total MBE Participation: 20 % $ TBD

* Minority categories: African American (**B**); Hispanic (**H**); Asian American (**A**), American Indian (**I**); Woman Owned (**W**); Other (**D**)

I will enter into a formal Contract with the above minority/women-owned business enterprises for the work listed in the above schedule conditional upon execution of a Contract with the Owner.

I certify that I have read the terms of this commitment and I am the Bidder or authorized to bind the Bidder to the commitment set forth herein. I certify, under penalties of perjury, that I have examined the information in this affidavit, and to the best of my knowledge and belief, this information is true, correct and complete.

Date: 08/12/2019 Name of Authorized Officer (Print/Type): Dow Knight

Signature: Dow K

Title: SVP

Sworn to before me this 12th day of August, 2019.

My Commission Expires: 04/08/2023

Print Name: Jacqueline Ryan

Phone Number: (954) 725-6992

Address: 565 E. Hillsboro Blvd. Deerfield Beach, Fl 33441

Jacqueline Ryan

Notary Public for the State of Florida

Notary Seal:

Jacqueline Ryan
NOTARY PUBLIC
STATE OF FLORIDA
Comm# GG321219
Expires 4/8/2023

MBE Subcontractor Letters of Interest

Please see the following pages for AshBritt's MBE Subcontractor letters of interest and supporting documents. The subcontractors identified below identifies AshBritt's wide array of local support resources that are able to assist with this effort. Having multiple local subcontracting partners facilitates rapid response times.

August, 7 2019

AshBritt, Inc.
565 E. Hillsboro Blvd
Deerfield Beach, FL 33441

Subject: RFP #19-P019R Storm Debris Removal Services

Dear Mrs. Perkins Castillo,

This letter serves as notification of our interest to assist the City of Charleston, SC & AshBritt, Inc., by offering to make our services available in the event they are awarded the contract, and are activated for Disaster Debris Management and Removal Services during the contract's term.

- **Company Information:** President, Old Saint Construction LLC (Name), incorporated on Antonio Lopez PRES. (Date). 8-9-14
- We qualify as the following business types and attach the certification)
- **Federal ID #** 26-412 4957
- **Current/Active licenses held:** City CHAS. South Carolina State
- **Number of Equipment/Personnel Available:** 3 Equipment & 2 TRUCKS Personnel 4

If anything additional is needed feel free to reach me at 843-514 2568.

Sincerely, Antonio Lopez

CHARLESTON COUNTY

CHARLESTON COUNTY S·B·E SMALL BUSINESS ENTERPRISE PROGRAM

Certified Charleston County Small Business Enterprise

Old Saint Construction Group LLC
Charleston, SC

Certification No. 050610-10-CN-001

Valid Until: May 6, 2020

Certified for: *Site Clearing, Demolition, Painting, Roofing, Landscaping & Remodeling Services*

Holly S. Chesser, Program Manager
Small Business Enterprise Program

Issued On: May 28, 2019

SOUTH CAROLINA UNIFIED CERTIFICATION PROGRAM

CERTIFICATE OF ELIGIBILITY

granted to

OLD SAINT CONSTRUCTION GROUP, LLC

It has been determined that the firm listed above has met all federal requirements found in Code of Federal Regulations (49 CFR Part 26) to participate in the Disadvantaged Business Enterprise Program in South Carolina.

Area of Work:

Site Clearing, Demolition, Painting, Roofing, Landscaping, and Remodeling Services

Issue Date: 6/2/2009

Arlene Prince

Director of Business Development & Special Programs
South Carolina Department of Transportation

FEDERAL AVIATION ADMINISTRATION

FTA U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL TRANSIT ADMINISTRATION

DEPARTMENT OF TRANSPORTATION UNITED STATES OF AMERICA

August, 7 2019

AshBritt, Inc.
565 E. Hillsboro Blvd
Deerfield Beach, FL 33441

Subject: RFP #19-P019R Storm Debris Removal Services

Dear Mrs. Perkins Castillo,

This letter serves as notification of our interest to assist the City of Charleston, SC & AshBritt, Inc., by offering to make our services available in the event they are awarded the contract, and are activated for Disaster Debris Management and Removal Services during the contract's term.

- **Company Information:** President, Frank P. Ancrum (Name), incorporated on July 2012 (Date).
- We qualify as the following business types and attach the certification)
- **Federal ID #** 320410968
- **Current/Active licenses held:** North Charleston - Charleston Business license
- **Number of Equipment/Personnel Available:** (2) Grapple Trucks, (2) Dump Trucks, (2) 30ft Gooseneck etc..

If anything additional is needed feel free to reach me at _____.

Sincerely,

CAPABILITY STATEMENT

HHT
HARD HAT
TRANSPORTATION

Hard Hat Transportation, LLC is a small business, owner and operated, 3rd party logistics company with a team of experienced professionals with more than 20 years of industry experience. HHT leverages its expertise, commitment to service and technology to give its customers a competitive edge in today's challenging business climate. HHT offers creative and innovative solutions for transporting goods that include all modes of service and levels of transportation. HHT focuses on customer services that result in the creation of proprietary processes and programs that improve turnaround time, shorten transit times, minimize loss, reduce claims, and provide for unparalleled control over shipments to and from vendors and suppliers. Providing superior service to every client is the single most important job of the company.

Hard Hat Logistics is a complete supply chain network solutions provider based in Charleston, SC. We provide this through our local Asset Light 3PL network, our growing fleet of cross-border highway units, our integrated logistics department and our state of the art warehousing and distribution facility. We can move your freight anywhere in the continental USA and Canada. Including inter-state!

http://www.newcarolina.org/UserFiles/ncar/Documents/TDL%20Council%20Brochure.pdf

Mission Statement:

Our mission is to be the top logistics solutions provider available for companies that demand integrity, excellence and competitive rates. No matter how large or small that company may be. We are a Small Minority Business Enterprise Certified Firm.

Our Strengths: Cross-border to and from the USA [48 states]. Our strategic alliances based in the Port Cities that support area warehousing, cross-dock and distribution from our terminal in Charleston, South Carolina.
We are pleased to offer you the following services:

Transportation (TMS)	Delivery (Just In Time)
Light Assembly	Inventory Management (MRP)
Warehousing	Expedited Services (EDI capability)
Cross dock Distribution	Logistic Solutions

CAGE Code: 5D8F0
NAICS: 48410, 484110, 493110, 541614

Past Performance:

CONUS, American Product Distributors (APD), Metro Transportation Services, ARD Logistics, Key Logistics, Nanostatics, IAQ Group Inc., Cardinal Health, Global Moves L&M

References to include, but not limited to the following:

Kendall Taylor
President
Metro Transportation Services, LLC
4123 Rose Lake Drive, Ste. A
Charlotte, NC 28217
704.749.5295
ktaylor@ridewithmetro.com

Nathaniel Jackson
President
Charleston Brace Company, LLC
3489 Ladson Rd.
Ladson, SC 29456
843.871.0600
Njackson@charlestonbrace.com

Ashley Steve Scott
President/Founder
NanoMeld
18646 US Highway 23
Circleville, Ohio 43113
740-477-5900
Ascott@nanostatics.com

Joseph Jefferson III
Vice President
Palmetto Civil Group
2850 Ashley Phosphate Rd. Ste H
North Charleston, SC 29418
jjefferson@palmettocivilgroup.com

Sylvester Hester
President/CEO
4279a Crosspoint Drive
Ladson, SC 29456
Shester@ardlogistics.com

Hard Hat Transportation, LLC
P.O. Box 41106
North Charleston, SC 29423
www.hardhattransportation.com
hardhattransportation@gmail.com

NAICS: 484110
493110
541614

Certifications: SBA, SBE, MBA, MBE, DBE, OSBMA, SCDOT, FTA, FAA

Contact Person: Frank P. Ancrum III
fancrum@hardhattransportation.com
843.270.4863

CHARLESTON COUNTY
SOUTH CAROLINA

CHARLESTON COUNTY S·B·E SMALL BUSINESS ENTERPRISE PROGRAM

Certified Charleston County Small Business Enterprise

Hard Hat Transportation, LLC
North Charleston, SC

Certification No. 020617-10-OS-001

Valid Until: *February 6, 2018*

Certified for: *General Ware house & Storage, Couriers & Express Delivery Services, Specialized Freight Trucking, General Freight Trucking Local, Freight Transportation Arrangement, Distributor*

Issued On: February 6, 2017

Susan J. Hogan, Manager
Small Business Enterprise Program
Charleston County Contracts & Procurement

City of Charleston

MWBE Certification

This is to certify that

Hard Hats Transportation, LLC

has met the requirements and is a certified minority or woman-owned business enterprise in good standing with the City of Charleston, South Carolina's Minority and Women Business Enterprise Program.

July 24, 2018	0107231857	July 31, 2020
Date of Certification	**Certification Number**	**Expiration Date**

MBE Manager

UCP UNIFIED CERTIFICATION PROGRAM

Certificate of Eligibility

granted to

Hard Hat Transportation, LLC

It has been determined that the firm listed above has met all federal requirements in accordance with the Code of Federal Regulations (49 CFR Part 26) and is thereby eligible to participate in the Disadvantaged Business Enterprise Program in the State of South Carolina.

Area of Work:
Transportation distribution and logistics; hauling (2); supplier of medical office supplies

NAICS

484110, 484121, 484210, 484220, 493110, 541614

Issue Date: 10/3/2016

Director of Business Development & Special Programs
South Carolina Department of Transportation

Business Development and Special Programs • 955 Park Street • P.O. Box 191 • Columbia SC 29202-0191
(803)737-1372 • Fax (803)737-2021 • www.scdot.org/doing_dbe.shtml

SCDOT FTA U.S. DEPARTMENT OF TRANSPORTATION FEDERAL TRANSIT ADMINISTRATION FEDERAL AVIATION ADMINISTRATION DEPARTMENT OF TRANSPORTATION UNITED STATES OF AMERICA

SCDOT

October 3, 2016

Mr. Frank Ancrum
Hard Hat Transportation, LLC
Post Office Box 41106
North Charleston, SC 29423

RE: Disadvantaged Business Enterprise Certification

Dear Mr. Ancrum:

We are pleased to inform you that your firm has been approved for participation as a Disadvantaged Business Enterprise (DBE) with the South Carolina Unified Certification Program (SCUCP). The SCUCP is a "One-Stop Shopping" certification program that eliminates the need for DBE firms to obtain certifications from multiple United States Department of Transportation (USDOT) recipients that receive federal financial assistance within South Carolina.

As a condition of your certification, you will be required to submit your Personal Financial Statement, an Affidavit of No Change, and current Tax Returns on an annual basis. You must report to this office any changes in ownership, management, control and location of the firm. Your firm will be listed in the unified DBE Directory as follows:

Hard Hat Transportation, LLC Post Office Box 41106 North Charleston, SC 29423 Contact: Frank Ancrum (843)270-4863 Website: *www.hardhattransportation.com*	*Area of Work*: Transportation distribution and logistics; hauling (2); supplier of medical / office supplies *NAICS*: 484110, 484121, 484210, 484220, 493110, 541611

I am enclosing information regarding our agency's Business Development Center (BDC). The BDC provides services to firms participating with the SCUCP. To learn more information regarding the programs and services offered through the BDC, please contact the BDC staff at (803) 737-6426. If you have any questions regarding your certification or the SCUCP in general, please call Christina Johnson or Gary S. Linn at (803) 737-4672.

Sincerely,

Arlene Prince

Arlene Prince, Ph.D.
Director, Business Development &
Special Programs

AP:cg-UCP
Enclosure

SCDOT

October 3, 2016

Mr. Frank Ancrum
Hard Hat Transportation, LLC
Post Office Box 41106
North Charleston, SC 29423

RE: Disadvantaged Business Enterprise Certification

Dear Mr. Ancrum:

We are pleased to inform you that your firm has been approved for participation as a Disadvantaged Business Enterprise (DBE) with the South Carolina Unified Certification Program (SCUCP). The SCUCP is a "One-Stop Shopping" certification program that eliminates the need for DBE firms to obtain certifications from multiple United States Department of Transportation (USDOT) recipients that receive federal financial assistance within South Carolina.

As a condition of your certification, you will be required to submit your Personal Financial Statement, an Affidavit of No Change, and current Tax Returns on an annual basis. You must report to this office any changes in ownership, management, control and location of the firm. Your firm will be listed in the unified DBE Directory as follows:

Hard Hat Transportation, LLC
Post Office Box 41106
North Charleston, SC 29423
Contact: Frank Ancrum
(843)270-4863
Website: *www.hardhattransportation.com*

Area of Work: Transportation distribution and logistics; hauling (2); supplier of medical / office supplies

NAICS: 484110, 484121, 484230, 484220, 493110, 541614

I am enclosing information regarding our agency's Business Development Center (BDC). The BDC provides services to firms participating with the SCUCP. To learn more information regarding the programs and services offered through the BDC, please contact the BDC staff at (803) 737-6426. If you have any questions regarding your certification or the SCUCP in general, please call Christina Johnson or Gary S. Linn at (803) 737-4672.

Sincerely,

Arlene Prince

Arlene Prince, Ph.D
Director, Business Development &
Special Programs

AP:cg-UCP
Enclosure

August. 7 2019

AshBritt. Inc.
565 E. Hillsboro Blvd
Deerfield Beach. FL 33441

Subject: RFP #19-P019R Storm Debris Removal Services

Dear Mrs. Perkins Castillo.

This letter serves as notification of our interest to assist the City of Charleston, SC & AshBritt. Inc., by offering to make our services available in the event they are awarded the contract. and are activated for Disaster Debris Management and Removal Services during the contract's term.

- **Company Information:** President, Brian LaRoche (Name), incorporated on 10-27-2017 (Date).
- We qualify as the following business types and attach the certification)
- **Federal ID #** 82-3424439
- **Current/Active licenses held:** City of Charleston Buisness License
- **Number of Equipment/Personnel Available:** 8/6

If anything additional is needed feel free to reach me at 843-696-2379.

Sincerely,

Brian LaRoche

City of Charleston
2 George St.
Charleston, SC 29401
Phone: (843) 724-3711

Business License Receipt

DATE	02/19/2019
INVOICE #	00116651

ACCOUNT:

MULTI-INNOVATION WORKS
236 SWALLOW TRAIL LN
GOOSE CREEK, SC 29445

Class: 5
NAICS: 541320

LICENSE #	BL008255-09-2017

CHARLESTON COUNTY
SOUTH CAROLINA

CHARLESTON COUNTY
S·B·E
SMALL BUSINESS ENTERPRISE PROGRAM

Certified Charleston County Small Business Enterprise

Multi-Innovation Works, LLC
Summerville, SC

Certification No. 041519-10-OS-002

Valid Until: April 15, 2020

Certified for: *Lawn Care & Grounds Maintenance; Tree Work; Debris Hauling; Emergency Debris Removal; Pine Straw Installation; Bush Trimming; Land Clearing*

Issued On: April 15, 2019

Holly S. Chesser, Program Manager
Small Business Enterprise Program

Small & Minority Business Contracting & Certification

Certificate of Minority Owned Business

MULTI-INNOVATION WORKS, LLC

located at

GOOSE CREEK, SOUTH CAROLINA

has been determined to be a

minority owned business operating in

the State of South Carolina

Director, Office of Small & Minority Business Contracting & Certification

Certification Number: 201846

Date: APRIL 23, 2018 Expiration Date: APRIL 23, 2023

UCP UNIFIED CERTIFICATION PROGRAM

Certificate of Eligibility

granted to

Multi-Innovation Works, LLC

It has been determined that the firm listed above has met all federal requirements in accordance with the Code of Federal Regulations (49 CFR Part 26) and is thereby eligible to participate in the Disadvantaged Business Enterprise Program in the State of South Carolina.

Area of Work:

Landscaping- tree removal, bush hogging, sod & pine straw installation, snow removal, and land clearing..

NAICS:

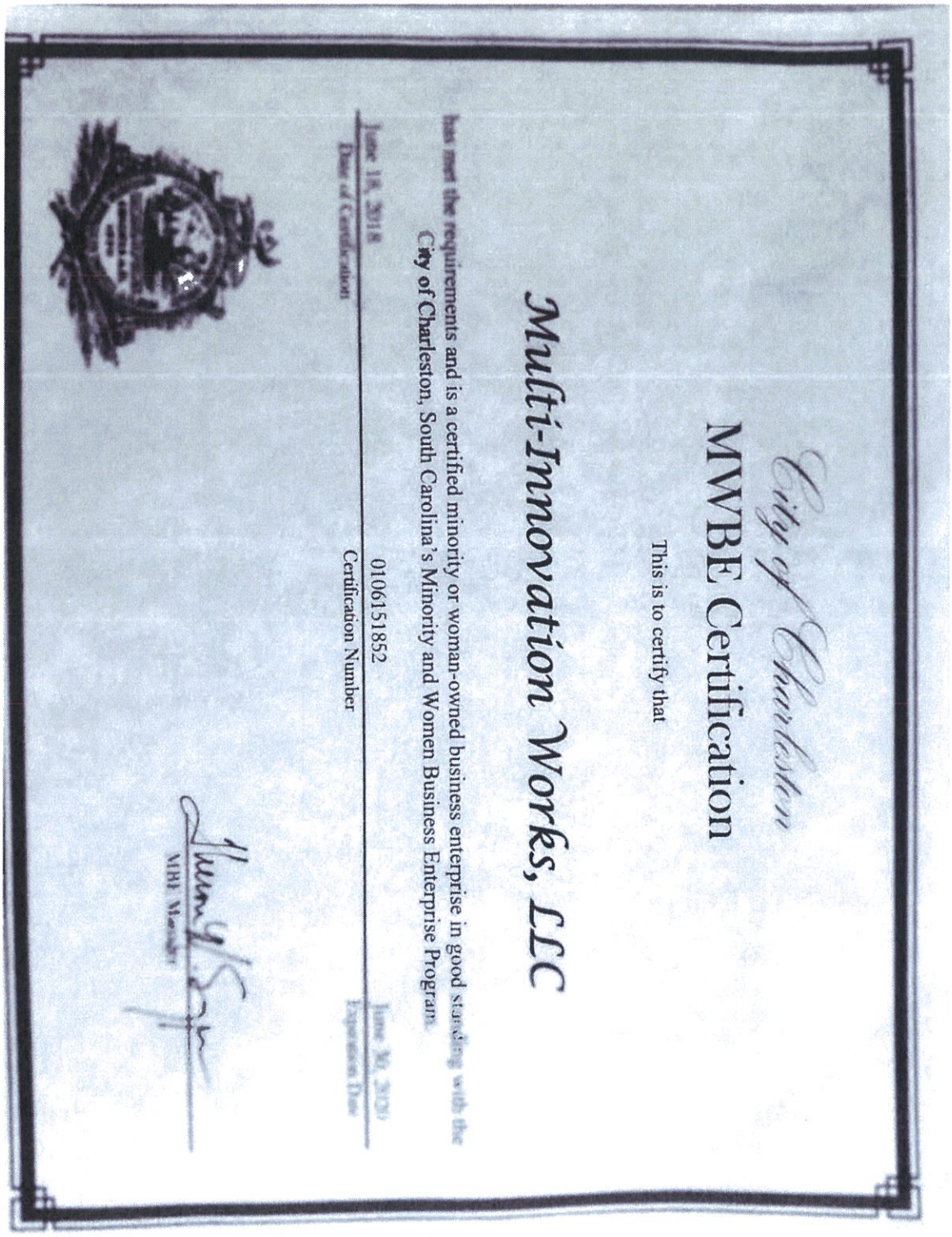
561730

Issue Date: 11/28/2018

Director, Minority and Small Business Affairs
South Carolina Department of Transportation

Division of Minority and Small Business Affairs • 955 Park Street • P.O. Box 191 • Columbia, SC 29202-0191
Telephone: (803)737-1372 • FAX: (803)737-2021 • www.scdot.org

SCDOT FTA FEDERAL TRANSIT ADMINISTRATION U.S. Department of Transportation Federal Highway Administration



City of Charleston

MWBE Certification

This is to certify that

Multi-Innovation Works, LLC

has met the requirements and is a certified minority or woman-owned business enterprise in good standing with the City of Charleston, South Carolina's Minority and Women Business Enterprise Program.

June 18, 2018	010651852	June 30, 2020
Date of Certification	Certification Number	Expiration Date

MBE Manager

August, 7 2019

AshBritt, Inc.
565 E. Hillsboro Blvd
Deerfield Beach, FL 33441

Subject: RFP #19-P019R Storm Debris Removal Services

Dear Mrs. Perkins Castillo,

This letter serves as notification of our interest to assist the City of Charleston, SC & AshBritt, Inc., by offering to make our services available in the event they are awarded the contract, and are activated for Disaster Debris Management and Removal Services during the contract's term.

- **Company Information:** President, Michelle Lynch (Name), incorporated on 2010 (Date).
- We qualify as the following business types and attach the certification)
  City of Charleston - MWBE
  WBE
  WOSB
  HUBZONE
- **Federal ID #** 27 298 0056
- **Current/Active licenses held:** SC General Contractor G118911
- **Number of Equipment/Personnel Available:** See Vehicle Equipment list.
  50+ Personnel to include; Heavy equipment operators, Truck drivers, Environmental technicians, Industrial technicians, Foreman, Construction managers, Supervisors, Project managers.

If anything additional is needed feel free to reach me at 843-722-0062.
michael@enviosmart.us

Sincerely,

EnviroSmart, Inc.
Vice President
8/8/2019

City of Charleston

MWBE Certification

This is to certify that

Envirosmart Inc.

has met the requirements and is a certified minority or woman-owned business enterprise in good standing with the City of Charleston, South Carolina's Minority and Women Business Enterprise Program.

March 14, 2019	04-031419-135	March 31, 2024
Date of Certification	**Certification Number**	**Expiration Date**

MBE Manager

WBENC
WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL
JOIN FORCES. SUCCEED TOGETHER

hereby grants

National Women's Business Enterprise Certification

to

Envirosmart Inc.

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).
This certification affirms the business is woman-owned, operated and controlled; and is valid through the date herein.

WBENC National WBE Certification was processed and validated by
Greater Women's Business Council, a WBENC Regional Partner Organization.

Certification Granted: May 16, 2017
Expiration Date: May 31, 2020
WBENC National Certification Number: WBE1700930

Authorized by Roz Lewis, President & CEO
Greater Women's Business Council

NAICS: 561210, 541620, 562112, 562211, 562219, 562910, 562998
UNSPSC: 77111600

WBENC

WOMEN'S BUSINESS ENTERPRISE
NATIONAL COUNCIL

JOIN FORCES. SUCCEED TOGETHER.

HEREBY GRANTS
WOMAN OWNED SMALL BUSINESS (WOSB) CERTIFICATION TO

Envirosmart Inc.

The identified small business is an eligible WOSB for the WOSB Program, as set forth in 13 C.F.R. part 127 and has been certified as such by an SBA approved Third Party Certifier pursuant to the Third Party Agreement, dated June 30, 2011, and available at www.sba.gov/wosb.

The WOSB Certification expires on the date herein unless there is a change in the SBA's regulation that makes the WOSB ineligible or there is a change in the WOSB that makes the WOSB ineligible. If either occurs, this WOSB Certification is immediately invalid. The WOSB must not misrepresent its certification status to any other party, including any local or State government or contracting official or the Federal government or any of its contracting officials.

NAICS: 561210, 541620, 562112, 562211, 562219, 562910, 562998 UNSPSC: 77111600
Certification Number: WOSB170841
Expiration Date: May 31, 2020

WOMEN'S BUSINESS

Roz Lewis, Greater Women's Business Council
President & CEO

Pamela Prince-Eason, WBENC President & CEO

Laura Taylor, WBENC Vice President

From: Hubzone Helpdesk <hubzone@sba.gov>
Subject: RE: HubZone Certification #59069
Date: June 4, 2019 at 11:12:36 AM EDT
To: Darlene Yon <dyon@envirosmart.us>

*Your firm was approved **02/16/2018.** Your firm is not up for recertification until 2/16/2021. Each certification is for a total of 3 years before you have to recertify.*

Thanks You,

HUBZone Help Desk, tb

SBA U.S. Small Business Administration

HUBZone offers eligibility assistance on Tue and Thu from 2-3pm ET via toll free number: **+1(202)765-1264** access code **6890124#.** Participants influence the topics by their questions. HUBZone staff facilitates the discussion by providing the answers and introducing specific topics as time allows. This format offers the opportunity to learn how to maintain eligibility to decrease the possibility of an initial application being declined or being decertified after obtaining the HUBZone certification.

If you are seeking answers about the status of your application or about the supporting documentation list you have received, please email the individual who sent you that request or hubzone@sba.gov. On the subject line write the nature of your inquiry; for example: "general question," "mapping question," or "application status request". We will do our best to respond within two business days; and remember to check your email SPAM folder to make sure that you are receiving emails from SBA. Some of our emails do not reach recipients because certain email filters assume that our messages are spam, and block them accordingly.

August, 7 2019

AshBritt, Inc.
565 E. Hillsboro Blvd
Deerfield Beach, FL 33441

Subject: RFP #19-P019R Storm Debris Removal Services

Dear Mrs. Perkins Castillo,

This letter serves as notification of our interest to assist the City of Charleston, SC & AshBritt, Inc., by offering to make our services available in the event they are awarded the contract, and are activated for Disaster Debris Management and Removal Services during the contract's term.

- **Company Information:** President, Lori Duncan (Name), incorporated on 1-7-2003 (Date). Duncan's Duncan Wetland and Endangered Species Training
- We qualify as the following business types and attach the certification)
  see attached SCDOT DBE
  Charleston County SBE
  City of Charleston MWBE
- **Federal ID #** 33-1039483
- **Current/Active licenses held:** N/A
- **Number of Equipment/Personnel Available:** 2

If anything additional is needed feel free to reach me at 843-270-4857.

Sincerely,

SCDOT

July 18, 2019

Ms. Lori Duncan
Duncan & Duncan Wetland and Endangered Species Training (D&DWest)
814 West Madison Avenue
Charleston, South Carolina 29412

Re: Disadvantaged Business Enterprise (DBE) Certification

Dear Ms. Duncan:

This is to inform you that we have received the annually required documentation from your firm pursuant to DBE Federal Regulations.

Upon careful review and evaluation of the information provided, it has been determined that your firm continues to meet the eligibility standards described in Federal Regulation 49 CFR Part 26 (Subparts D and E). Therefore, your firm is approved for continued participation with the DBE Program in the following areas of work:

Certified Area of Work:	Environmental assessments, environmental impact statements, wetland delineation, wetland mitigation and creation, endangered species surveys

Your next annual update will be due on **07/7/2020**. Prior to that date, the Department will notify you of your firm's update requirements. **You must report to this office any changes in ownership, management, control, and location of your firm within thirty (30) days of those changes.**

If we may be of further assistance, please contact Syrees Gillens Oliver, DBE Program Manager at (803) 737-4449.

Sincerely,

Barbara Beagles

Barbara Beagles
Director, Civil Rights Programs
Minority & Small Business Affairs

BDB:kh
File: J:\DBE FormedLetters

rev Jan 2014

City of Charleston

MWBE Certification

This is to certify that

Duncan & Duncan Wetland & Endangered Species Training

has met the requirements and is a certified minority or woman-owned business enterprise in good standing with the City of Charleston, South Carolina's Minority and Women Business Enterprise Program.

July 16, 2019	06-071619-168	July 30, 2021
Date of Certification	Certification Number	Expiration Date

MBE Manager

CHARLESTON COUNTY

CHARLESTON COUNTY

SBE

SMALL BUSINESS ENTERPRISE PROGRAM

Certified
Charleston County
Small Business Enterprise

Duncan & Duncan Wetland and Endangered Species Training
Charleston, SC

Certification No. 090203-01-OS-001

Valid Until: *September 02, 2019*

Certified for: *Environmental Training & Consulting*

Holly S. Chesser, Manager
Small Business Enterprise Program
Charleston County Contracts & Procurement

Issued On: October 19, 2018

August, 7 2019

AshBritt, Inc.
565 E. Hillsboro Blvd
Deerfield Beach, FL 33441

Subject: RFP #19-P019R Storm Debris Removal Services

Dear Mrs. Perkins Castillo,

This letter serves as notification of our interest to assist the City of Charleston, SC & AshBritt, Inc., by offering to make our services available in the event they are awarded the contract, and are activated for Disaster Debris Management and Removal Services during the contract's term.

- **Company Information:** President, Patt-Sing Trucking (Name), incorporated on 07-31-2017 (Date).
- We qualify as the following business types and attach the certification)
  MWBE
  DBE
- **Federal ID #** 82-2074379
- **Current/Active licenses held:** CDL, City of Chas / Chas County business license
- **Number of Equipment/Personnel Available:** 4 dump trucks

If anything additional is needed feel free to reach me at 843-670-3852 | 843-224-7231

Sincerely,

Jerome Singleton
Jerome Singleton

William Patterson
William Patterson

UCP UNIFIED CERTIFICATION PROGRAM

Certificate of Eligibility

granted to

Patt-Sing Trucking, LLP

It has been determined that the firm listed above has met all federal requirements in accordance with the Code of Federal Regulations (49 CFR Part 26) and is thereby eligible to participate in the Disadvantaged Business Enterprise Program in the State of South Carolina.

Area of Work:
Local hauling (3) of asphalt, dirt, muck, fill, and rocks.

NAICS:

484110

Issue Date: 01/28/2019

Director, Minority and Small Business Affairs
South Carolina Department of Transportation

Division of Minority and Small Business Affairs • 955 Park Street • P.O. Box 191 • Columbia, SC 29202-0191
Telephone: (803)737-1372 • FAX: (803)737-2021 • www.scdot.org

SCDOT South Carolina Department of Transportation

FTA FEDERAL TRANSIT ADMINISTRATION

U.S. Department of Transportation
Federal Highway Administration

City of Charleston

MWBE Certification

This is to certify that

Patt-Sing Trucking, LLP

has met the requirements and is a certified minority or woman-owned business enterprise in good standing with the City of Charleston, South Carolina's Minority and Women Business Enterprise Program.

June 19, 2018	0106181853	June 30, 2020
Date of Certification	Certification Number	Expiration Date

MBE Manager

City of Charleston

MWBE Certification

This is to certify that

W. Frazier Construction, Inc.

has met the requirements and is a certified minority or woman-owned business enterprise in good standing with the City of Charleston, South Carolina's Minority and Women Business Enterprise Program.

April 12, 2016	0110221086	April 30, 2021
Date of Certification	Certification Number	Expiration Date

MBE Manager

TAB D. *Summary of Qualifications and Experience*

Qualifications Overview

AshBritt is a national leader in disaster response and recovery services in terms of experience, capacity, quality of service, operational innovation, and financial strength. AshBritt is exclusively a disaster response and recovery contractor, and we continue to bring the best recovery solutions to the City of Charleston.

AshBritt was founded in 1992 and is a Sub-Chapter S Corporation. Since our inception in 1992, we have conducted over 400 disaster projects and 31 special environmental projects of various sizes. We have been directly involved in the recovery efforts of over 60 federally declared disasters in 19 states, beginning with Hurricane Andrew in South Florida and most recently with Hurricane Michael.

AshBritt's employees fluctuate pending our active operations responses. AshBritt averages 50 employees and surges to over 100 during active operations periods. AshBritt's Deerfield Beach, FL corporate office address is located at 565 East Hillsboro Blvd. Deerfield Beach, FL 33441.

Our Past Experience Table, provided later in Tab (D), illustrates our broad and extensive performance record. AshBritt has successfully responded to: hurricanes, tornadoes, tropical storms, floods, snowstorms, ice storms, earthquakes, wildfires, and invasive species infestation. Since inception, AshBritt has responded to 19 missions throughout South Carolina.

AshBritt conducted a storm debris removal project for Charleston in 2015. AshBritt collected a total of 30,000 cubic yards of debris.

AshBritt has collected over 69,000,000 cubic yards of disaster-generated debris and handled more than 166,500,000 cubic yards of disaster-generated debris.

In the last three years, AshBritt completed disaster recovery projects and managed over 30,000,000 cubic yards of debris in the states of FL, GA, SC, TX, CA, KS, and MD.

- 2019 Winter Storm Gia
- 2018 Camp Fire (Dr-4407)
- 2018 Hurricane Michael (DR-4399)
- 2017 Tubbs, Nuns, Pocket, Sulphur, Redwood Valley, and Atlas Fire (DR-4344)
- 2017 Hurricane Irma (DR-4337)
- 2017 Hurricane Harvey (DR-4332)
- 2016 Hurricane Matthew (DR-4283,4284,4286)
- 2016 California Blue Cut Fire (FM-5147)
- 2016 California Soberanes Fire
- 2016 Texas Severe Storms and Flooding (DR-4269)
- 2016 Collier County Severe Storm
- 2016 Winter Storm Jonas

The disaster experience AshBritt has gained in the last 3 years is unmatched by any other firm in the industry.

Note: We've included the FEMA declaration (DR) number after projects that were federally declared disaster events.

AshBritt has been part of the National Response Framework since 1998 as a debris contractor for the United States Army Corps of Engineers (USACE). We were awarded the primary contract for the South Pacific Division (SPD) and South Atlantic Division (SAD) for USACE pre-positioned Advanced Contracting Initiative (ACI) debris removal contracts. The USACE SAD region includes Florida, Georgia, Alabama, North Carolina, and South Carolina. The USACE SPD region includes California, New Mexico, Nevada, Arizona, and Utah. The USACE adheres to the most stringent federal guidelines when selecting pre-positioned disaster debris removal contractors. This award represents the most elite contract in the disaster recovery industry.

Why is this important to the City of Charleston? Should the City request and be granted direct federal assistance from FEMA for debris removal in response to an incident of national significance which incapacitated the City, that mission would be assigned to the USACE SAD, and AshBritt will be the primary disaster debris removal and disposal contractor for the entire state of South Carolina.

AshBritt maintains the highest levels of safety, quality, and integrity in conducting our services and operations while adhering to all guidance set forth by *OSHA*, *USACE*, *EPA*, and *FEMA*. In support of past events, we have always met or exceeded small business requirements. AshBritt was once a small business and we recognize utilizing disadvantaged businesses including but not limited to: Small Business Enterprises (SBE), Historically Underutilized Businesses (HUB), Disadvantaged Business Enterprises (DBE), Minority-Owned Business Enterprises (MBE), Women-Owned Business Enterprises (WBE), Veteran-Owned Business Enterprise (VBE) to the fullest extent possible in accordance with 2 CFR 200.

In terms of safety, AshBritt has an ISNetworld "A" ranking, an Experience Modification Rating of .71.

Financial Capacity

Financial liquidity and an abundance of assets are critical to recovery success; access to immediate operational funds, and in many cases longer-term credit, is one of the most critical factors in the response and recovery efforts that allows all activities to move forward toward getting the job done.

- **Bonding: Liberty Mutual - $650 Million**
- **$50 Million Company Working Capital Available**
- **$25 Million Working Capital Line of Credit**
- **Underwrote $100 Million for USACE Katrina Mission**

AshBritt, as the following financial overview illustrates, is financially sound and has the capital strength to accommodate the increased cash flow demands throughout any disaster recovery mission. We possess the financial capacity and ability to assume extensive and substantial expenditures for prolonged periods (historically exceeding 150 days in some instances) before receiving any funds for our response and recovery services. Following any large-scale, widespread disaster event, the City's resources, infrastructure, and processes may become overwhelmed. Reliable financial support and sound management at this time are vital to this effort.

AshBritt is a proven nationwide disaster response and recovery firm with substantial financial resources, capabilities, and experience. Our historical record and our supporting financial documentation clearly validate these strengths. In the letter from our bonding company, they state:

"It is the privilege of Liberty Mutual Insurance Company to provide surety support for AshBritt, Inc. In the past, AshBritt, Inc. has successfully completed single projects in the $500,000,000.00 range with an overall program of $650,000,000.00 US Dollars."

AshBritt possesses one of the most reputable records for ensuring that all of our employees, subcontractors, consultants, and independent contractors are paid expeditiously and in full.

Our billing terms are typically net 30, yet, we have and can "underwrite" funds as necessary to keep any project progressing, and on track to serve the best interest of our clients. With our own capital reserves and our significant line of credit, as well as the ability to draw on resources from some of our long-standing business partners, we can maintain and finance multiple, large, and extended projects. Our ability to ramp-up and maintain a strong workforce during the Hurricane Sandy (2012) mission in New Jersey and Hurricane Katrina (2005) recovery mission in Louisiana and Mississippi is a solid testament to our financial capabilities. During these events, AshBritt was able to sustain operations that rapidly increased into the hundreds of millions of dollars without receiving any payment from our clients.

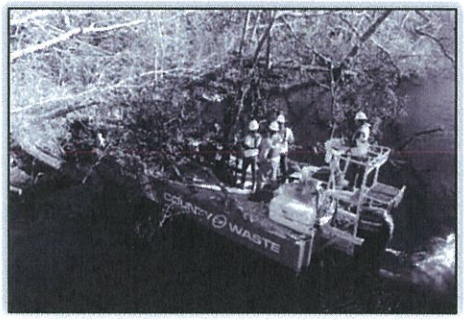
Experience Overview

The Experience AshBritt has gained in the last 14 years is unmatched by any other firm in the industry. Please see the following pages for our experience overview.

- **Winter Storm Gia (2019)**: AshBritt conducted debris removal and hazardous tree and limb removal for Overland Park, KS in response to Winter Storm Gia.
- **California Camp Fire (2018)**: AshBritt was the primary pre-inspector and quality control firm for the Accelerated Wildfire Reduction program and on the Camp Fire emergency response program. As part of AshBritt's services to PG&E, AshBritt had over 150 ISA certified arborist conducting inspections of PG&E power lines and interfacing with property owners who have trees on their property that have been identified for trimming or removal. Additionally, AshBritt was the Quality Control management contractor assuring the onboarding of all prime contractor personnel and equipment, daily attendance logs of over 3,000 personnel and equipment on the project, and field monitoring of work activities. Lastly, AshBritt provided tree operation resources conducting hazardous tree removal in the devastated areas of Paradise, California. AshBritt had over 300 personnel and resources on the project.
- **Red Tide Fish Kill (2018)**: AshBritt collected dead fish along 5 miles of beach in St. Lucie County as a result of a Red Tide. AshBritt utilized laborers, wheel loaders, skid steers, and developed sand screening mechanisms. In total, AshBritt removed 87,000 pounds of fish for this mission.

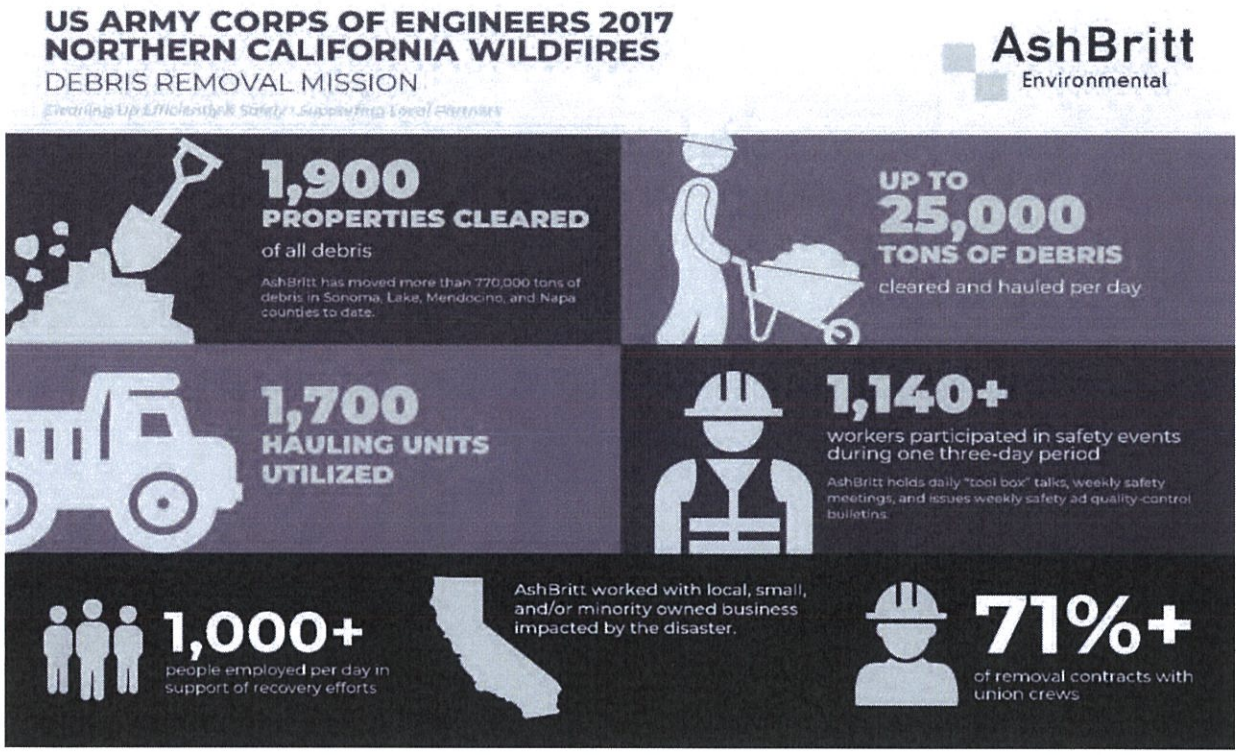
AshBritt conducting Red Tide Dead Fish Removal in St. Lucie County, FL

- **Hurricane Michael (2018)**: AshBritt conducted 11 disaster debris removal projects throughout the panhandle of Florida. AshBritt has removed over 12,000,000 cubic yards of disaster-generated debris, 145,000 hazardous hanging limbs, over 75,000 hazardous leaning trees, and managed 16 temporary debris storage and reduction sites for our operations. AshBritt conducted a waterway debris removal mission in Ecofina Creek in Jackson County, FL for the Florida Department of Environmental Protection.



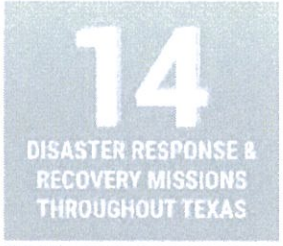
AshBritt conducting Ecofina Creek waterway debris removal for FDEP in response to Hurricane Michael.

- **USACE - Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur (2017)**: AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. We also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, we certified 1,700 hauling units and utilized 200 pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working, 553 trucks, and moved 25,000 tons of fire debris in one day. AshBritt conducted and attended numerous planning and coordination meetings with federal, state, and local agencies including but not limited to the EPA, CalEPA, CalOES, tribal agencies, USACE, CalOSHA to ensure all compliance across all stakeholders and agencies.

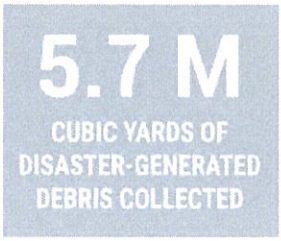


- **Hurricane Irma (2017)**: AshBritt completed 67 separate disaster debris removal and recovery missions throughout the states of Florida, Georgia, and South Carolina in response to Hurricane Irma. AshBritt removed 10,700,000 cubic yards of debris for these missions. AshBritt was the debris removal contractor for all of Collier County, Florida. This was the largest debris removal project conducted in response to Hurricane Irma. In addition to removing 3,600,000 cubic yards of debris, AshBritt removed HHW, white goods, marine debris, hazardous trees, and provided debris management site services, emergency push, vac trucks, meals ready to eat, and port-o-lets. AshBritt conducted a marine debris removal mission from over 40 canals throughout Collier County, FL in response to Hurricane Irma. AshBritt collected 13,000 cubic yards of marine debris. AshBritt utilized various types of boats with grapples attached to them to remove the debris from the waterway and then unload the debris from boat into a collection truck. AshBritt was also the debris removal contractor for Monroe County, Florida. This project was the most difficult debris removal mission in response to Hurricane Irma due to numerous logistical factors requiring specialized equipment to work in and throughout the Florida Keys. AshBritt removed over 400,000 cubic yards of debris for this mission in addition to supplying two base camps capable of housing 1,100 people. AshBritt also conducted emergency road clearance operations for the USACE following Hurricane Irma's landfall in Florida. AshBritt mobilized crews both locally from within the State of Florida as well as crews from as far away as Jackson, Mississippi to ensure resources were provided to complete this mission.

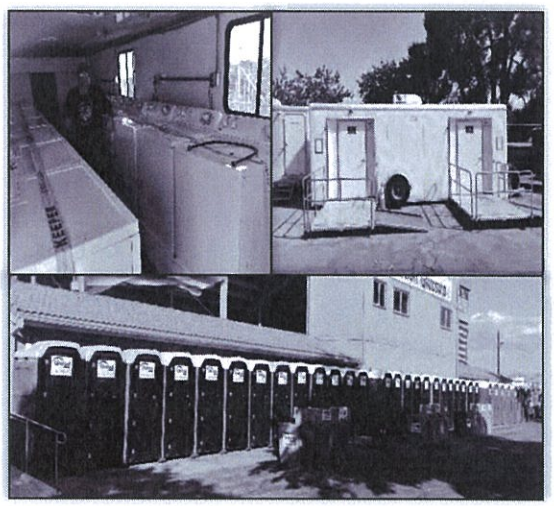
- **Hurricane Harvey (2017)**: AshBritt recently completed 14 separate disaster debris removal missions throughout the state of Texas in response to Hurricane Harvey. AshBritt collected, managed, reduced, and disposed of 1,700,000 cubic yards of debris. In Fort Bend County, Texas, AshBritt removed 400,000 cubic yards of debris in addition to conducting management/reduction, haul-out services, and sand removal and hauling. AshBritt also provided numerous ancillary services including meals ready to eat, shower and bathroom trailers, generator services, and a road clearance mission that required us to remove thousands of cubic yards of corn that had washed into the main roadways due to flooding.



- **Hurricane Matthew (2016)**: AshBritt recently completed 24 separate debris removal and disaster recovery missions covering a contracted geographic response area of 14,015 square miles in Florida, Georgia, and South Carolina in response to Hurricane Matthew. These services included emergency road clearance, Right-of-Way (ROW) collection, management, hauling, and disposal of vegetative and C&D debris, hazardous tree and limb work, and beach debris removal. In total, AshBritt has collected over 5,700,000 cubic yards of disaster-generated debris and managed 45 Debris Management Sites in response to Hurricane Matthew.



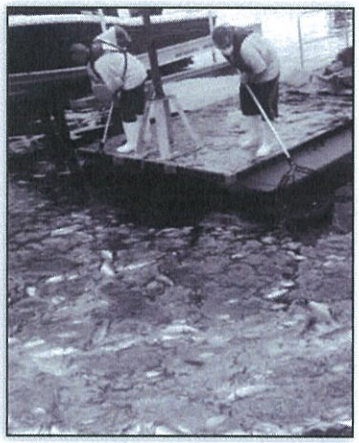
- **California Blue Cut Fire (2016):** In response to the Blue Cut Fire in 2016, AshBritt provided the County of San Bernardino a shelter at the San Bernardino County Fair Grounds in Victorville. AshBritt provided 40 portable toilets, 15 were ADA compliant, 40 portable showers, 10% of which were American Disability Act (ADA) compliant. In addition to providing these critical shelter services, we set up staffing donation stations, freezer, and refrigerator trailers, laundry units, fuel trucks, among other similar services for a 3500-person County managed shelter.
- **California Soberanes Fire (2016)**: Conducted ROW debris clearing of hazardous fire-damaged trees that were cut down by CalFIRE in response to the 2016 Soberanes Fire in Monterey County, CA. AshBritt also conducted cutting and removing hazardous fire-damaged trees that were still standing in the County's ROW.
- **Texas Severe Storms and Floods (2016)**: Completed a C&D debris removal project in response to the 2016 City of Jersey Village, TX Severe Storms, and Flooding (DR-4269).
- **California Valley Fire (2015)**: AshBritt completed a hazardous tree removal project for Lake County, CA. Operations were focused on felling, trimming, and chipping of fire damaged and destroyed trees in the ROW and on private property. Throughout this project, we were abiding by all FEMA Fire Management Assistance Grant Program (FMAG) guidelines for Lake County, CA, to maximize their federal reimbursement for the Valley Fire (DR-



AshBritt provided portable toilets and additional ancillary services for the

4240). AshBritt processed 193,216 cubic yards of fire damaged and destroyed trees for this project. Simultaneously, AshBritt was conducting a separate hazardous tree removal project in Lake County, CA for Pacific Gas & Electric Company from October 2015 through December 2015. Operations were focused on felling, trimming, and chipping of fire damaged and destroyed trees posing a threat to power distribution lines. Project-wide, over 28,000 trees were felled on this project.

- **South Carolina Flooding (2015)**: AshBritt completed a Right-Of-Way (ROW) vegetative, C&D, and E-waste collection mission for the City of Sumter, SC in response to the October 2015 flooding event.
- **Florida Severe Storm (2015)**: AshBritt completed a Right-Of-Way (ROW) vegetative debris mission following a Severe Storm that impacted Collier County and the City of Naples, FL. We collected and disposed of over 40,000 cubic yards of debris.
- **Virginia and Maryland Winter Storm Jonas (2015)**: AshBritt conducted snow removal services for seven days while utilizing over 350 pieces of heavy equipment for nine jurisdictions in Virginia and Maryland.
- **Florida Red Tide Fish Kill (2015)**: AshBritt completed a Red Tide Dead Fish collection and disposal project for the City of Longboat Key, FL. This included the collection disposal of 10,000 pounds of dead fish.
- **South Carolina Severe Storm and Flooding (2015)**: AshBritt completed a ROW debris collection and disposal operation in Charleston, SC for vegetative and C&D debris streams in response to the October 2015 South Carolina Severe Storms and Flooding (DR-4241). We collected 31,464 cubic yards of debris for the City.
- **Texas Flooding Event (2015)**: During July of 2015, AshBritt conducted water relocation services by providing over 20 Vac trucks in Hidalgo County, TX in response to flooding events.
- **Winter Storm Pax (2014)**: In February 2014, AshBritt was activated in eight municipalities after Winter Storm Pax impacted Georgia and South Carolina. In South Carolina, AshBritt removed, managed, and disposed of more than 350,000 cubic yards of vegetative debris and mitigated more than 50,000 hazardous trees and limbs from public property. Operations included the deployment of more than 40 crews and the management of five DMS throughout the six projects (Hampton County, Georgetown County, Sumter County, Sumter, Colleton County, and Marion County). ***AshBritt was able to recycle and put to beneficial reuse 100% of the***



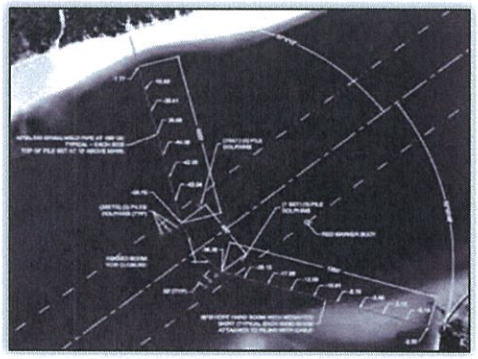
AshBritt Red Tide Fish Kill Cleanup – Long Boat Key, FL - 2015

350,000 cubic yards of debris collected in South Carolina. In addition to these South Carolina projects, AshBritt simultaneously removed 750,000 cubic yards of debris, 26,000 hangers, and operated six DMS sites in Augusta, GA.

- **Hurricane Sandy (2012)**: AshBritt was activated by 54 separate jurisdictions to assist with the disaster recovery and debris removal operations after Hurricane Sandy made landfall in October of 2012. AshBritt managed the removal and disposal of approximately ***3,500,000 cubic yards*** of storm-related debris. Please see our *Signature Projects* section in Tab (D) for further information on the mission.
- **CT & MA Winter Storms (2011)**: AshBritt's state contracts for Connecticut and Massachusetts were activated in response to the Halloween Snowstorm event. We assisted 43 jurisdictions with removing, managing, and disposing of almost ***4,000,000 cubic yards*** of vegetative debris. AshBritt removed 188,000 hazardous hanging limbs for these two projects. Please see our *Signature Projects* section in Tab (D) for further information on the mission.
- **Eastern U.S. Tornadoes and Hurricane Irene (2011)**: Additionally, in 2011, we were activated in Georgia, North Carolina, Virginia, Delaware, Connecticut, and Massachusetts assisting multiple clients following Hurricane Irene and the Eastern U.S. tornado outbreaks.
- **Mid-Atlantic Snowstorm (Snowmageddon) (2011)**: AshBritt provided snow clearing and removal services, as well as salt delivery hauling. AshBritt utilized loaders and dump trucks for these services in six jurisdictions in Maryland and Virginia. We mobilized 360 of pieces of heavy equipment, had over 3,000 man-hours, and approximately 25,000 equipment/truck hours.
- **Deepwater Horizon Oil Spill (2010)**: In response to the 2010 Oil Spill, AshBritt responded and provided on-site pre-planning support with local officials and subcontractors for over two weeks before receiving a task order from FDEP. In total, AshBritt deployed 11,000 linear feet of oil deflection boom utilizing over 75% local businesses and personnel in Gulf County, FL and 95,000 linear feet of oil deflection boom for Bay County, FL. AshBritt built a boom gate in a channel in Bay County, FL in order to minimize the oil entering the intercostal waterway. The boom system was comprised of 18 42-inch free-standing steel pilings and eight pile "dolphins" (each consisting of three pilings attached together with a cap on them). The total of 54 pilings vary in length depending on the depth of the water and extend at least 10 feet above the mean high tide level, and about half their entire length is buried below the bay's floor.

AshBritt chartered an Antenov (AN 124) from France to deliver skimmer boats for FDEP Deepwater Horizon Oil cleanup mission.

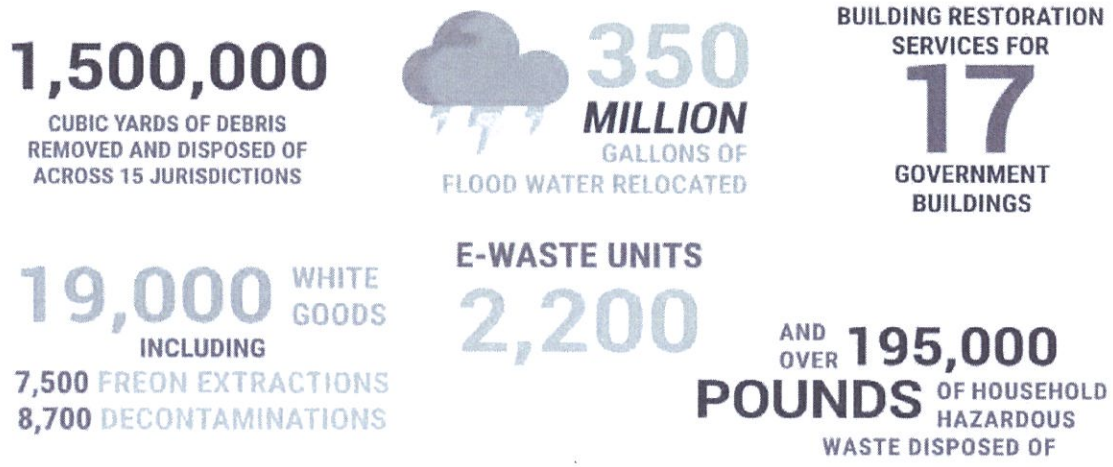
The boom is made of 30-inch diameter, two-inch-thick HDPE pipe and will have a 48-inch long HDPE fabric weighted skirt hanging below the pipe. Some 2,400 feet of boom, along with the 400-foot-wide gates were fused together, for a total of 2,800 feet of boom.
In the middle of the channel, a 400-foot hinged boom gate will allow for opening or closing the pass and diverting the oil products to the sides, where skimming vessels will be used on either side of the project to collect oil.
The hinged boom in the center of the pass allowed boat traffic to come and go with the outgoing tide and closed to traffic with the incoming tide when oil was actively being removed from the area. The gates stay open if the oil is not a threat to the bay.



- **Hurricane Ike & Dolly (2008)**: AshBritt's response to Hurricane Ike & Dolly included removal, management, and disposal of 1,500,000 cubic yards of debris for 15 jurisdictions throughout the state of Texas. AshBritt supplied emergency power generation, fuel, pumping services, as well as mobile sleeper units, showers, emergency meals, lodging & hygiene, MREs, water, Gatorade, temporary housing, temp

offices, refrigerators, dry containers, grocery deliveries, a mobile command center, and an aviation trailer directly following the hurricane.

AshBritt relocated 350 million gallons of floodwater for Hidalgo County, Texas. We were also tasked by Orange County, TX, with providing building restoration services for 17 government buildings. This included water/debris extraction, decontamination and disinfecting, drying-in, climate control, and document recovery. Between our Orange County and Galveston project, we handled 19,000 White Goods, of which 7,500 required Freon Extraction, and 8,700 required decontamination owing to putrescent food. AshBritt disposed of 2,200 E-waste units and 195,000 pounds of household hazardous waste.



- **<u>Citrus Canker, and Hazardous Tree Fuels Reduction (2005)</u>**: In addition to our disaster response and recovery work, AshBritt has performed significant environmental and hazard mitigation projects. These projects included the 2005 Citrus Canker Eradication Project for the Florida Department of Agriculture, which consisted of the removal, processing, and disposal of over 200,000 infected citrus trees. AshBritt also conducted several projects in 2005 for the removal of dead, dying or diseased hazardous trees for the purpose of fire safety, fuels reduction, and hazard mitigation for the Counties of San Diego, Riverside, and San Bernardino, California.
- **<u>Hurricane Katrina and Wilma (2005)</u>**: AshBritt was the *Prime Contractor* for the U.S. Army Corps of Engineers (USACE) recovery mission in response to Hurricane Katrina. ***The Hurricane Katrina recovery project in Mississippi was the largest disaster management mission completed by a single company in U.S. history.*** In 2005, AshBritt was the initial response contractor for the USACE in both Louisiana and Mississippi following Hurricane Katrina. Ultimately, we were the USACE's prime contractor for debris removal and management in the state of Mississippi. For this unique mission, we collected and disposed of ***21,500,000 cubic yards*** of debris and wreckage. Please see our *Signature Projects* Section in Tab (D) for further information on this project. While responding to 27 jurisdictions in Louisiana and Mississippi, AshBritt removed 350,000 cubic yards of debris for 11 jurisdictions in South Florida following Hurricane Katrina. AshBritt removed, managed, and disposed of over 4,500,000 cubic yards for 22 jurisdictions in South Florida following Hurricane Wilma.

No other company in this industry has proven its capacity to handle simultaneous Clean Ups in multiple states like AshBritt.

Key Team Overview

Our senior operational and field personnel are experts on the federal emergency management standard Incident Command System (ICS) program, a key component of the National Incident Management System (NIMS). AshBritt has integrated the foundations of the ICS into our own organizational structure and planning standards for a response, logistics, and recovery. Our team is also familiar with the base tenets of NIMS and the National Response Plan (NRP) through completion of the FEMA Emergency Management Institute training IS-00700, NIMS, An Introduction, and IS- 00800.A, NRP, An Introduction.

Our team is certified through the USACE program Construction Quality Management for Contractors, which is the stringent standard for safety and quality control followed by the USACE during disaster recovery missions.

**** Regulations & Agencies of the Disaster Industry ****

- Federal Emergency Management Agency (FEMA) – Public Assistance Program
- Environmental Protection Agency (EPA)
- Occupational Safety and Health Administration (OSHA)
- Fixing America's Surface Transportation Act or (FAST Act)
- Robert T. Stafford Act
- Sandy Recovery Improvement Act
- Homeland Security Act
- Post-Katrina Emergency Management Reform Act
- 2 C.F.R.

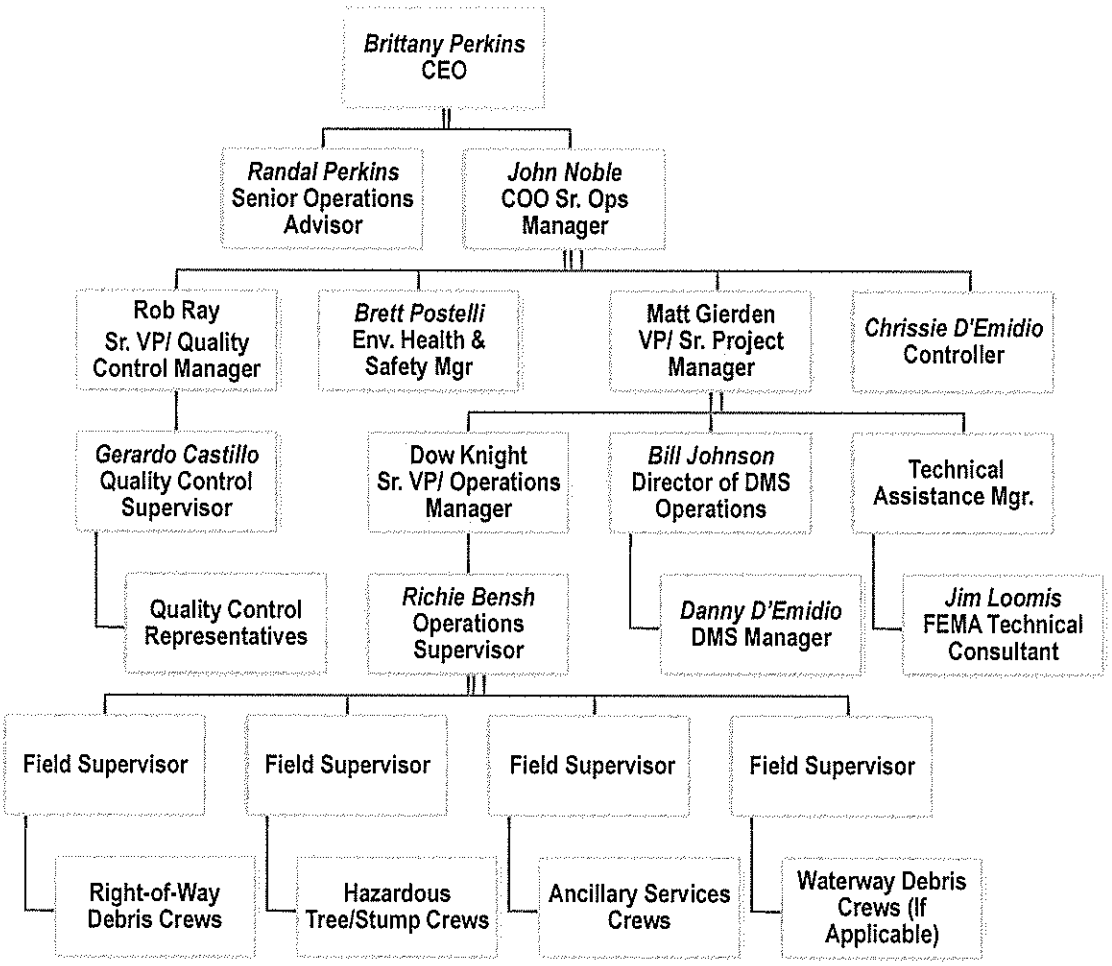
All operational direction and orders related to our response and site-specific Debris Management Plan and all the previously delineated processes will be directly channeled down our organizational command line through our Project Manager. The Project Manager will directly communicate with City representatives in all functional areas of the EOC and ICS structure. They will relay pertinent information regarding the contract and the mission to our management and field team. This will include all specific task orders, authorizations, and approvals for resource commitment. Team managers and supervisors will, in turn, receive and disseminate information down the line and translate into operational action. AshBritt will put an administrative process in place to track and log all project communications and deliverables.

AshBritt's general organizational structure is based closely on the features of the Incident Command System (ICS). It is modeled in a top-down, modular fashion that allows for both expansion and contraction depending on the size and complexity of the event to which we respond. We have a base organization structure and staffing plan for sole contract activations and a base expanding structure for multiple task orders or activations for regional and statewide contract scenarios.

We have proven through our capabilities and wherewithal to be a professional, reliable, and competent contracting partner. We have witnessed first-hand the economic strain and demands that communities face in the aftermath of major disasters. Although state and federal funding to support immediate local recovery efforts may lag significantly, proper documentation will aid in the speed of reimbursement from federal and state agencies. To ensure response and recovery progresses and reimbursement is obligated rapidly, we use our records and reporting system identified as Disaster Information Management System (DIMS). This record and reporting system allows AshBritt to give access to the City to monitor applicable projects. In addition, this makes it possible to keep tabs on all work being done from the ROW to DMS management, ensuring a smoother reimbursement process.

Organizational Chart

Our Project Management model and staffing organization is designed to fit the unique situational and operational requirements that each debris client/project presents. While we will continually adjust the scale and structure of our team to match daily project requirements, the City of Charleston specific organizational chart is located below. AshBritt has identified Matt Gierden as the Project Manager should AshBritt be activated by the City of Charleston.



Resumes

AshBritt has presented Resumes for all of our key team members assigned to the City of Charleston. As identified in our *Years of Experience Chart* above, AshBritt has additional personnel that are available to be mobilized if the disaster warrants a more expansive disaster recovery team. Any changes to personnel listed in this proposal will be communicated and approved by the City.

Brittany Perkins Castillo
Chief Executive Officer

EXPERIENCE SUMMARY

Brittany Perkins Castillo is the Chief Executive Officer at AshBritt Inc. and has been a member of the company's Board of Directors since 2014. As the operations manager for more than 20 disaster declared events, Ms. Perkins Castillo has accomplished excellence in the industry for managing all aspects of the AshBritt disaster recovery operation. Additionally, Ms. Perkins Castillo oversees the corporate direction, strategy, and client relations and manages business partnerships. Ms. Perkins Castillo has led AshBritt's operations in response to the numerous disaster events. Most recently, Ms. Perkins Castillo led AshBritt's USACE California fire mission; and Hurricanes Michael, Irma, and Harvey operations which included over 90 jobs across 7 states and the collection of over 28 million cubic yards of storm-generated debris.

Prior to joining AshBritt, Ms. Perkins Castillo managed a law practice in Austin, Texas, held positions as a prosecutor in Texas and Florida, and was a program manager for projects in Washington, D.C., and Doha, Qatar. Ms. Perkins Castillo holds a Juris Doctor from The University of Texas at Austin and Bachelor State Bar Arts in Public Policy from Vanderbilt University. She is bilingual English-Spanish and is a member of the State Bar of Texas. Ms. Perkins Castillo is Chair of the AshBritt Foundation, serves on the Board of the 4Girls Foundation, and maintains an active pro bono legal practice working with survivors of domestic violence and individuals and families impacted by disasters.

FEATURED EXPERIENCE

- **Winter Storm Gia, Feb. 2019 – Overland Park, KS**

ROW collection and disposal, hazardous tree and limb removal

- **Camp Fire, 2018 - Pacific Gas and Electric Company – Pre-Inspection for Accelerated Wildfire – CA**

Reduction and Hazardous Tree Removal program

- **Hurricane Michael, Oct. 2018 – Panhandle, FL, USACE, GDOT, FDEP**

Road Clearance, ROW and Waterway collection and disposal, and hazardous trees

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire, Oct. 2017 – USACE – CA**

Private property debris removal, erosion control, air monitoring, & disposal.

- **Hurricane Irma, Sept. 2017 – FL, GA, SC**

ROW collection and disposal, Beach Clean up, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – TX**

ROW collection and disposal, HHW, MRE's, generator services, shelter services.

- **Hurricane Matthew, Oct. 2016 – FL, GA, SC**

ROW collection and disposal, Beach Clean up, and Hazardous Tree Removal.

- **Blue Cut Fire, Aug. 2016 – San Bernardino County, CA**

Provided mobile showers, toilets, and other ancillary services

- **Soberanes Fire, Aug. 2016 – Monterey County, CA**

ROW debris removal for hazardous fire damaged trees.

YEARS OF EXPERIENCE

- 13 years

AREA OF EXPERTISE

- Executive & Operations Management
- Program Management and Logistics
- Litigation
- Government and Community Affairs
- Public Relations and Communications
- Non-Profit
- Political and Social Issues

DISASTERS

- 4399 FL Hurricane Michael
- 4394 SC Hurricane Florence
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4092 VA Hurricane Sandy
- 4084 FL Hurricane Isaac
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 3143 FL Hurricane Floyd
- 3131 FL Hurricane George
- 3116 FL Hurricane Erin
- 1806 FL Hurricane Gustav
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina

TRAINING & CERTIFICATIONS

- G-202 Debris Management
- Member, State Bar of Texas

- **Hurricane Sandy (DR-4085-6), Oct. 2012 - NY & NJ**

Vessel removal and management, ROW, and DMS Management.

- **Hurricane Katrina (DR-1603) & (DR-1604), Aug. 2005 - MS & LA**

Debris removal and multiple ancillary services to remove of 21.5 million cubic yards of disaster debris.

- **Hurricane Wilma (DR-1609), Oct. 2005 - FL**

ROW debris removal, DMS site management, debris recycling, and disposal.

- **AshBritt Board of Directors, Member, 2014-Present**

SELECTED SPEAKING ENGAGEMENTS & PUBLISHED WORKS

- *Highlighting the Role of Women in Disaster Response and Recovery*, 2019 Texas Emergency Management Conference
- "Historic Debris Removal: Wildfire Response in Northern California", *The Military Engineer* Vol. 110

EDUCATION

- The University of Texas School of Law, Juris Doctor
- Vanderbilt University, Bachelor of Arts

Randy Perkins
Senior Operations Advisor /
Chairman of Board

EXPERIENCE SUMMARY

Randal "Randy" Perkins founded AshBritt in 1992 and led the company as President and CEO until 2016. As the operations manager for more than 40 disaster declared events Mr. Perkins has achieved industry excellence in managing all aspects of the AshBritt disaster recovery operation. He also serves as AshBritt's pre-execution Planning Team leader. Randy currently serves as Senior Advisor to AshBritt, Chairman of AshBritt's Board of Directors, and is active in the AshBritt Foundation. Randy also maintains an active leadership role during operations. Randy is highly qualified and experienced in all phases of disaster response and recovery operations from his 26 years of hands-on experience in this industry. He has in-depth knowledge of all response measures, including damage assessment, debris collection, removal, reduction, recycling, and disposal activities. Moreover, Randy is a skilled communicator who supports high-level stakeholders with public information demands following significant disaster events. Randy holds seats on the Board of Directors of several national charitable organizations and is very active in state and local philanthropic endeavors.

FEATURED EXPERIENCE

Mr. Perkins served as the CEO, President, and Operations Manager overseeing all operations.

- **Winter Storm Gia, Feb 2019 – Overland Park, KS**

Conducted Right-of-Way vegetative debris collection and hazardous tree and limb removal.

- **Pacific Gas and Electric Company – Camp Fire – 2018**

AshBritt has been the primary pre-inspector and quality control firm for the Accelerated Wildfire Reduction program and currently on the Camp Fire emergency response program. As part of AshBritt's services to PG&E, AshBritt has had over 150 ISA certified arborist conducting inspections of PG&E power lines and interfacing with property owners who have trees on their property that have been identified for trimming or removal. Additionally, AshBritt has been the Quality Control management contractor assuring the onboarding of all prime contractor personnel and equipment, daily attendance logs of over 3,000 personnel and equipment on the project, and field monitoring of work activities. Lastly, AshBritt provided tree operation resources conducting hazardous tree removal in the devastated areas of Paradise, California.

- **Hurricane Michael – Oct. 2018 – Panhandle, FL, USACE, GDOT, FDEP**

Directed company operations for 11 simultaneous disaster recovery projects. Removed more than 8.9+ million cubic yards of disaster debris. Primary liaison with government officials. Work performed Emergency Road Clearance, ROW debris collection and Waterway debris collection and disposal, and hazardous trees.

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire – Oct. 2017 - USACE – CA**

AshBritt Inc. responded to the Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire for the USACE (2017). AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation

YEARS OF EXPERIENCE

- 26 years

AREA OF EXPERTISE

- Executive Management
- Complex Disaster Debris Recovery Operations
- Critical Thinking & Strategic Planning
- Effective & Positive Communicator
- Strong Technical & Operational knowledge
- Well-versed on Political & Social issues
- Meticulous with detail

DISASTERS

- 4399 FL Hurricane Michael
- 4394 SC Hurricane Florence
- 4344 CA Wildfires
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy
- 4084 FL Hurricane Isaac
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 3143 FL Hurricane Floyd
- 3131 FL Hurricane George
- 3116 FL Hurricane Erin
- 1806 FL Hurricane Gustav
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina
- 1595 FL Hurricane Dennis
- 1561 FL Hurricane Jeanne
- 1551 FL Hurricane Ivan
- 1545 FL Hurricane Frances
- 1539 FL Hurricane Charley
- 1491 VA Hurricane Isabel
- 1243 SC Hurricane Bonnie
- 1241 FL Hurricane Earl
- 1069 FL Hurricane Opal
- 955 FL Hurricane Andrew

for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. We also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, we certified over 1,700 hauling units and utilized over 200 pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working and moved 25,000 tons of fire debris in one day.

- **Hurricane Irma, Sept. 2017 – Florida, Georgia, South Carolina**

Directed company operations for 63 simultaneous disaster recovery projects. Removed more than 12.6 million cubic yards of disaster debris. Conducted Right-of-Way debris collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, and haul-out services. Hazardous tree and limb removal.

- **Hurricane Harvey, Aug. 2017 – Texas**

Directed company operations for 5 simultaneous disaster recovery projects. Removed more than 600,000 cubic yards of disaster debris. Work Performed, ROW collection, and disposal, HHW, MRE's, generator services, shelter services.

- **Hurricane Matthew, Oct. 2016 – Florida, Georgia, and South Carolina**

Directed company operations for 23 simultaneous disaster recovery projects. Removed more than 5.7 million cubic yards of disaster debris. Conducted Right-of-Way debris collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, and haul-out services. Hazardous tree and limb removal.

- **Severe Storm, Jan 2016 – Collier County & Naples, FL**

Directed company operations and removed more than 44,000 cubic yards of disaster debris. Work performed, Conducted Right-of-Way debris collection, Debris Management Site management, reduction of vegetative debris through grinding

- **Valley Fire (DR-4240), Dec 2015 - Lake County, CA**

Directed company operations and removed more than 193,000 cubic yards of disaster debris. Operation focused on felling, trimming, and chipping of fire damaged and destroyed trees in the Right-Of-Way (ROW) and private property. Throughout this project, we were abiding by all FEMA Fire Management Assistance Grant Program (FMAG) guidelines for Lake County, CA to maximize their federal reimbursement for the 2015 California Valley Fire and Butte Fire (DR-4240).

- **Valley Fire (DR-4240), Oct 2015, Pacific Gas & Electric - Lake County, CA**

Directed company operations for the hazardous tree removal project in Lake County, CA for Pacific Gas & Electric Company. Operations were focused on felling, trimming, and chipping of fire damaged and destroyed trees in proximity and posing a threat to power distribution lines. In total, AshBritt felled over 5,000 fire damaged and destroyed trees.

- **South Carolina Flooding (DR-4241), Oct 2015 - Charleston, SC**

ROW debris collection for vegetative and C&D debris streams.

- **Texas Flooding Event (DR-4223), June 2015 - Hidalgo County, TX**

Utilized 20 Super Tanker Vac Trucks to relocate 13,500,000 gallons of water.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 - GA & SC**

Park and ROW debris removal, management, and disposal.

- **Hurricane Sandy (DR-4086-7), Oct. 2012 - CT & NJ**

Operations Manager for multiple jurisdictions in the States of New Jersey and Connecticut. 63 municipalities and the two state governments were supported in all.

- **Severe Storm (DR-4046) & (DR-4051), Oct. 2011 - CT & MA**

Operations Manager for 18 municipalities at the CT DOT in Connecticut and 20 municipalities in Massachusetts. Collected, reduced, and disposed of almost 4 million cubic yards of vegetative debris.

- **BP Deep Water Horizon Oil Spill, 2010 – MS & FL**

Oil spill recovery and skimmer vessels utilizing local personnel and resources.

TRAINING & CERTIFICATIONS

- **FEMA IS 100 & 700**
- **USACE Contractor Quality Control Management (CQCM) for Contractors**

EDUCATION

- **Business Administration – University of Central Florida**
- **Global Business Concepts – University of Miami**

- **Hurricane Ike & Dolly (DR-1791/1780), Sept. 2008 - Southeast TX**

Ike: Directed company operations for 12 municipalities in Southeast Texas. Building restoration and ancillary services provided in addition to debris removal services.
Dolly: Directed company operations in support of Hidalgo County. Extensive requirements for water relocation equipment, including pumps and vacuum trucks. Removed more than 600,000 cubic yards of debris.

- **Hurricane Katrina (DR-1603) & (DR-1604), Aug. 2005 - MS & LA**

Directed company operations in both states as part of the USACE contract. Removed more than 21 million cubic yards of disaster debris. Largest single mission by a contractor. Primary liaison with government officials.

- **Hurricane Wilma (DR-1609), Oct. 2005 - FL**

Provided disaster recovery services to 22 clients simultaneously in South Florida. Removed more than 4.9 million cubic yards of disaster debris. Managed, allocated, and negotiated with subcontractors and final disposal sites to the benefit of our clients. Operations included right-of-way debris removal DMS site management, debris recycling, and disposal. Additional services included waterway debris removal and supplying ancillary services, including generators, fuel, and restoration services. Work performed ROW debris removal, DMS site management, debris recycling, and disposal.

- **Hurricane Ivan (DR-1551), Sept. 2004 - Escambia County, FL**

Led efforts to clear roadways and commence the debris removal operations. Liaison with Government officials. AshBritt collected and processed 2,356,984 cy of disaster debris while disposing of over 1,053,000 cy of reduced vegetative waste and C&D. AshBritt managed 4 TDSR sites and 3 citizen drop-off sites. Debris was reduced by grinding, compaction, and burning. Overall, 95,631 loads were managed for both debris collection and disposal, utilizing over 700 collection trucks and 350 disposal trucks. Debris was disposed of at 16 final disposal sites. A significant portion of reduced vegetative debris was diverted for beneficial use.

- **Hurricane Charley (DR-1539), Aug. 2004 - Central Florida**

Overall leadership of collection, transportation, and disposal of vegetative and construction & demolition debris. Liaison with government officials. Processed over 1,250,000 cubic yards of vegetative waste while compacting and reducing over 650,000 cubic yards of construction & demolition debris. Installed temporary roofing repairs on the 35,000 square foot Emergency Operations Center to ensure continuous use with zero downtime during operations.

- **Hurricane Isabell, City of Hampton, Virginia Sept. 2003**

Directed the team in debris collection, site management, debris reduction, and hazardous tree mitigation. Provided FEMA Technical Assistance and managed government relations. Fifty-five crews were utilized throughout the City. Sourced, setup, and operated two temporary disposal sites for storm-generated debris. Processed over 750,000 cubic yards of vegetative waste via tub grinding operations. Sorted, compacted, and reduced over 150,000 cubic yards of construction & demolition debris.

- **Hurricane Lili, Iberia Parrish, Louisiana Oct. 2002**

Collection, transportation, and disposal of vegetative and construction & demolition debris. Thirty-seven crews were utilized throughout the Parrish. Operated two temporary disposal sites for storm-generated debris. Processed over 100,000 cubic yards of vegetative waste over 150,000 cubic yards of construction & demolition debris. Mitigated hazardous materials from private property to assist the client in protecting the citizens from dangerous, unsafe structures.

- **Hurricane Andrew (DR-955), Aug. 1992 - South Florida**

Incorporated AshBritt following the devastating impact of Hurricane Andrew.

John Noble
Chief Operating Officer / Sr. Ops. Mgr.

EXPERIENCE SUMMARY

John Noble is an environmental engineer who earned his Master's Degree in Solid and Hazardous Waste Management from the University of Florida. As the operations manager for more than 40 disaster declared events, Mr. Noble has achieved industry excellence in managing all aspects of the AshBritt disaster recovery operation. He also is a graduate of the United States Military Academy at West Point, where he earned a Bachelor's Degree in Civil Engineering-Engineering Management. Over his career, John has managed a long line of environmental construction and mitigation projects. Since joining the AshBritt team in 1994, he has successfully overseen the operations of over 100 mid-to-large-scale disaster response and recovery projects, and he has provided operational oversight for all of AshBritt's recovery deployments. John is currently a State of Florida Board of Professional Engineers – Engineer Intern (# 1096ET126) and a licensed Certified Pollutant Storage System Contractor (No. PC C056744). He is certified in OSHA's 40 Hour Hazardous Waste Operations and Emergency Response training, the 8-Hour Annual Refresher course, and the USACE Contractor Quality Control Management (CQCM) for Contractors. Mr. Noble is responsible for leading and managing the organization's operations. Duties include but are not limited to bid research, debris estimating, subcontractor coordination, equipment selection and acquisition, project management, and reporting.

FEATURED EXPERIENCE

Mr. Noble served as the Senior Operations Manager for all the disaster recovery and debris removal projects listed below:

- **Hurricane Irma, Sept. 2017 – Florida, Georgia, South Carolina**

Directed the collection of 12.6 M CY of debris. Conducted emergency road clearance, ROW vegetative debris and C&D collection, HHW collections, White goods collections, Freon extractions, hazardous tree and stump removal, DMS management, reduction through grinding and compaction, and haul-out services to final disposal sites.

- **Hurricane Harvey, Aug. 2017 – Texas**

Directed the collection of 1.7 M CY of debris. Conducted emergency road clearance, ROW vegetative debris and C&D collection, HHW collections, White goods collections, Freon extractions, hazardous tree and stump removal, DMS management, reduction through grinding and compaction, and haul-out services to final disposal sites.

- **Hurricane Matthew, Oct. 2016 – Florida, Georgia, and South Carolina**

ROW collection and disposal, Beach Cleanup, and Hazardous Tree Removal.

- **Blue Cut Fire, August 2016 – San Bernardino County, CA**

Directed the delivery and setup of mobile showers, toilets, and other ancillary services. Due to the mass evacuations for the Blue Cut Fire, AshBritt provided 40 Port-o-potties which included 15 ADA compliant units for the residents of the County. AshBritt also delivered 40 portable showers which included 4 ADA compliant units. AshBritt had units on site within 14 hours of the request.

YEARS OF EXPERIENCE

- 24 years

AREA OF EXPERTISE

- Executive Management
- Complex Disaster Debris Recovery Operations
- Critical Thinking & Strategic Planning
- Effective & Positive Communicator
- Strong Technical & Operational knowledge
- Well-versed on Political & Social issues

DISASTERS

- 4399 FL Hurricane Michael
- 4394 SC Hurricane Florence
- 4344 CA Wildfires
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy
- 4084 FL Hurricane Isaac
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 3143 FL Hurricane Floyd
- 3131 FL Hurricane George
- 3116 FL Hurricane Erin
- 1806 FL Hurricane Gustav
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina
- 1595 FL Hurricane Dennis
- 1561 FL Hurricane Jeanne
- 1551 FL Hurricane Ivan
- 1545 FL Hurricane Frances
- 1539 FL Hurricane Charley
- 1491 VA Hurricane Isabel
- 1243 SC Hurricane Bonnie

- **Soberanes Fire, August 2016 – Monterey County, CA**

Directed the ROW cleanup of debris clearing of hazardous fire damaged trees that were cut down by CalFIRE. We also cut and removed hazardous fire damaged trees that are still standing in the County's ROW.

- **Severe Storm, Jan 2016 – Collier County & Naples, FL**

Directed the collection of 45,000 CY debris. Operations included ROW collection, Debris Management Site management, reduction of debris through grinding and haul-out services.

- **Winter Storm Jonas, Jan 2016 – Multiple Jurisdictions in MD & VA**

Directed and monitored 24hr/day, Emergency roadway clearance of snow utilizing heavy equipment.

- **Valley Fire (DR-4240), Oct 2015, Pacific Gas & Electric - Lake County, CA**

Directed a team of approximately 100 people to meet operation goals. Operations were focused on felling, trimming, and chipping of fire damaged and destroyed trees in proximity and posing a threat to power distribution lines. In total, AshBritt felled over 5,000 fire damaged and destroyed trees.

- **South Carolina Flooding (DR-4241), Oct 2015 - Charleston, SC**

Directed the collection of 31,464 CY of debris created from the high waters. Operations included ROW vegetative and C&D debris collection.

- **Texas Flooding Event (DR-4223), June 2015 - Hidalgo County, TX**

Directed the relocation of 13.5 M gallons of water. Conducted operations utilizing 20 Super Tanker Vac Trucks.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 - GA & SC**

Directed the collection of over 1.06 M CY of debris. Conducted ROW operations as well as in city and county parks. Operations included collections, hazardous tree removal, DMS management, and haul-out to final disposal.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 – VA, NY & NJ**

Directed the collection of over 4.5 M CY of debris. Conducted ROW Vegetation and C&D collection, hazardous tree and stump removal, Sand Screening, beach restoration, building demolitions, HHW, e-waste and white goods collections, Freon extractions, DMS management, reduction by grinding and compaction, and haul-out to final disposal. AshBritt also conducted the removal of 387 sunken and submerged vessels and performed the management of a vessel aggregation site.

- **Severe Storm (DR-4046) & (DR-4051), Oct. 2011 - CT & MA**

Directed the collection of 1.7 M CY of debris. On October 29, 2011, most of the state was blanketed by as much as 27 inches of wet snow from the Massachusetts Severe Storm and Snowstorm. This event generated massive amounts of hurricane-like vegetative debris. AshBritt received separate task orders from the State for emergency road clearance operations in various municipalities. Additionally, the state offered the contract to all municipalities and public agencies for large volume debris removal, management, and disposal operations. Twenty separate municipalities, as well as the City of Springfield's Parks Department and publicly owned Springfield College, chose to utilize this contract. AshBritt removed hazardous hanging limbs (hangers) from 101,835 trees and 5,143 hazardous leaning trees (leaners). AshBritt loaded, hauled and reduced through grinding 1,774,452 cubic yards of vegetative material. All vegetative material was disposed of through beneficial re-use. AshBritt utilized company-owned equipment as well as 101 subcontractors deploying 694 pieces of rubber-tired equipment. AshBritt had more than 75 personnel, including corporate principals, senior project managers, project managers, quality control representatives, and administrative staff working daily out of a local field office building in West Springfield, MA.

- **Severe Storm and Tornadoes (DR-1994), May 2011 - Massachusetts**

Directed the collection of 373,575 CY of debris. Operations included ROW debris collection, hazardous tree mitigation, hazardous stump removal DMS management, debris reduction, haul off and disposal. Multiple NRCS projects. ROE program managed.

DISASTERS

- 1241 FL Hurricane Earl
- 1069 FL Hurricane Opal
- 955 FL Hurricane Andrew

TRAINING & CERTIFICATIONS

- FEMA IS 100 & 700
- FEMA IS 100 & 700
- Cert. Pollutant Storage System Contractor
- State of FL Board of Professional Engineers Intern
- 40 Hour HAZWOPER
- HAZWOPER Supervisor
- U.S. Army Ranger
- U.S. Army Sapper Leadership Course
- U.S. Army Airborne/Air Assault School
- USACE CQCM for Contractors
- Member of USACE Safety Pays Committee

EDUCATION

- University of Florida – Master of Engineering, Solid and Hazardous Waste Management
- United States Military Academy (West Point) – Bachelor of Science, Engineering Management – Civil Engineering

- **Hurricane Ike & Dolly (DR-1791/1780), Sept. 2008 - Southeast TX**

Directed the collection of 2.5 M CY of debris. Conducted Emergency debris clearance, ROW collections of vegetation and C&D, Hazardous tree/stump removal, Relocation of approximately 350 million gallons of floodwater utilizing vac trucks and hydraulic pumps, DMS Management, Reduction by grinding, compaction and burning. Work also consisted of the handling of White Goods some of which required Freon Extraction and decontamination owing to putrescent food and other substances. Also, the collection included E-waste units and household hazardous waste. Extra diligence had to be performed during recovery operations owing to the high number of historic structures severely damaged in the areas.

- **Hurricane Katrina (DR-1603) & (DR-1604), Aug. 2005 - MS & LA**

Directed the collection of over 21M CY of debris and the deployment of multiple ancillary services. AshBritt was the Initial Response contractor for both Louisiana (LA) and Mississippi (MS). Within the first 30 days following contract activation, AshBritt initiated debris removal operations in 11 LA jurisdictions assigned by task order from the USACE and was tasked to service 16 separate jurisdictions in MS, covering over 8,400 square miles and over 175 miles inland. AshBritt identified and designated collection zones in each jurisdiction. We sourced, retained and assigned subcontractors for all collection zones. Of vital importance to the mission, AshBritt provided emergency quarters and hygiene facilities for more than 300 government personnel, as well as established a commissary that served more than 10,000 meals. In LA, we provided over 50,000 gallons of emergency diesel fuel for initial operations, avoiding any equipment downtime. We also developed and staffed 26 TDSR sites throughout the affected areas and had collected and hauled over 1,000,000 cy of debris in less than 5 weeks. Additionally, we removed 19 tons of putrefied food from commercial cold storage facilities in Orleans Parish. In MS, we collected, hauled, and processed approximately 21 million cubic yards of vegetative debris and wreckage, staffing, managing, and operating 52 temporary debris processing sites. Specifically, we hauled over 700,000 loads of debris, using approximately 12,400 certified vehicles.

- **Hurricane Wilma (DR-1609), Oct. 2005 - Collier County**

Directed the collection of over 3.5 M CY of debris and the deployment of multiple ancillary services. AshBritt provided generators, toilets and shower facilities, vacuum trucks, traffic signal inspections, food and water for over 1,800 people, temporary fencing, and other ancillary services. AshBritt also conducted emergency push services, Right-of-Way vegetative debris and C&D collection, collection of white goods, management of 6 debris management sites, reduction of debris through grinding and compaction, and haul-out services. Additionally, AshBritt provided waterway collection services and collected over 22,000 hangers and 1,300 leaners.

- **Hurricane Ivan (DR-1551), Sept. 2004 - Escambia County, FL**

Directed the collection and processing of over 2.3 M CY of debris. AshBritt disposed of over 1,053,000 CY of reduced vegetative waste and C&D. AshBritt managed 4 TDSR sites and 3 citizen drop-off sites. Debris was reduced by grinding, compaction and burning. Overall, 95,631 loads were managed for both debris collection and disposal, utilizing over 700 collection trucks and 350 disposal trucks. Debris was disposed of at 16 final disposal sites. A significant portion of reduced vegetative debris was diverted for beneficial use.

- **Hurricane Frances (DR-1545) & Jeanne (DR-1561), Sept. 2004 – Central FL**

Directed the collection and processing of over 1.6 M CY of debris. Conducted ROW vegetative and C&D collection, hazardous tree and limb removal, Beach cleanup, DMS management, reduction of vegetative debris through grinding and compaction, and haul-out services. Portions of reduced vegetative debris were diverted for beneficial agricultural use and fuel source.

Dow Knight
Senior Vice President / Sr. Ops. Mgr.

EXPERIENCE SUMMARY

As the Operations Planner for more than 29 declared disasters, Mr. Knight has become an expert in estimation of debris volumes, sectoring disaster area for most efficient debris management, locating temporary debris storage and reduction sites and disposal sites, determining personnel and equipment resources (crews) required, performing environmental health and safety evaluations, and evaluating requirements to implement an automated debris management system. Mr. Knight most recently served as the Operations Manager for our USACE mission in response to Hurricane Michael and was the Asst. Operations Manager for our USACE mission in Northern California. He is a graduate of the United States Merchant Marine Academy in Kings Point, New York. Mr. Knight's maritime and inter-modal experience, both ashore and at sea, provides AshBritt with the logistics and transportation experience necessary to conduct large-scale operations for both domestic and international response requirements. For over a decade, AshBritt has applied Mr. Knight's expertise toward the management of timely and efficient resource allocations for disaster projects. AshBritt relies on Mr. Knight's management expertise and organizational skills in navigating the complexities of planning and executing large-scale, multifaceted response and recovery projects. Holding a degree in Marine Transportation, Mr. Knight also provides operational oversight for all marine services projects, whether disaster-related or through general opportunities. Additionally, Mr. Knight is a Commander in the Navy Reserve assigned to Navy Recruiting Command, and in 2010 deployed overseas in support of Operation Enduring Freedom.

FEATURED EXPERIENCE

Mr. Knight served as the Operations Planner, Project Manager, Operations Manager, Quality Control Manager, or held other key personnel roles for all the disaster recovery and debris removal projects listed below:

- **Winter Storm Gia, Feb. 2019 – Overland Park, KS**

Directed and monitored crews conducting ROW vegetative debris collection and hazardous tree and limb removal.

- **Hurricane Michael, Oct. 2018 – USACE, GDOT, Leon County, Tallahassee, FDEP**

Directed the collection of 1.2 M CY of debris. Conducted waterway debris removal in Econfina Creek in Jackson County, FL under the compliance of FDEP, U.S. Fish and Wildlife, and the North Florida Water Management District. Operations included; debris pickup, hauling and removing; staging and reduction; disaster debris management site (DDMS); removal of vessels, trailers, and vehicles and overall debris management. In the GA Counties of Worth and Thomas - AshBritt Conducted ROW collection, Hazardous tree and limb removal, DMS management, debris reduction through grinding and haul-out and disposal services. In Tallahassee, AshBritt conducted ROW collection, Hazardous tree and limb removal, DMS management, reduction through grinding and compaction, and haul-out and disposal services. In Leon County, FL, AshBritt conducted ROW collection, DMS management, reduction grinding, and compaction, and

YEARS OF EXPERIENCE

- 17 years

AREA OF EXPERTISE

- Debris Management
- Operations Planning
- Critical Thinking & Strategic Planning
- Effective & Positive Communicator
- Strong Technical & Operational Knowledge
- Transportation/Logistics
- Marine and Vessel Management
- FEMA Technical Assistance
- Subcontractor Management

DISASTERS

- 4399 FL Hurricane Michael
- 4394 SC Hurricane Florence
- 4344 CA Wildfires
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy
- 4084 FL Hurricane Isaac
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 3143 FL Hurricane Floyd
- 3131 FL Hurricane George
- 3116 FL Hurricane Erin
- 1806 FL Hurricane Gustav
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina
- 1595 FL Hurricane Dennis
- 1561 FL Hurricane Jeanne
- 1551 FL Hurricane Ivan
- 1545 FL Hurricane Frances
- 1539 FL Hurricane Charley
- 1491 VA Hurricane Isabel

haul-out and disposal services. AshBritt removed 1,639 hazardous leaning trees and 44,453 hazardous hanging trees. Ashbritt also was involved in a USACE Emergency Road Clearance Project throughout the Panhandle of Florida.

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire, Oct. 2017 – USACE – CA**

Directed AshBritt team of managers and contractors as they performed their daily operations. Provided daily Quality Control Reporting to USACE. AshBritt Inc. responded to the Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire for the USACE (2017). AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. AshBritt also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, AshBritt certified over 1,700 hauling units and utilized over 200 pieces of loading equipment. During AshBritt's peak period of operations, 115 debris removal crews worked to move 25,000 tons of fire debris in one day.

- **Hurricane Irma (DR-4337), Sept. 2017 – FL**

Directed the collection of 11.6 M CY of debris. Conducted emergency road clearance, ROW vegetative debris and C&D collection, HHW collections, White goods collections, Freon extractions, hazardous tree and stump removal, DMS management, reduction through grinding and compaction, and haul-out services to final disposal sites.

- **Hurricane Matthew (DR-4284), Oct. 2016 – Chatham County & Pooler, GA**

Directed the collection of 1.6 M CY of debris. Conducted ROW vegetative debris collection, DMS management, reduction of vegetative debris through grinding, sand screening, and haul-out services. In addition, services included a leaner/hanger program and a hazardous stump mission. AshBritt removed 1,175 leaners, 21,795 hangers, 113 stumps.

- **Winter Storm Jonas, Jan. 2016 – Multiple Jurisdictions in MD & VA**

Directed and monitored 24hr/day, Emergency roadway clearance of snow utilizing heavy equipment.

- **Valley Fire (DR-4240), Oct 2015 – Pacific Gas & Electric, Lake County, CA**

Directed a team of approximately 100 people to meet operation goals. Operations were focused on felling, trimming, and chipping of fire damaged and destroyed trees in proximity and posing a threat to power distribution lines. In total, AshBritt felled over 5,000 fire damaged and destroyed trees.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 - GA & SC**

Directed the collection of over 1.06 M CY of debris. Conducted ROW operations as well as in city and county parks. Operations included collections, hazardous tree removal, DMS management, and haul-out to final disposal.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 - NJ**

Directed the collection of over 4.5 M CY of debris. Conducted ROW Vegetation and C&D collection, hazardous tree and stump removal, Sand Screening, beach restoration, building demolitions, HHW, e-waste and white goods collections, Freon extractions, DMS management, reduction by grinding and compaction, and haul-out to final disposal. AshBritt also conducted the removal of 387 sunken and submerged vessels and performed the management of a vessel aggregation site.

- **Deepwater Horizon Oil Spill, FDEP, 2010 – Bay County & Gulf County, FL**

Directed and monitored the mobilization, staging, and deployment of 11,000 linear ft. of deflection boom and supervised a fleet of skimmer boats.

TRAINING & CERTIFICATIONS

- FEMA IS 100 & 700
- G202 – Debris Management
- 40 Hr. HAZWOPER
- 8 Hr. HAZWOPER Refresher
- 8 Hr. HAZWOPER Supervisor
- NTSS: Fall Prevention, Ladder Safety, and Scaffolding Certificate of Completion
- USACE CQCM for Contractors
- Joint Interagency Training Center – West: Consequence Management Disasters Course
- U.S. Navy – Enterprise Safety Applications Management System for CNRF: Job Hazard Analysis Training
- USAID: Joint Humanitarian Operations Course
- MEMA Debris Course Speaker – 2018
- CPR Certified

EDUCATION

- United States Merchant Marine Academy, BS, Marine Transportation with a Minor in Marine Engineering

SECURITY CLEARANCE

- TS/SCI

- **Haiti Earthquake Response, 2010 - Port Au Prince, Haiti**

Ocean shipment of over 300 pieces of heavy equipment, a base camp, and conducted debris collection and disposal operations.

- **Hurricane Ike & Dolly (DR-1791/1780), Sept. 2008 - Southeast TX**

Directed the collection of 2.5 M CY of debris. Conducted Emergency debris clearance, ROW collections of vegetation and C&D, Hazardous tree/stump removal, Relocation of approximately 350 million gallons of floodwater utilizing vac trucks and hydraulic pumps, DMS Management, Reduction by grinding, compaction and burning. Work also consisted of the handling of White Goods, some of which required Freon Extraction and decontamination owing to putrescent food and other substances. Also, the collection included E-waste units and household hazardous waste. Extra diligence had to be performed during recovery operations owing to the high number of historic structures severely damaged in the areas.

- **Severe Ice Storm (EM-3268), 2006 – Alden & Erie County, NY**

Debris collection and disposal.

- **Hurricane Wilma (DR-1609), 2006 – Weston, FL**

Canal marine debris removal mission.

- **Hurricane Katrina (DR-1603) & (DR-1604), 2005 – Hope, Hancock County, and Pass Christian, MS & LA & Broward County, FL**

Directed the collection of over 21M CY of debris and the deployment of multiple ancillary services. AshBritt was the Initial Response contractor for both Louisiana (LA) and Mississippi (MS). Within the first 30 days following contract activation, AshBritt initiated debris removal operations in 11 LA jurisdictions assigned by task order from the USACE and was tasked to service 16 separate jurisdictions in MS, covering over 8,400 square miles and over 175 miles inland. AshBritt identified and designated collection zones in each jurisdiction. We sourced, retained, and assigned subcontractors for all collection zones. Of vital importance to the mission, AshBritt provided emergency quarters and hygiene facilities for more than 300 government personnel, as well as established a commissary that served more than 10,000 meals. In LA, we provided over 50,000 gallons of emergency diesel fuel for initial operations, avoiding any equipment downtime. We also developed and staffed 26 TDSR sites throughout the affected areas and had collected and hauled over 1,000,000 CY of debris in less than 5 weeks. Additionally, we removed 19 tons of putrefied food from commercial cold storage facilities in Orleans Parish. In MS, we collected, hauled, and processed approximately 21 million cubic yards of vegetative debris and wreckage, staffing, managing, and operating 52 temporary debris processing sites. Specifically, we hauled over 700,000 loads of debris, using approximately 12,400 certified vehicles.

- **Southern California Edison Bark Beetle Tree Removal Program – 2004**

Directed the Removal, processing and lawful disposal of approximately 110,000 dead, dying and infested trees (Bark Beetle) over a 1,500-acre area. Work conducted using experienced manpower and heavy equipment and cranes via felling, climbing, chipping, and hauling to an approved final disposal site.

- **Hurricane Dennis (DR-1609) – Escambia County, FL**

Directed the collection of 699,936 CY of debris. Conducted ROW collections, DMS management, and reduction by grinding, burning, and compaction. Overall, 20,665 loads were managed for both debris collection and disposal, utilizing 161 collection trucks and 73 disposal trucks. Debris was disposed of at 9 final disposal sites. A significant portion of reduced vegetative debris was diverted for beneficial use.

- **Hurricane Ivan (DR-1551), Sept. 2004 - Escambia County, FL**

Directed the collection and processing of over 2.3 M CY of debris. AshBritt disposed of over 1,053,000 CY of reduced vegetative waste and C&D. AshBritt managed 4 TDSR sites and 3 citizen drop-off sites. Debris was reduced by grinding, compaction, and burning. Overall, 95,631 loads were managed for both debris collection and disposal, utilizing over 700 collection trucks and 350 disposal trucks. Debris was disposed of at 16 final disposal sites. A significant portion of reduced vegetative debris was diverted for beneficial use.

- **Hurricane Charley, Sept. 2004 - Charlotte County, FL**

Directed the collection of 1.8 M CY of debris. Conducted ROW collections, DMS management, Debris was reduced by grinding, compaction and burning. Overall, 77,623 loads were managed for both debris collection and disposal, utilizing over 600 collection trucks and 200 disposal trucks. Debris was disposed of at 3 final disposal sites. Portions of reduced vegetative debris were diverted for beneficial agricultural use and fuel source. Additionally, AshBritt provided emergency dry-in services and roof tarping support for several County properties.

- **Hurricane Isabel, 2003 - Hampton, VA**

Directed the collection of 2.2 M CY of debris. Conducted ROW collections, DMS management, Haul-out, and Disposal. AshBritt managed 1 massive TDSR site in excess of 100 acres. Debris was reduced by grinding, compaction, and burning. AshBritt disposed of approx. 750,000 CY of reduced vegetative waste and C&D. Overall, 6875 loads were managed for both debris collection and disposal, utilizing over 190 collection trucks and 85 disposal trucks. In addition, AshBritt removed over 1,400 hazardous trees under the imminent danger tree program, removed debris from sewers and catch basins throughout the City, provided emergency power to municipal buildings and lift stations, provided propane delivery as generator fuel the City EOC, provided technical assistance to the City as it relates to the Public Assistance program categories A-G.

Gerardo Castillo
Chief of Staff

EXPERIENCE SUMMARY

Gerardo Castillo is involved in all facets of AshBritt operations, including corporate strategy, operations management, and business/community partnerships. Mr. Castillo has experience working closely and developing strong working relationships with government partners, including FEMA, US Army Corps of Engineers, city managers, public works directors, state departments of transportation, law enforcement, environmental protection agencies, and local elected officials. Mr. Castillo most recently served as one of the senior managers responsible for AshBritt's USACE mission in response to the 2017 Northern California wildfires.

FEATURED EXPERIENCE

Mr. Castillo served as the Chief of Staff, Project Manager, Operations Planner, Quality Control Manager, or held other key personnel roles for each disaster recovery and debris removal project listed below:

- **Winter Storm Gia, Feb. 2019 – Overland Park, KS**

ROW collection and disposal, hazardous tree and limb removal

- **Camp Fire, 2018 – Pacific Gas and Electric Company – CA**

Pre-Inspection for Accelerated Wildfire Reduction and Hazardous Tree Removal program

- **Hurricane Michael, Oct. 2018 – Panhandle, FL, USACE, GDOT, FDEP**

Road Clearance, ROW and Waterway collection and disposal, and hazardous trees

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire, Oct. 2017 - USACE – CA**

Private property debris removal, erosion control, air monitoring, & disposal.

- **Hurricane Irma, Sept. 2017 – FL**

ROW collection and disposal, Beach Clean up, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – TX**

ROW collection and disposal, HHW, MRE's, generator services, shelter services.

Capital Metropolitan Transportation Authority – 2010-2017

- **Sr. VP/Chief of Staff**

Managed nine departments: government relations, communications, marketing, compliance, board relations, community outreach, diversity, customer service, retail outlet. Oversaw budget of $8 million. Directly led all aspects of the Authority's external and government relations. Senior liaison with the Board of Directors on local, state, federal policy issues affecting the Authority.

Directed Plaza Saltillo $200 million redevelopment project, 11-acre downtown Austin tract developed as Austin's first major transit orientated development project, from development concept to ground-breaking. Principal liaison between the agency, private developer, city council, neighborhood associations, unions/ advocacy groups. Led agency through a historic transition from the internal labor force of over 1,000 employees to a privately contracted operations structure; directed multiyear negotiations and arbitration process between agency and multiple labor unions.

- **Manager, Community Affairs**

Directed public outreach team efforts across agency departments and partner transportation organizations. Developed and oversaw implementation of key stakeholder outreach campaign strategies, focusing on neighborhood associations, businesses, community groups, and community stakeholders.

YEARS OF EXPERIENCE

- 23 years

AREA OF EXPERTISE

- Project Management
- Debris Management Site Operations
- Disposal and Recycling Operations
- Safety

DISASTERS

- 4347 KS Winter Storm Gia
- 4353 CA Camp Fire
- 4399 FL Hurricane Michael
- 4344 CA Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey

TRAINING & CERTIFICATIONS

- Bilingual English/Spanish
- Strategic Planning

EDUCATION

- The University of Texas at Austin, Masters in Public Affairs, Bachelors of Arts, Government and Political Science

Christina D'Emidio
Controller

EXPERIENCE SUMMARY

Accounting administrator for all AshBritt projects since 2005. Mrs. D'Emidio manages all payables, reconciles operational reporting to subcontractor invoices, processes subcontractor invoices for payment, and is the lead data entry and invoicing contact. As Controller, she handles all invoicing and subcontractor files for all our subcontractors. She assists the project managers in all administrative duties. This includes but is not limited to invoices and billing for all clients and subcontractors. Most recently, Mrs. D'Emidio managed all client invoicing and subcontractor invoices for AshBritt's Hurricane Michael, Irma, Harvey & Matthew response.

FEATURED EXPERIENCE

Mrs. D'Emidio served as the Controller, Data Manager, and contact for audit inquiries for all the disaster recovery and debris removal projects listed below:

- **Winter Storm Gia, Feb 2019 – Overland Park, KS**

ROW collection and disposal, hazardous tree and limb removal

- **Hurricane Michael – Oct. 2018 – Panhandle, FL, USACE, GDOT, FDEP**

Road Clearance, ROW and Waterway collection and disposal, and hazardous trees

- **Hurricane Irma, Sept. 2017 – Florida, Georgia, South Carolina**

ROW collection and disposal, Beach Clean up, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – Texas**

ROW collection and disposal, HHW, MRE's, generator services, shelter services.

- **Hurricane Matthew, Oct. 2016 – Florida, Georgia, and South Carolina**

ROW collection and disposal, Sand Screening, and Hazardous Tree Removal.

- **Blue Cut Fire, August 2016 – San Bernardino County, CA**

Provided showers, toilets, and other services for 3500 personnel in County Shelter.

- **Soberanes Fire, August 2016 – Monterey County, CA**

ROW debris removal for hazardous fire damaged trees.

- **Severe Storms and Flooding, May 2016 – Jersey Village, TX**

ROW debris removal, management, and disposal.

- **Winter Storm Jonas, Jan 2016 – Multiple Jurisdictions in MD & VA**

Snow removal operations utilizing heavy equipment.

- **Valley Fire (DR-4240), Dec 2015 - Lake County, CA**

Hazardous tree felling and cleanup of fire damage and destroyed trees.

- **Valley Fire (DR-4240), Oct 2015, Pacific Gas & Electric - Lake County, CA**

Hazardous tree felling and cleanup of fire damage and destroyed trees.

- **South Carolina Flooding (DR-4241), Oct 2015 - Charleston, SC**

ROW debris collection for vegetative and C&D debris streams.

YEARS OF EXPERIENCE

- 15 years

AREA OF EXPERTISE

- Project management
- Debris Management Site Operations
- Disposal and Recycling Operations
- Display strong analytical qualities
- Demonstrate a high level of administrative competence

DISASTERS

- 4347 KS Winter Storm Gia
- 4353 CA Camp Fire
- 4399 FL Hurricane Michael
- 4394 SC Hurricane Florence
- 4344 CA Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy
- 4084 FL Hurricane Isaac
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 3143 FL Hurricane Floyd
- 3131 FL Hurricane George
- 3116 FL Hurricane Erin
- 1806 FL Hurricane Gustav
- 1780 TX Hurricane Dolly
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina
- 1595 FL Hurricane Dennis
- 1551 FL Hurricane Ivan

- **Texas Flooding Event (DR-4223), June 2015 - Hidalgo County, TX**

Utilized 20 Super Tanker Vac Trucks to relocate 13,500,000 gallons of water.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 - GA & SC**

Park and ROW debris removal, management, and disposal.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 - NY & NJ**

Vessel removal and management, ROW, and DMS Management.

- **Severe Storm (DR-4046) & (DR-4051), Oct. 2011 - CT & MA**

ROW, DMS Management, and multiple other debris services.

- **Severe Storm and Tornadoes (DR-1994), May 2011 - Massachusetts**

Debris, DMS management, disposal, and hazardous tree mitigation.

- **Hurricane Ike & Dolly (DR-1791 & 1780), Sept. 2008 - Southeast TX**

Debris removal, building restoration, and ancillary services.

- **Hurricane Katrina (DR-1603) & (DR-1604), Aug. 2005 - MS & LA**

Debris removal and multiple ancillary services to remove of 21.5 million CY.

- **Hurricane Wilma (DR-1609), Oct. 2005 – South Florida**

ROW debris removal, DMS site management, debris recycling, and disposal.

- **Hurricane Dennis (DR-1609), 2005 – Escambia County, FL**

ROW debris removal, DMS site management, debris recycling, and disposal.

- **Hurricane Ivan (DR-1551), Sept. 2004 - Escambia County, FL**

ROW Debris removal of vegetation and C&D in addition to waterways.

TRAINING & CERTIFICATIONS

- FEMA IS 100 & 200
- Florida Notary
- USACE CQCM for Contractors

EDUCATION

- Pensacola Christian College, BS, MS

Matt Gierden
Vice President / Senior Operations Manager

EXPERIENCE SUMMARY

Matt Gierden offers more than 17 years of experience in disaster recovery projects, special environmental operations, client development, customer service, and public relations. As the Operations Planner for more than 40 declared disaster events, Mr. Gierden's has become an industry leader that has perfected his skills in debris estimation, sectoring disaster areas, locating temporary debris storage and reduction sites and disposal sites, determining personnel and equipment resources (crews) required, performing environmental health and safety evaluations, and evaluating requirements to implement an automated debris management system. Mr. Gierden also plays a crucial role in strategic direction for numerous efforts that drive the successful completion of significant and high-priority disaster response and recovery initiatives that substantially impact the company's growth. Over the years, Mr. Gierden has established a reputation as a decisive leader in the organization. Mr. Gierden approaches new challenges with innovative solutions and practical problem-solving. Equipped with an enthusiastic attitude and exceptional people skills, Mr. Gierden maintains a myriad of client relationships throughout the Southeast US. Mr. Gierden initially served as an entry-level field supervisor in 2002 and earned promotions to project manager to regional manager and eventually to Mr. Gierden's current role as a vice president. His ambitious style is key to AshBritt's ability to successfully respond in a variety of demanding disaster recovery environments. His ever-expanding portfolio of successful projects includes more than 40 Federal Emergency Management Agency (FEMA) disaster recovery projects. Mr. Gierden most recently served as Project Manager for Bay County, FL, in response to Hurricane Michael.

FEATURED EXPERIENCE

Mr. Gierden served as the Operations Planner, Project Manager, Operations Manager, Quality Control Manager, or held other key personnel roles for each disaster recovery and debris removal project listed below:

- **Hurricane Michael – Oct. 2018 – Bay County, FL**

Operations Manager for disaster debris removal and disposal services in response to Hurricane Michael. AshBritt opened, developed, staffed, and operated 5 TDSR locations throughout the affected area. The geographic response area for AshBritt's contract within Bay County, FL, covered 758 square miles. AshBritt's management team arrived prior to official activation at no additional expense to the County. For debris removal operations, AshBritt identified and designated 16 collection zones throughout the County. The 8.4 million cubic yards of debris collected throughout Bay County included vegetative and construction/demolition (C&D) debris types. We employed and managed over 470 debris hauling units and 61 tree crews which removed 66,000 hazardous trees and 50,000 hazardous hanging limbs. At the height of the project, AshBritt collected over 84,000 cubic yards of debris in one day. To date, AshBritt has hauled out 1,700,000 cubic yards of mulch. All the mulch hauled out of the TDSR sites was sent to beneficial re-use locations except for the small amount the County wanted to utilize for cover in their landfill. In addition, AshBritt handled numerous special debris waste streams on this project, which included white goods & e-waste. AshBritt is currently conducting a marine

YEARS OF EXPERIENCE

- 17 years

AREA OF EXPERTISE

- Subcontractor Management
- Disaster Debris Operations
- Operations Planning
- FEMA Technical Assistance
- Quality Control
- Excellent in effective & positive Communications
- Expert in planning, forecasting & solving critical problems

DISASTERS

- 4406 FL Hurricane Michael
- 4406 GA Hurricane Michael
- 4377 TX Torrential Rains
- 4369 FL Severe Storm
- 4353 CA Camp Fire
- 4347 KS Winter Storm Gia
- 4346 FL Hurricane Irma
- 4346 GA Hurricane Irma
- 4346 SC Hurricane Irma
- 4344 CA Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire
- 4332 TX Hurricane Harvey
- 4291 FL Hurricane Matthew
- 4291 GA Hurricane Matthew
- 4291 SC Hurricane Matthew
- 4275 VA Tornado
- 4262 MD Winter Storm Jonas
- 4262 VA Winter Storm Jonas
- 4241 SC 2015 South Carolina Severe Storms and Floods
- 4223 TX June of 2015 Flooding Event
- 4166 SC Winter Storm Pax
- 4110 MA Winter Storm Nemo
- 4099 CT Hurricane Sandy
- 4099 NJ Hurricane Sandy
- 4046 CT Severe Storm
- 4037 FL Hurricane Irene
- 3361 CT Winter Storm Nemo
- 3343 MA Severe Storm & Snowstorm
- 3244 FL Hurricane Katrina

debris removal mission in which we have removed over 400,000+ cubic yards. At our peak, AshBritt removed 10,500 cubic yards of marine debris in one day.

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire – Oct. 2017 - USACE – CA**

Directed our team of managers and contractors as they performed their daily operations. Provided daily Quality Control Reporting to USACE. AshBritt Inc. responded to the Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire for the USACE (2017). AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. We also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, we certified over 1,700 hauling units and utilized over 200 pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working and moved 25,000 tons of fire debris in one day.

- **Hurricane Irma, Sept. 2017 – Collier County, FL**

Directed the collection of 3.5 M CY of debris, emergency push, and the deployment of multiple ancillary services. AshBritt provided generators, toilets and shower facilities, vacuum trucks, traffic signal inspections, food and water for over 1,800 people, temporary fencing, and other ancillary services. Conducted ROW vegetative debris and C&D collection, collection of white goods, management of 6 DMS sites, and reduction of debris through grinding and compaction, and haul-out services. Additionally, AshBritt provided waterway collection services and collected over 22,000 hangers and 1,300 leaners.

- **Hurricane Harvey, Aug. 2017 – Fort Bend County, TX**

Directed the collection of 499,700 CY of debris. Operations included ROW collection, Debris Management Site management (3), reduction of debris through compaction, HHW collection, and haul-out services. AshBritt also provided ancillary services including MREs and shower and restroom trailers.

- **Hurricane Matthew (DR-4286), 2016 – Charleston & Colleton County, SC**

Directed the collection of 426,486 CY of debris. Conducted ROW debris collection, DMS management, reduction through grinding, and haul-out services.

- **Blue Cut Fire, August 2016 – San Bernardino County, CA**

Directed the delivery and setup of mobile showers, toilets, and other ancillary services. Due to the mass evacuations for the Blue Cut Fire, AshBritt provided 40 Port-o-potties which included 15 ADA compliant units for the residents of the County. AshBritt also delivered 40 portable showers which included 4 ADA compliant units. AshBritt had units on site within 14 hours of the request.

- **Severe Storm, Jan 2016 – Collier County & Naples, FL**

Directed the collection of 45,000 CY debris. Operations included ROW collection, Debris Management Site management, reduction of debris through grinding and haul-out services.

- **Winter Storm Jonas, Jan 2016 – Multiple Jurisdictions in VA**

Directed and monitored 24hr/day, Emergency roadway clearance of snow utilizing heavy equipment.

- **Valley Fire (DR-4240), Dec 2015 - Lake County, CA & PG&E**

Directed a team of approximately 100 people to meet operation goals. Operations were focused on felling, trimming, and chipping of fire damaged and destroyed trees in proximity and posing a threat to power distribution lines. In total, AshBritt felled over 5,000 fire damaged and destroyed trees.

- **South Carolina Flooding (DR-4241), Oct 2015 - Charleston, SC**

DISASTERS

- 2936 NC EF3 Tornado
- 2432 CA Valley Fire
- 1994 MA EF3 Tornado
- 1910 MD Mid-Atlantic Snowstorm
- 1792 TX Hurricane Ike
- 1785 FL Tropical Storm Fay
- 1609 FL Hurricane Wilma
- 1553 FL Hurricane Ivan
- 1545 FL Hurricane Frances
- 1543 FL Hurricane Charley
- 1496 NC Hurricane Isabel

TRAINING & CERTIFICATIONS

- FEMA IS 100, 200, 230, 632, 700, & 800
- Anti-Terrorism Certification – Level 1
- 40 Hr. HAZWOPER
- 8 Hr. HAZWOPER Refresher
- 8 Hr. HAZWOPER Supervisor
- FL-603 Public Assistance Grant Program
- USACE CQCM for Contractors

EDUCATION

- Mishawaka High School, Mishawaka, IN

Directed the collection of 31,464 CY of debris created from the high waters. Operations included ROW vegetative and C&D debris collection.

- **Texas Flooding Event (DR-4223), June 2015 - Hidalgo County, TX**

Directed the relocation of 13.5 M gallons of water. Conducted operations utilizing 20 Super Tanker Vac Trucks.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 - SC**

Directed the collection of over 418,484 CY of debris. Conducted ROW operations as well as in city and county parks. Operations included collections, hazardous tree removal, DMS management, and haul-out to final disposal.

- **Hurricane Sandy (DR-4085-6), Oct 2012 – VA, MD, NJ**

Directed the collection of over 4.5 M CY of debris. Conducted ROW Vegetation and C&D collection, hazardous tree and stump removal, Sand Screening, beach restoration, building demolitions, HHW, e-waste and white goods collections, Freon extractions, DMS management, reduction by grinding and compaction, and haul-out to final disposal. AshBritt also conducted the removal of 387 sunken and submerged vessels and performed the management of a vessel aggregation site.

- **Severe Storm (DR-4046) & (DR-4051), Oct 2011 - MA**

Directed the collection of 1.7 M CY of debris. On October 29, 2011, most of the state was blanketed by as much as 27 inches of wet snow from the Massachusetts Severe Storm and Snowstorm. This event generated massive amounts of hurricane-like vegetative debris. AshBritt received separate task orders from the State for emergency road clearance operations in various municipalities. Additionally, the state offered the contract to all municipalities and public agencies for large volume debris removal, management, and disposal operations. Twenty separate municipalities, as well as the City of Springfield's Parks Department and publicly owned Springfield College, chose to utilize this contract. AshBritt removed hazardous hanging limbs (hangers) from 101,835 trees and 5,143 hazardous leaning trees (leaners). AshBritt loaded, hauled and reduced through grinding 1,774,452 cubic yards of vegetative material. All vegetative material was disposed of through beneficial re-use. AshBritt utilized company-owned equipment as well as 101 subcontractors deploying 694 pieces of rubber-tired equipment. AshBritt had more than 75 personnel, including corporate principals, senior project managers, project managers, quality control representatives, and administrative staff working daily out of a local field office building in West Springfield, MA.

- **Deepwater Horizon Oil Spill, FDEP, 2010 – Gulf County, FL**

Directed and monitored the mobilization, staging, and deployment of 11,000 linear ft. of deflection boom and supervised a fleet of skimmer boats.

- **Hurricane Ike (DR-1791), Sept 2008 – Hardin County, TX**

Directed the collection of over 10,100 CY of debris. Conducted emergency debris clearance ROW debris collection, DMS management, reduction by grinding and burning, Haul-out, and disposal.

- **Hurricane Katrina (DR-1604), July 2006 – LA & MS**

Directed the collection of over 21M CY of debris and the deployment of multiple ancillary services. AshBritt was the Initial Response contractor for both Louisiana (LA) and Mississippi (MS). Within the first 30 days following contract activation, AshBritt initiated debris removal operations in 11 LA jurisdictions assigned by task order from the USACE and was tasked to service 16 separate jurisdictions in MS, covering over 8,400 square miles and over 175 miles inland. AshBritt identified and designated collection zones in each jurisdiction. We sourced, retained, and assigned subcontractors for all collection zones. Of vital importance to the mission, AshBritt provided emergency quarters and hygiene facilities for more than 300 government personnel, as well as established a commissary that served more than 10,000 meals. In LA, we provided over 50,000 gallons of emergency diesel fuel for initial operations, avoiding any equipment downtime. We also developed and staffed 26 TDSR sites throughout the affected areas and had collected and hauled over 1,000,000 CY of debris in less than 5 weeks. Additionally, we removed 19 tons of putrefied food from commercial cold storage facilities in Orleans Parish. In MS, we collected, hauled and processed approximately 21 million cubic yards of vegetative debris and wreckage, staffing, managing, and operating 52 temporary debris processing sites. Specifically, we hauled over 700,000 loads of debris, using approximately 12,400 certified vehicles.

- **Hurricane Frances (DR-1545), Jeanne (DR-1561), Charley (DR-1539), 2004 - FL**

Directed the collection and processing of over 1.6 M CY of debris. Conducted ROW vegetative and C&D collection, hazardous tree and limb removal, Beach cleanup, DMS management, reduction of vegetative debris through grinding and compaction, and haul-out services. Portions of reduced vegetative debris were diverted for beneficial agricultural use and fuel source.

- **Hurricane Isabel, 2003 - Hampton, VA**

Directed the collection of 2.2 M CY of debris. Conducted ROW collections, DMS management, Haul-out, and Disposal. AshBritt managed 1 massive TDSR site in excess of 100 acres. Debris was reduced by grinding, compaction, and burning. AshBritt disposed of approx. 750,000 CY of reduced vegetative waste and C&D. Overall, 6875 loads were managed for both debris collection and disposal, utilizing over 190 collection trucks and 85 disposal trucks. In addition, AshBritt removed over 1,400 hazardous trees under the imminent danger tree program, removed debris from sewers and catch basins throughout the City, provided emergency power to municipal buildings and lift stations, provided propane delivery as generator fuel the City EOC, provided technical assistance to the City as it relates to the Public Assistance program categories A-G.

Rob Ray
Senior Vice President / Quality Control

EXPERIENCE SUMMARY

Rob Ray has 24 years of Business Development and Customer Service management experience, and 16 years of expertise in disaster response and recovery mission management, environmental contracting, and safety training management. As the Operations Manager for more than 20 federally declared events, Mr. Ray has attained industry excellence in managing all aspects of the AshBritt disaster recovery operation. He currently serves as a Sr. Vice President, managing Client Relations throughout multiple states. Mr. Ray first collaborated with AshBritt, as part of a joint venture in 2003, as an Operations Manager for several large-scale hazardous fire fuels reduction projects that included high volume Hazardous Tree Removal in San Diego County, San Bernardino County, and Riverside County, California. In 2005, Mr. Ray served as both a Senior Project Manager and as the Operations Manager for the USACE Hurricane Katrina State of Mississippi recovery operations, coordinating and assisting in organizing over 1,000 subcontractors for disaster recovery operations in 16 counties. Mr. Ray has managed more than 60 disaster recovery projects and continues to surpass client expectations and project goals through his effective management and operational expertise. Mr. Ray most recently served as the Operations Manager during the initial Hazardous, burned trees removal for Pacific Gas & Electric (PG&E) due to the Camp Fire disaster that occurred in Paradise, CA.

YEARS OF EXPERIENCE

- 24 years

AREA OF EXPERTISE

- Operations Management
- Disaster Debris Operations
- FEMA Technical Assistance
- Quality Control
- Excellent in effective & positive Communications
- Expert in planning, forecasting & solving critical problems
- Safety

DISASTERS

- 4399 FL Hurricane Michael
- 4394 SC Hurricane Florence
- 4344 CA Wildfires
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy
- 4084 FL Hurricane Isaac
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 3143 FL Hurricane Floyd
- 3131 FL Hurricane George
- 3116 FL Hurricane Erin
- 1806 FL Hurricane Gustav
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina

FEATURED EXPERIENCE

Mr. Ray served as the Operations Manager, Project Manager, Quality Control Manager, or held other key personnel roles for each disaster recovery and debris removal project listed below:

- **Camp Fire, 2018 - Pacific Gas and Electric Company – CA**

Directed our team of approximately 360 managers and contractors to meet our operational goals. AshBritt was the primary pre-inspector (PI) firm for the Accelerated Wildfire Reduction Program (AWRR). AshBritt was also the Quality Control Contractor responsible for the onboarding of all prime contractors, daily attendance logs for over 3000 personnel and equipment, and filed monitoring of work activities. Operations included identifying, felling, trimming, and hauling of fire damaged trees in the ROW and private property for the electric grid to be restored.

- **Hurricane Michael, Oct. 2018 – Bay, Gulf, Leon County, Tallahassee, FL**

Emergency Push, ROW collection and disposal, hazardous tree, and stump removal.

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire, Oct. 2017 - USACE – CA**

Directed our team of managers and contractors as they performed their daily operations. Provided daily Quality Control Reporting to USACE. AshBritt Inc. responded to the Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire for the USACE (2017). AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. We also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, we certified over 1,700 hauling units and utilized over 200 pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working and moved 25,000 tons of fire debris in one day.

- **Hurricane Irma, Sept. 2017 – FL**

Directed the collection of 12.6 M CY of debris. Conducted emergency road clearance, ROW vegetative debris and C&D collection, HHW collections, White goods collections, Freon extractions, hazardous tree and stump removal, DMS management, reduction through grinding and compaction, and haul-out services to final disposal sites.

- **Hurricane Harvey, Aug. 2017 – TX**

Directed the collection of 1.7 M CY of debris. Conducted emergency road clearance, ROW vegetative debris and C&D collection, HHW collections, White goods collections, Freon extractions, hazardous tree and stump removal, DMS management, reduction through grinding and compaction, and haul-out services to final disposal sites.

- **Hurricane Matthew (DR-4286), 2016 – SCDOT**

ROW collection and disposal and Hazardous Tree Removal.

- **Blue Cut Fire, Aug. 2016 – San Bernardino County, CA**

Directed the delivery and setup of mobile showers, toilets, and other ancillary services. Due to the mass evacuations for the Blue Cut Fire, AshBritt provided 40 Port-o-potties which included 15 ADA compliant units for the residents of the County. AshBritt also delivered 40 portable showers which included 4 ADA compliant units. AshBritt had units on site within 14 hours of the request.

- **Soberanes Fire, Aug. 2016 – Monterey County, CA**

Directed the ROW cleanup of debris clearing of hazardous fire damaged trees that were cut down by CalFIRE. We also cut and removed hazardous fire damaged trees that are still standing in the County's ROW.

- **Severe Storms and Flooding, May 2016 – Jersey Village, TX**

ROW debris removal, management, and disposal.

- **Winter Storm Jonas, Jan. 2016 – Multiple Jurisdictions in MD**

Directed and monitored 24hr/day, Emergency roadway clearance of snow utilizing heavy equipment.

- **Valley Fire (DR-4240), Dec. 2015 - Lake County, CA & PG&E**

Directed a team of approximately 100 people to meet operation goals. Operations were focused on felling, trimming, and chipping of fire damaged and destroyed trees in proximity and posing a threat to power distribution lines. In total, AshBritt felled over 5,000 fire damaged and destroyed trees.

- **Texas Flooding Event (DR-4223), June 2015 - Hidalgo County, TX**

Directed the relocation of 13.5 M gallons of water. Conducted operations utilizing 20 Super Tanker Vac Trucks.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 – Augusta, GA**

Directed the collection of 140,000 CY of debris from the city and county parks as well as the ROW. Operations included ROW debris removal, hazardous tree removal, management, and disposal.

- **Hurricane Sandy (DR-4086-91-92), Oct. 2012 – VA, MD, NJ**

Directed the collection of over 4.5 M CY of debris. Conducted ROW Vegetation and C&D collection, hazardous tree and stump removal, Sand Screening, beach restoration, building demolitions, HHW, e-waste and white goods collections, Freon extractions, DMS management, reduction by grinding and compaction, and haul-out to final disposal. AshBritt also conducted the removal of 387 sunken and submerged vessels and performed the management of a vessel aggregation site.

- **Severe Storm (DR-4046) & (DR-4051), Oct. 2011 - MA**

Directed the collection of 1.7 M CY of debris. On October 29, 2011, most of the state was blanketed by as much as 27 inches of wet snow from the Massachusetts Severe Storm and Snowstorm. This event generated massive amounts of hurricane-like vegetative debris. AshBritt received separate task orders from the State for emergency road clearance operations in various municipalities. Additionally, the state offered the contract to all municipalities and public agencies for large volume debris removal, management, and disposal operations. Twenty separate municipalities, as well as the City of Springfield's Parks Department and publicly owned Springfield College, chose to utilize this contract. AshBritt removed hazardous hanging limbs (hangers) from 101,835 trees and 5,143 hazardous leaning trees (leaners). AshBritt loaded, hauled and reduced through grinding 1,774,452 cubic yards of

TRAINING & CERTIFICATIONS

- FEMA IS 100 and 700
- Building Resilience by Reducing Infrastructure Vulnerability (H-2016) Training
- USACE CQCM for Contractors
- Anti-Terrorism Certification – Level 1
- NTSS: Fall Prevention and Ladder Safety Certificate of Completion

EDUCATION

- Culpeper County High School, Culpeper, VA

vegetative material. All vegetative material was disposed of through beneficial re-use. AshBritt utilized company-owned equipment as well as 101 subcontractors deploying 694 pieces of rubber-tired equipment. AshBritt had more than 75 personnel, including corporate principals, senior project managers, project managers, quality control representatives, and administrative staff working daily out of a local field office building in West Springfield, MA.

- **Severe Storm and Tornadoes (DR-1994), May 2011 - MA**

Directed the collection of 373,575 CY of debris. Operations included ROW debris collection, hazardous tree mitigation, hazardous stump removal DMS management, debris reduction, haul off, and disposal. Multiple NRCS projects. ROE program managed.

- **Deepwater Horizon Oil Spill, FDEP, 2010 – Bay County & Gulf County, FL**

Directed and monitored the mobilization, staging, and deployment of 11,000 linear ft. of deflection boom and supervised a fleet of skimmer boats.

- **Blizzard, Jan 2010 – VA & MD**

Directed and monitored 24hr/day, Emergency roadway clearance of snow utilizing heavy equipment.

- **Hurricane Ike & Dolly (DR-1791/1780), Sept. 2008 - Southeast TX**

Directed the collection of 650,000 CY of debris and relocation of 350 M gallons of water. Conducted ROW collections, DMS management, haul-out, and disposal. AshBritt utilized multiple local subcontractors for Hidalgo County, TX.

- **Hurricane Katrina (DR-1603) & (DR-1604), Aug. 2005 – LA, MS & FL**

Directed the collection of over 21M CY of debris and the deployment of multiple ancillary services. AshBritt was the Initial Response contractor for both Louisiana (LA) and Mississippi (MS). Within the first 30 days following contract activation, AshBritt initiated debris removal operations in 11 LA jurisdictions assigned by task order from the USACE and was tasked to service 16 separate jurisdictions in MS, covering over 8,400 square miles and over 175 miles inland. AshBritt identified and designated collection zones in each jurisdiction. We sourced, retained, and assigned subcontractors for all collection zones. Of vital importance to the mission, AshBritt provided emergency quarters and hygiene facilities for more than 300 government personnel, as well as established a commissary that served more than 10,000 meals. In LA, we provided over 50,000 gallons of emergency diesel fuel for initial operations, avoiding any equipment downtime. We also developed and staffed 26 TDSR sites throughout the affected areas and had collected and hauled over 1,000,000 CY of debris in less than 5 weeks. Additionally, we removed 19 tons of putrefied food from commercial cold storage facilities in Orleans Parish. In MS, we collected, hauled, and processed approximately 21 million cubic yards of vegetative debris and wreckage, staffing, managing, and operating 52 temporary debris processing sites. Specifically, we hauled over 700,000 loads of debris, using approximately 12,400 certified vehicles.

Danny D'Emidio
Project Manager

EXPERIENCE SUMMARY

Mr. D'Emidio is a key member of a rapid-response team with over 23 years of experience. He deploys to manage disaster recovery operations for assigned project client area. As the MCM for more than 30 declared events, Mr. D'Emidio has proven his ability as the mission leader for ADMS and CQC. Additional duties included establishing and maintaining AshBritt's CQC organization and functions as the CQC Systems Manager. He develops mission specific plans related to Quality Control by identifying personnel, procedures, and control methods to be used to ensure contractual compliance. Also, Mr. D'Emidio has perfected his skills for developing the steps, processes, and procedures for implementation of ADMS on past projects. Additional duties may include debris field surveys, facilitate and communicates progress reports, assists the client with media briefings, and manages disaster recovery operations. Furthermore, he directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. He will ensure contractual compliance in areas of technical approach, quality control, and safety. During the operations, he reports to the Senior Project Manager/Operations Manager.

FEATURED EXPERIENCE

Mr. D'Emidio served as the Mission Compliance Manager, DMS Manager, Operations Manager, Quality Control Manager, or Project Manager for all of the disaster recovery and debris removal projects listed below:

- **Hurricane Michael – Oct. 2018 – Gulf County, FL**

Emergency Push, ROW collection and disposal, hazardous tree and stump removal

- **Hurricane Irma, Sept. 2017 – Brevard County, FL**

ROW collection and disposal, Beach Clean up, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – Victoria County, TX**

Emergency Push, ROW collection and disposal, MRE's, generator services.

- **Hurricane Matthew, (DR-4283) Oct. 2016 – Brevard County, FL**

ROW collection and disposal and Hazardous Tree Removal.

- **Soberanes Fire, August 2016 – Monterey County, CA**

ROW debris removal for hazardous fire damaged trees

- **Winter Storm Jonas, Jan 2016 – Rockville, MD**

Snow removal operations utilizing heavy equipment.

- **Valley Fire (DR-4240), Dec 2015 - Lake County, CA**

Hazardous tree felling and cleanup of fire damage and destroyed trees.

- **Valley Fire (DR-4240), Oct 2015, Pacific Gas & Electric - Lake County, CA**

Hazardous tree felling and cleanup of fire damage and destroyed trees.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 – NJ**

ROW, DMS Management, and multiple other debris services.

- **Severe Storm (DR-4046) & (DR-4051), Oct. 2011 – Chicopee, MA**

ROW, DMS Management, and multiple other debris services.

- **Severe Storm and Tornadoes (DR-1994), May 2011 –Monson, MA**

Debris, DMS Management, disposal, and hazardous tree mitigation.

YEARS OF EXPERIENCE

- 23 years

AREA OF EXPERTISE

- Quality Control
- Mission Compliance
- Project Management
- Debris Management Site Operations
- Disposal and Recycling Operations
- Safety

DISASTERS

- 4399 FL Hurricane Michael
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy
- 4084 FL Hurricane Isaac
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 3143 FL Hurricane Floyd
- 3131 FL Hurricane George
- 3116 FL Hurricane Erin
- 1806 FL Hurricane Gustav
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina
- 1595 FL Hurricane Dennis
- 1561 FL Hurricane Jeanne
- 1551 FL Hurricane Ivan
- 1545 FL Hurricane Frances
- 1539 FL Hurricane Charley
- 1491 VA Hurricane Isabel
- 1243 SC Hurricane Bonnie
- 1241 FL Hurricane Earl
- 1069 FL Hurricane Opal

- **Haiti Earthquake Response, 2010 - Port Au Prince, Haiti**

Ocean shipment of over 300 pieces of heavy equipment, a base camp, and conducted debris collection and disposal operations.

- **Deepwater Horizon Oil Spill, FDEP, 2010 –Gulf County, FL**

Mobilization, staging, and deployment of 100,000 linear ft. of deflection boom.

- **Hurricane Ike (DR-1791), Sept. 2008 – Brazoria and Liverpool, TX**

Debris collection, removal, and disposal.

- **Hurricane Dolly (DR-1780), July 2008 - Hidalgo County, TX**

Debris removal and supplied water relocation equipment.

- **Hurricane Katrina (DR-1603) Aug. 2005 – MS**

Debris removal, PPDR, Demolition, HHW, and Putrescent debris collection

- **Hurricane Dennis (DR-1609), 2005 – Escambia County, FL**

ROW debris removal, DMS site management, debris recycling, and disposal.

- **Hurricane Frances, Sept 2004 - Port St. Lucie, FL**

ROW debris removal, DMS site management, hazardous tree mitigation.

- **Over 10 other significate disaster response and recovery projects**

TRAINING & CERTIFICATIONS

- FEMA IS 100
- 40 Hr. HAZWOPER
- 8 Hr. HAZWOPER Refresher
- 8 Hr. HAZWOPER Supervisor
- USACE CQCM for Contractors
- Class A Commercial Driver's License
- DOT Traffic Safety Course Certification

EDUCATION

- Miramar High School, FL

Rich Bensh
Operations Supervisor

EXPERIENCE SUMMARY

Mr. Bensh is a vital member of a rapid-response team with over 20 years of experience. He deploys to manage disaster recovery operations for assigned project client area. As the MCM for more than 30 declared disaster events, Mr. Bensh is an accomplished industry expert as the mission leader for ADMS and CQC. His past duties included establishing and maintaining AshBritt's CQC organization and functions as the CQC Systems Manager. He develops mission specific plans related to Quality Control by identifying personnel, procedures, and control methods to be used to ensure contractual compliance. He is responsible for developing the steps, processes, and procedures for implementation of ADMS. Other duties include debris field surveys, facilitate and communicate progress reports, assists the client with media briefings, and manages disaster recovery operations. Also, he directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. He will ensure contractual compliance in areas of technical approach, quality control, and safety. During the operations, he reports to the Senior Project Manager/Operations Manager.

FEATURED EXPERIENCE

Mr. Bensh served as the Mission Compliance Manager, DMS Manager, Quality Control Manager, Project Manager, or Operations Manager for all of the disaster recovery and debris removal projects listed below:

- **Hurricane Michael – Oct. 2018 – Gulf County, FL**

Emergency Push, ROW collection and disposal, hazardous tree and stump removal

- **Hurricane Irma, Sept. 2017 – Florida**

ROW collection and disposal, Beach Clean up, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – Refugio County, TX**

ROW collection and disposal.

- **Hurricane Matthew, (DR-4283) Oct. 2016 – St. John County, FL**

ROW collection and disposal, Beach Cleanup, and Hazardous Tree Removal.

- **Winter Storm Jonas, Jan 2016 – Baltimore, MD**

Snow removal operations utilizing heavy equipment.

- **Valley Fire (DR-4240), Dec 2015 - Lake County, CA**

Hazardous tree felling, cleanup of fire damage, and destroyed trees.

- **Valley Fire (DR-4240), Oct 2015, Pacific Gas & Electric - Lake County, CA**

Hazardous tree felling, cleanup of fire damage, and destroyed trees.

- **Winter Storm Pax (EM-3369), Feb. 2014 – Sumter, SC**

ROW debris removal, management, and disposal.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 – NJ**

ROW, DMS Management, and multiple other debris services.

- **Severe Storm and Tornadoes (DR-1994), May 2011 –Monson, MA**

Debris, DMS management, disposal, and hazardous tree mitigation.

- **Hurricane Irene (DR-4024), 2011 – Emporia, VA**

Debris collection, removal, and disposal

YEARS OF EXPERIENCE

- 24 years

AREA OF EXPERTISE

- Project Management
- Mission Compliance
- Debris Management Site Operations
- Disposal and Recycling Operations
- Translate planning into reality
- Excel in anticipating needs
- Excel as a team player

DISASTERS

- 4399 FL Hurricane Michael
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4262 MD Winter Storm Jonas
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm Pax
- 4099 NJ Hurricane Sandy
- 1994 MA EF3 Tornado
- 4024 VA Hurricane Irene
- Haiti Earthquake Response, 2010 - Port Au Prince, Haiti
- 3293 FL Hurricane Ike
- 1609 FL Hurricane Wilma
- 1603 MS Hurricane Katrina
- 1602 FL Hurricane Katrina
- 1595 FL Hurricane Dennis
- 1545 FL Hurricane Frances
- 1491 VA Hurricane Isabel
- 1467 SC Ice Storm
- 1272 OK EF5 Tornado

TRAINING & CERTIFICATIONS

- 40 Hr. HAZWOPER
- 8 Hr. HAZWOPER Refresher
- 8 Hr. HAZWOPER Supervisor
- USACE CQCM for Contractors
- Class B Commercial Driver's License
- DOT Traffic Safety Course Certification

EDUCATION

- Miramar High School, FL

- **Haiti Earthquake Response, 2010 - Port Au Prince, Haiti**

Ocean shipment of over 300 pieces of heavy equipment, a base camp, and conducted debris collection and disposal operations.

- **Hurricane Ike (DR-1791), Sept. 2008 – Orange County, TX**

Mold and Asbestos removal in government buildings.

- **Hurricane Katrina (DR-1603) Aug. 2005 – MS**

Debris removal, PPDR, Demolition, HHW, and Putrescent debris collection

- **Hurricane Katrina (DR-1602), Oct 2005 – Coral Gables, FL**

Vegetative and C&D debris collection, processing, DMS man., and disposal.

- **Hurricane Wilma (DR-1609), Oct. 2005 – South Florida**

ROW debris removal, DMS site management, debris recycling, and disposal.

- **Hurricane Dennis (DR-1609), 2005 – Escambia County, FL**

ROW debris removal, DMS site management, debris recycling, and disposal.

- **Hurricane Frances, Sept 2004 – Boca Raton, FL**

ROW debris removal, DMS site management, and hazardous tree mitigation.

- **Ice Storm. 2004 – Sumter, SC**

Debris removal, collection, and disposal.

- **Hurricane Isabel, Sept 2003 – Hampton, VA**

Debris removal, collection, and disposal.

- **F5 Tornado, May 1999, Oklahoma City, OK**

Debris removal, collection, and disposal.

Sean Robinett
Compliance Manager

EXPERIENCE SUMMARY

Mr. Robinett is a key member of a rapid-response team with over 3 years of experience. He deploys to manage disaster recovery operations for assigned project client area. As the MCM for more than 9 declared events, Mr. Robinett has confirmed his ability as the mission leader for ADMS and CQC. Additional duties included establishing and maintaining AshBritt's CQC organization and functions as the CQC Systems Manager. He develops mission specific plans related to Quality Control by identifying personnel, procedures, and control methods to be used to ensure contractual compliance. Also, Mr. Robinett has perfected his skills for developing the steps, processes, and procedures for implementation of ADMS on past projects.

Additionally, Mr. Robinett started working for AshBritt after he graduated from Everglades University with a BS in Crisis and Disaster Management. It was at this time that Hurricane Matthew debris operations were ongoing throughout Florida, Georgia, and South Carolina. He assisted the controller reconciling data for the multiple operations. This experience laid the groundwork for his work performed in later operations.

YEARS OF EXPERIENCE

- 3 years

AREA OF EXPERTISE

- Subcontractor Management
- Disaster Debris Operations
- Mission Compliance
- Quality Control
- Forecasting & Solving Critical Problems
- Effective & Positive Communicator
- Safety

DISASTERS

- 4347 KS Winter Storm Gia
- 4353 CA Camp Fire
- 4377 TX Severe Storms and Flooding
- 4399 FL Hurricane Michael
- 4394 SC Hurricane Florence
- 4344 CA Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew

EDUCATION

- Everglades University, BS, Crisis and Disaster Management, Magna Cum Laude, Graduate of Distinction

FEATURED EXPERIENCE

Mr. Robinett served as the Mission Compliance Manager for all the disaster recovery and debris removal projects listed below:

- **Winter Storm Gia, Feb 2019 – Overland Park, KS**

Reconciled data for client and monitored crews conducting almost 17,000 CY of ROW vegetative debris collection and hazardous tree and limb removal.

- **Hurricane Michael – Oct. 2018 – USACE, GDOT, Leon County, Tallahassee, FDEP, Gulf County, Bay County, Callaway, FL, Lynn Haven, FL, Springfield, FL**

Mr. Robinett reconciled data for the collection of 13.5 M CY of debris. He managed all documentation for Subcontractors. He also organized all payment to AshBritt and subcontractors. AshBritt performed collection of ROW Vegetated and C&D, DMS management, hauling of reduced debris, collection of White Goods, Collection of e-waste, and debris collection from waterways in Bay County and Econfina Creek. Ashbritt also was involved in a USACE Emergency Road Clearance Project throughout the Panhandle of Florida.

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire – Oct. 2017 - USACE – CA**

Mr. Robinett coordinated the final release for all subcontractors who worked during the wildfire cleanup operations. AshBritt Inc. responded to the Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire for the USACE (2017). AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. We also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, we certified over 1,700 hauling units and utilized over 200 pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working and moved 25,000 tons of fire debris in one day.

- **Hurricane Irma (DR-4337), Sept. 2017 – Florida, Georgia, South Carolina**

Directed the collection of over 66,000 CY of ROW Vegetative and Construction and Demolition Debris from the City of Tamarac, FL, and emergency road clearance for the City of Deerfield Beach, FL. The road clearance in Deerfield was completed within 72 hours of the storm. Tamarac completed all operations in under two months of landfall. Mr. Robinett also reconciled data for the collection of 11.6 M CY of debris for other municipalities. AshBritt conducted emergency road clearance, ROW vegetative debris and C&D collection, HHW collections, White goods collections, Freon extractions, hazardous tree and stump removal, DMS management, reduction through grinding and compaction, and haul-out services to final disposal sites. Mr. Robinett also organized files and documents for subcontractors who worked during Hurricane Irma cleanup operations.

- **Hurricane Harvey, Aug. 2017 – TX**

Reconciled the collection of 1.7 M CY of debris. AshBritt conducted emergency road clearance, ROW vegetative debris and C&D collection, HHW collections, White goods collections, Freon extractions, hazardous tree and stump removal, DMS management, reduction through grinding and compaction, and haul-out services to final disposal sites. Mr. Robinett also organized files and documents for subcontractors who worked during Hurricane Harvey cleanup operations.

- **Hurricane Matthew (DR-4284), Oct. 2016**

Reconciled data for the collection of debris in various municipalities. AshBritt conducted ROW vegetative debris collection, DMS management, reduction of vegetative debris through grinding, sand screening, and haul-out services. In addition, services included a leaner/hanger program and a hazardous stump mission. AshBritt removed 1,175 leaners, 21,795 hangers, 113 stumps.

TRAINING & CERTIFICATIONS

- USACE CQCM for Contractors
- 40 Hr. HAZWOPER
- 8 Hr. HAZWOPER Refresher
- 8 Hr. HAZWOPER Supervisor
- G290 – Basic Public Information Officer
- FEMA IS Professional Development Series Certificate of Completion
- FEMA IS 120.a, 230.d, 235.c, 240.b, 241.b, 242.b, 244.b
- FEMA IS 5.a, 29, 100.b, 100.PWb, 200.b, 700.a, 702.a, 703.a, 706.a, 775, 800.b, 907
- AshBritt Safety Training Program
- Level I Antiterrorism Awareness Training
- Community Emergency Response Team Volunteer for City of Delray Beach
- CPR/AED/First Aid Certified

Christopher Holsinger
Compliance Manager

EXPERIENCE SUMMARY

Christopher is a FEMA Debris/Public Assistance specialist who earned his Master of Public Administration with a specialization in Emergency Management from Florida State University. He is a licensed EMT, Private Pilot, and earned a Bachelor's Degree in Political Science, and minors in Emergency Management and Urban Regional Planning at Florida State University. Christopher has tenure working for the Florida Division of Emergency Management (FDEM) Mitigation Bureau, where he assisted in the formulation of mitigation plans as well as doing research for the Governors' South Atlantic Alliance on Private-Public Partnerships for short-term economic recovery. After some time in the Mitigation Bureau, he entered the Recovery Bureau assisting Florida subgrantees with the FEMA Public Assistance program. Christopher was an instructor for the FEMA G202 Debris Management course, assisted in formulating debris related appeals for FDEM subgrantees, reviewed and submitted Debris Management Plans for the PA Alternative Procedures Pilot Program under the Sandy Recovery Improvement Act. Was a Public Assistance Coordinator under FDEM for the FEMA Fire Management Assistance Grant Program (FMAG), as well as reviewed Florida county, city, municipality, and special jurisdictions contracts and RFP's for FEMA and C.F.R. compliance. Since joining AshBritt, he has assisted communities in maximizing their federal cost-share during declared disasters as well as reinforcing FEMA policies to ensure they retain maximum federal dollars. As the MCM Mr. Holsinger is the mission leader for ADMS and CQC. He is responsible for establishing and maintaining AshBritt's CQC organization and functions as the CQC Systems Manager. He develops mission specific plans related to Quality Control by identifying personnel, procedures, and control methods to be used to ensure contractual compliance. He is responsible for developing the steps, processes, and procedures for implementation of ADMS.

FEATURED EXPERIENCE

Mr. Holsinger served as the Mission Compliance Manager, Technical Assistance Manager, FEMA Public Assistance Liaison, Project Manager, or Operations Manager for all the disaster recovery and debris removal projects listed below:

- **Red Tide Dead Fish Kill – Nov. 2018 – St. Lucie County, FL**

Red Tide fish kill cleanup mission for 87,000 pounds of fish from County beach.

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire – Oct. 2017 - USACE – CA**

Private property debris removal, erosion control, air monitoring, & disposal.

- **Hurricane Irma, Sept. 2017 – Martin & St. Lucie County, FL**

ROW collection and disposal, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – Victoria County, TX**

Emergency Push, ROW collection and disposal, generator service.

- **Hurricane Matthew, (DR-4283) Oct. 2016 – Martin County, FL**

ROW collection and disposal and Hazardous Tree Removal.

- **Winter Storm Jonas, Jan 2016 – Baltimore County & City, MD**

Snow removal operations utilizing heavy equipment.

YEARS OF EXPERIENCE

- 6 years

AREA OF EXPERTISE

- FEMA Technical Assistance
- Mission Compliance
- Project Management
- Debris Management Site Operations
- Disposal and Recycling Operations
- Safety

DISASTERS

- 4344 CA Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4262 MD Winter Storm Jonas
- 2902 FL Slope Fire
- 4138 FL Severe Storms and Flooding

TRAINING & CERTIFICATIONS

- FEMA IS 100, 120a, 139, 200b, 200HCA, 208a, 230b, 235b, 240a, 241a, 242a, 244a, 632a, 634, 660, 703a, 704, 775, 800b, FL-601 and 603, G-202 (Instructor), G-272, G-278, G-300, G-393, G-400, L-948, FL-606 Env. & Historic Preservation Compliance
- OSHA First Responder Ops
- 40 Hour HAZWOPER
- 8 Hour HAZWOPER Sup.
- FEMA PDAT Training
- Pilot License & EMT License
- UAS Part 107
- USAR Collapse Awareness
- OUPV 6 Pack Captain License
- USACE CQCM for Contractors

- **Red Tide Dead Fish Kill 2015 - Longboat Key, FL**

Collection, removal, and disposal of over 10,000 lbs. of dead fish in waterways/

Florida Division of Emergency Management (FDEM), FL: 2012-2014

- **Public Assistance Coordinator – Fire Management Assistance Grant Program**

Collected all pay policies, timesheets, work logs, vehicle logs, statewide mutual aid agreements, and all other necessary documentation for the obligation of federal reimbursement for 12 subgrantees for (DR-2902) FEMA FMAG program.

- **Debris Specialist - DR 4138 Florida Severe Storms and Flooding**

Debris Specialist – Provided Technical Assistance for affected jurisdictions in the Panhandle of Florida in order to coordinate proper contracting techniques.

- **Debris Technical Assistance**

Throughout Mr. Holsinger's tenure at FDEM Bureau of Recovery, he assisted Florida counties and many jurisdictions with procurement and FEMA Public Assistance guidance. From Debris Removal/Monitoring Contract review, Debris Management Plan review, to Comprehensive Emergency Management Plan re-approval, to assisting with technical questions and teaching.

- **Hazard Mitigation Grant Program (HMGP)**

Mr. Holsinger assisted the Mitigation Bureau in various projects that were being completed under the FEMA (HMGP) program. In addition, he was a part of the five-year update to the State of Florida Hazard Mitigation Plan.

EDUCATION

- Florida State University – Bachelor of Political Science, Minor: Emergency Management & Urban Regional Planning
- Florida State University – Master of Public Administration, Specialization: EM

Bob Hewett
Project Manager

EXPERIENCE SUMMARY

Mr. Hewitt is a crucial member of a rapid-response team with over 15 years of experience. He deploys to manage disaster recovery operations for the assigned project client area. As the MCM Mr. Hewett is the mission leader for ADMS and CQC. He is responsible for establishing and maintaining AshBritt's CQC organization and functions as the CQC Systems Manager. He develops mission specific plans related to Quality Control by identifying personnel, procedures, and control methods to be used to ensure contractual compliance. He is responsible for developing the steps, processes, and procedures for implementation of ADMS. Mr. Hewett is also the primary liaison with the client, and conducts debris field surveys, facilitates and communicates progress reports, assists the client with media briefings, and manages disaster recovery operations. He directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contract scope of work. Mr. Hewett may also assume responsibility for the operational implementation of TDSR plans, supervise site management, debris separation, and reduction crews, ensures proper containment and categorization of hazardous waste found in the debris stream.

YEARS OF EXPERIENCE

- 15 years

AREA OF EXPERTISE

- Project Management
- Mission Compliance
- Quality Control
- Debris Management Site Operations
- Disposal and Recycling Operations
- Safety

DISASTERS

- 4399 FL Hurricane Michael
- 4344 CA Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire
- 4337 FL Hurricane Irma
- 4166 SC Winter Storm Pax
- 4086 NJ Hurricane Sandy
- 1969 NC Severe Storms, Tornadoes, and Flooding
- 4046 CT Severe Storm
- 4024 VA Hurricane Irene
- 1994 MA EF3 Tornado
- 1780 FL Hurricane Dolly
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina

TRAINING & CERTIFICATIONS

- USACE CQCM for Contractors
- 40 HR. HAZWOPER
- 8 HR. HAZWOPER Refresher
- 8 HR. HAZWOPER Supervisor

FEATURED EXPERIENCE

Mr. Hewitt served as the Project Manager, Mission Compliance Manager, Quality Control Manager, DMS Manager, or held other key personnel roles for all the disaster recovery and debris removal projects listed below:

- **Hurricane Michael – Oct. 2018 – Bay County, FL, USACE**

Operations Manager for disaster debris removal and disposal services in response to Hurricane Michael. AshBritt opened, developed, staffed, and operated 5 TDSR locations throughout the affected area. The geographic response area for AshBritt's contract within Bay County, FL, covered 758 square miles. AshBritt's management team arrived prior to official activation at no additional expense to the County. For debris removal operations, AshBritt identified and designated 16 collection zones throughout the County. The 8.4 million cubic yards of debris collected throughout Bay County included vegetative and construction/demolition (C&D) debris types. We employed and managed over 470 debris hauling units and 61 tree crews who removed 66,000 hazardous trees and 50,000 hazardous hanging limbs. At the height of the project, AshBritt collected over 84,000 cubic yards of debris in one day. To date, AshBritt has hauled out 1,700,000 cubic yards of mulch. All of the mulch hauled out of the TDSR sites was sent to beneficial re-use locations except for the small amount the County wanted to utilize for cover in their landfill. In addition, AshBritt handled numerous special debris waste streams on this project, which included white goods & e-waste. AshBritt is currently conducting a marine debris removal mission in which we have removed over 400,000+ cubic yards. At our peak, AshBritt removed 10,500 cubic yards of marine debris in one day.

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire - 2017 - USACE - CA**

Managed sections of contractors as they performed their daily operations. Provided daily Quality Control Reporting to USACE. AshBritt Inc. responded to the Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire for the USACE (2017). AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. We also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, we certified over 1,700

hauling units and utilized over 200 pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working and moved 25,000 tons of fire debris in one day.

- **Hurricane Irma, Sept. 2017 – Monroe, County FL**

Managed the collection of 420,773 CY of debris. Conducted emergency road clearance, ROW vegetative debris and C&D collection, beach cleanup, hazardous tree removal, DMS management, reduction of debris through grinding and compaction, and haul-out services. Additionally, AshBritt provided base camps, hauled 128,100 pounds of putrified food waste, removed 671 hazardous stumps, removed Freon, and hauled out over 5,300 units of white goods.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 – Colleton County SC**

Managed the collection of 61,882 CY of debris. Conducted ROW collections, hazardous tree removal, DMS management, and disposal.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 - NY & NJ**

Managed the collection of 1.8 M CY of debris. AshBritt's Statewide operations included the removal of hazardous hanging limbs from 86,210 trees, the removal of 11,185 hazardous trees and the loading, hauling, reduction through grinding and disposal, through beneficial re-use, of 1,835,101 cubic yards of vegetative material. AshBritt utilized company-owned equipment as well as the support of 141 subcontractors utilizing over 1,293 pieces of rubber-tired equipment to assist in this large storm-generated debris management project. AshBritt had more than 55 personnel, including corporate principals, senior project managers, safety officers, project managers, quality control representatives, and administrative staff.

- **Tornado, 2011 – Fayetteville, NC**

Managed the collection of 142,230 CY of debris. Conducted a City clean up following a devastating EF3 tornado. Established a local DMS, utilizing staff, subcontractors, and local personnel.

- **Severe Storm (DR-4046) & (DR-4051), Oct. 2011 - MA**

Managed the collection of 1.7 M CY of debris. On October 29, 2011, most of the state was blanketed by as much as 27 inches of wet snow from the Massachusetts Severe Storm and Snowstorm. This event generated massive amounts of hurricane-like vegetative debris. AshBritt received separate task orders from the State for emergency road clearance operations in various municipalities. Additionally, the state offered the contract to all municipalities and public agencies for large volume debris removal, management, and disposal operations. Twenty separate municipalities, as well as the City of Springfield's Parks Department and publicly owned Springfield College, chose to utilize this contract. AshBritt removed hazardous hanging limbs (hangers) from 101,835 trees and 5,143 hazardous leaning trees (leaners). AshBritt loaded, hauled and reduced through grinding 1,774,452 cubic yards of vegetative material. All vegetative material was disposed of through beneficial re-use. AshBritt utilized company-owned equipment as well as 101 subcontractors deploying 694 pieces of rubber-tired equipment. AshBritt had more than 75 personnel, including corporate principals, senior project managers, project managers, quality control representatives, and administrative staff working daily out of a local field office building in West Springfield, MA.

- **Hurricane Irene (DR-4024-28-34), 2011 – CT, MA**

Managed the collection of 4,467 CY of debris. Conducted ROW debris collection, hazardous tree mitigation, and direct haul to the final disposal site.

- **Severe Storm and Tornadoes (DR-1994), May 2011 - Massachusetts**

Managed the collection of 373,575 CY of debris. Conducted ROW debris collection and direct haul to the final disposal site, hazardous tree mitigation.

- **Hurricane Dolly (DR-1780), July 2008 – Hidalgo County, TX**

Managed the collection of 650,000 CY of debris and relocation of 350 M gallons of water. Conducted ROW collections, DMS management, haul-out, and disposal. AshBritt utilized multiple local subcontractors for Hidalgo County, TX.

- **Snow Storm, 2006 – Buffalo, NY**

Managed and monitored 24hr/day, Emergency roadway clearance of snow utilizing heavy equipment.

- **Hurricane Katrina (DR-1603) & (DR-1604), Aug. 2005 – Hattiesburg, MS**

Debris removal and multiple ancillary services, 21.5 million cubic yards of debris.

- **Hurricane Wilma (DR-1609), Oct. 2005 – Multiple Jurisdictions in FL**

Managed the collection of 4.9 M CY of debris. Conducted ROW vegetation and C&D collections, DMS management, reduction by grinding and compaction, haul-out to final disposal. Overall, AshBritt utilized almost 2,000 collection trucks and 216 disposal trucks.

Bill Johnson
Project Supervisor / DMS Director

EXPERIENCE SUMMARY

Mr. Johnson has over 26 years of disaster recovery experience. As the Operations Planner, Mr. Johnson's duties include estimation of debris volumes, sectoring disaster area for most efficient debris management, locating temporary debris storage and reduction sites and disposal sites, determining personnel and equipment resources (crews) required, performing environmental health and safety evaluations, and evaluating requirements to implement an automated debris management system. Also, he specializes in the operational implementation of DMS plans, ensures proper containment and categorization of hazardous waste found in the debris stream. He arranges for the recycling of appropriate debris materials as per the mission or task-specific plans in the planning and operational phases. He ensures adherence to work rules, safety, and environmental monitoring guidelines, supervises the loading of reduced debris for transportation to final disposal, ensures debris haul trucks are loaded within state DOT weight limits and conducts site closures.

FEATURED EXPERIENCE

Mr. Johnson served as the Operations Planner or Site Director for all the disaster recovery and debris removal projects listed below:

- **Hurricane Michael – Oct. 2018 – Leon County, FL**

Operations Manager for Leon County, FL. An emergency road clearance mission was done to initially clear the roadways, allowing further recovery personnel and equipment the ability to mobilize into the affected area. The county was divided into five zones, where debris collection areas were identified and designated. Expert subcontractors from the affected area and from over the state of Florida were deployed into the debris collection zones. Right-of-Way debris removal included both vegetation and construction/demolition debris types. Over 900,000 cubic yards of debris were collected and hauled to a debris management site. Two debris management sites were developed, staffed and operated by AshBritt in Leon County. Debris hauled to a debris management site would then be processed by compaction, incineration, or grinding, and then hauled to a final disposal site for disposal or recycling. Over 80 hauling units collected and transported debris, 17,000 times, to a debris management site. Also included was a hazardous tree and limb removal mission where more than 2,400 hazardous trees and over 60,000 hazardous limbs were removed and disposed.

- **Hurricane Irma, Sept. 2017 – Parkland, FL**

Managed and monitored the collection of 93,801 CY of debris. Conducted ROW debris collection, hazardous tree mitigation, and direct haul to the final disposal site.

- **Hurricane Harvey, Aug. 2017 – Victoria County, TX**

Managed and monitored the collection of 155,887 CY of debris. Conducted ROW debris collection, hazardous tree mitigation, and direct haul to the final disposal site.

- **Hurricane Harvey, Aug. 2017 – Victoria, TX**

Managed and monitored the collection of 398,844 CY of debris. Conducted

YEARS OF EXPERIENCE

- 26 years

AREA OF EXPERTISE

- Operations Planning
- DMS Management
- Recycling
- Disposal
- Operations
- Project Management

DISASTERS

- 4399 FL Hurricane Michael
- 4394 SC Hurricane Florence
- 4344 CA Wildfires
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy
- 4084 FL Hurricane Isaac
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 3143 FL Hurricane Floyd
- 3131 FL Hurricane George
- 3116 FL Hurricane Erin
- 1806 FL Hurricane Gustav
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina
- 1595 FL Hurricane Dennis
- 1561 FL Hurricane Jeanne
- 1551 FL Hurricane Ivan
- 1545 FL Hurricane Frances
- 1539 FL Hurricane Charley
- 1491 VA Hurricane Isabel
- 1243 SC Hurricane Bonnie
- 1241 FL Hurricane Earl
- 1069 FL Hurricane Opal
- 955 FL Hurricane Andrew

ROW collection and disposal, HHW, MRE's, generator services, shelter services.

- **Hurricane Matthew, (DR-4283) Oct. 2016 – Brevard County, FL**

Managed and monitored the collection of 586,576 CY of debris. Conducted ROW debris collection, hazardous tree mitigation, and direct haul to the final disposal site.

- **Valley Fire (DR-4240), Dec 2015 - Lake County, CA**

Managed and monitored the collection of 193,216 CY of debris. Conducted ROW debris collection, hazardous tree mitigation, and direct haul to the final disposal site.

- **Red Tide, Dead Fish Collection and Disposal, 2015 - Longboat Key, FL**

Managed and monitored the collection, removal, and disposal of over 10,000 lbs. of dead fish in waterways.

- **Valley Fire (DR-4240), Oct 2015, Pacific Gas & Electric - Lake County, CA**

Managed and monitored the removal and collection of over 5,000 hazardous fire damaged and destroyed trees.

- **South Carolina Flooding (DR-4241), Oct 2015 - Charleston, SC**

Managed and monitored the collection of 405,000 CY of debris. Conducted ROW debris collection, hazardous tree mitigation, and direct haul to the final disposal site.

- **Winter Storm Pax (DR-4165), Feb. 2014 – Georgetown County, SC**

Managed and monitored the collection of 117,857 CY of debris. Conducted ROW debris collection, hazardous tree mitigation, and direct haul to the final disposal site.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 – Ocean County, NJ**

Managed and monitored the collection of 1,325,876 CY of debris. Conducted ROW debris collection, hazardous tree mitigation, and direct haul to the final disposal site.

- **Severe Storm and Tornadoes (DR-1994), May 2011 – Springfield, MA**

Managed and monitored the collection of 163,000 CY of debris. Conducted ROW debris collection, hazardous tree mitigation, and direct haul to the final disposal site.

- **Haiti Earthquake Response, 2010 - Port Au Prince, Haiti**

Managed and supervised the ocean shipment of over 300 pieces of heavy equipment, a base camp, and conducted debris collection and disposal operations.

- **Hurricane Katrina (DR-1603) Aug. 2005 – Jackson County, MS**

Managed and monitored the collection of 265,000 CY of debris. Conducted ROW
Debris removal, PPDR, Demolition, HHW, and Putrescent debris collection

Waste Management, Inc., FL: 1997-1999

- **Divisional Vice President**

Responsible for leading and managing the organization's Refuse Collection Division and recycling plant in Broward County, Florida.

Browning Ferris, Inc., FL: 1979-1997

- **Vice President**

Responsible for the operations of over 250 employees and 125 route trucks in the West Palm Beach area.

United States Army, Fort Leonard Wood, MO

- **Specialist 5: Heavy Equipment Operator**

Served 18 months in Vietnam

TRAINING & CERTIFICATIONS

- FEMA IS 100 & 700
- 40 HR. HAZWOPER
- USACE CQCM for Contractors

EDUCATION

- Miami Springs High School, Miami Springs, FL

Andy Rudd
Project Manager

EXPERIENCE SUMMARY

Mr. Rudd is one of AshBritt's Operations Managers. He deploys to manage disaster recovery operations for the assigned project client area. Mr. Rudd will conduct debris field surveys, facilitate and communicates progress reports, assists the client with media briefings, and manages disaster recovery operations. Furthermore, he directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. He will ensure contractual compliance in areas of technical approach, quality control, and safety.

FEATURED EXPERIENCE

Mr. Rudd served as the Project Manager, Operations Supervisor, or Quality Control Manager for all of the disaster recovery and debris removal projects listed below:

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire - 2017 - USACE - CA**

Managed sections of contractors as they performed their daily operations. Provided daily Quality Control Reporting to USACE. AshBritt Inc. responded to the Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire for the USACE (2017). AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. We also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, we certified over 1,700 hauling units and utilized over 200 pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working and moved 25,000 tons of fire debris in one day.

- **Hurricane Irma, Sept. 2017 – St. Lucie County, FL**

Managed the collection of 84,362 CY of debris. Conducted ROW vegetative and C&D collection, hazardous tree removal, beach clean up, DMS management, reduction of debris through grinding and compaction, and haul-out services.

- **Georgia Severe Winter Storm, 2017 – Atlanta, GA**

Managed the deployment and operations of salt and sand spreader trucks to Atlanta, GA to conduct ROW work.

- **Valley Fire (DR-4240), Dec 2015 - Lake County, CA**

Managed team of approximately 100 people to meet operation goals. Operations were focused on felling, trimming, and chipping of fire damaged and destroyed trees in proximity and posing a threat to power distribution lines. In total, AshBritt felled over 5,000 fire damaged and destroyed trees.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 – Augusta, GA**

Managed the collection of 140,000 CY of debris from the city and county parks as well as the ROW. Operations included ROW debris removal, hazardous tree removal, management, and disposal.

YEARS OF EXPERIENCE

- 10 years

AREA OF EXPERTISE

- Subcontractor management
- Disaster debris operations
- FEMA technical assistance
- Quality control
- Safety

DISASTERS

- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy
- 4084 FL Hurricane Isaac

TRAINING & CERTIFICATIONS

- FEMAIS:1,3,5,7,8,10a,11,15,16,18.10,18.13,19.10,19.13,20.13,21.13,22,26,27,31,31.10,33.10,35.10,55,100,100HC,100FDA,100FWA,100LEA,100HE,100SCA,102,111,120,130,139,197,197,200HC,200a,208,230,235,240,242,244,250,253,271,279,288,292,293,301,302,324,324a,331,340,346,362,366,386,393,394,395,403,520,522,546,546a,547,548,551,552,630,631,632,650,700,701,702,702a,703,704,706,775,800b,801,802,803,804,805,807,808,809,810,811,812,813,814,820,821,836,860a,870,890,901,1900

EDUCATION

- Bachelor of Science, Operations Management – Auburn University

- **Hurricane Sandy (DR-4085-6), 2013 - NJDEP**

Managed the removal of 387 sunken and submerged vessels. Conducted Waterway debris removal, vessel removal, and management of vessel aggregation site operations.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 – Belmar, NJ**

Managed the collection of 87,058 CY of debris. Conducted Sand Screening, beach restoration, building demolitions. ROW Vegetation and C&D collection, HHW, e-waste, and white goods.

- **Harbor Homes, Storm Shelter Division, 2012**

Field Representative

Duties include sales of storm shelters to communities and individuals. Also tracking the manufacturing and delivery schedule, arranging transportation and servicing the unit after the sale.

- **O'Brien's Response Management - 2011**

Operations Coordinator/Field Supervisor

Springfield, Massachusetts, Disaster #1994 & Fayetteville NC, Disaster # 1969

Responsibilities included but not limited to organize and to synchronize the daily activities of Field Supervisors in the debris removal operations. Authorized project schedules and timelines of subcontractors to provide the required document for disaster expenditures.

- **Disaster, Strategies, and Ideas (DSI) - 2011**

State Closeout Specialist – Sr. Federal Grants Specialist

Miami Florida, Disaster #1602 & 1609, Rhode Island Flood, Disaster #1894

Public Assistance duties were to conduct field examinations and perform a variety of tasks directed at the verifying cause, determining the extent, and estimating the repair/replacement cost of damage to personal, real, and business property that resulted from a catastrophe that was declared a disaster. Responsible for communicating with the public or by phone resolutions on delays or dilemmas that occur, which may prevent disaster recovery. Collected audited and approved data for input into the Final Reconciliation Report database and submitting the data to FEMA for approval.

- **Metric Engineering – 2009 - 2010**

Inspector/Debris Monitor

Authorized project schedules and provided timelines for disaster expenditures and tracking reimbursable costs. Responsible for monitoring removal of eligible storm-generated debris from various roads and issued the load tickets to subcontractors.

Danny Sides
Project Manager

EXPERIENCE SUMMARY

Mr. Sides is one of Ashbritt's Quality Control/Project Managers. He deploys to manage disaster recovery operations for assigned project client area. As the MCM Mr. Sides is the mission leader for ADMS and CQC. He is responsible for establishing and maintaining AshBritt's CQC organization and functions as the CQC Systems Manager. He develops mission specific plans related to Quality Control by identifying personnel, procedures, and control methods to be used to ensure contractual compliance. He is responsible for developing the steps, processes, and procedures for implementation of ADMS. Additional duties may include debris field surveys, facilitate and communicates progress reports, assists the client with media briefings, and manages disaster recovery operations. Furthermore, he directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. He will ensure contractual compliance in areas of technical approach, quality control, and safety.

YEARS OF EXPERIENCE

- 8 years

AREA OF EXPERTISE

- Project Management
- Mission Compliance
- Subcontractor Management
- Disaster debris operations
- Quality Control
- Operations & Logistics
- Strategic Planning
- Expert in planning, forecasting & solving critical problems

DISASTERS

- 4399 FL Hurricane Michael
- 4344 CA Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4240 CA Valley Fire & Butte Fire
- 4110 MA Winter Storm Nemo
- 4099 NJ Hurricane Sandy
- 4068 FL Tropical Storm Debby
- 4024 VA Hurricane Irene
- 1994 MA Severe Storms & Tornadoes
- Deepwater Horizon Oil Spill, FDEP

FEATURED EXPERIENCE

Mr. Sides served as the Project Manager, Mission Compliance Manager, Operations Supervisor/Quality Control Manager for all the disaster recovery and debris removal projects listed below:

- **Hurricane Michael – Oct. 2018 – FDEP**

Managed and monitored the work activities of 12 barges on 13 miles of a Waterway Debris Removal Project on the Econfina Creek. While performing within the compliance of FDEP, US Fish and Wildlife, and the North Florida Water Management District, we removed just over 82,000 CY of debris.

- **Camp Fire – Nov. 2018 – Paradise, CA**

Managed team of approximately 360 people to meet operation goals. AshBritt was the primary pre-inspector (PI) firm for the Accelerated Wildfire Reduction Program (AWRR). AshBritt was also the Quality Control Contractor responsible for the onboarding of all prime contractors, daily attendance logs for over 3000 personnel and equipment, and filed monitoring of work activities. Operations included identifying, felling, trimming, and hauling of fire damaged trees in the ROW and private property for the electric grid to be restored.

- **Severe Storm and Tornado, July 2018 – Danbury, CT**

Managed and Monitored debris removal services for the City of Danbury. Operations included Right-of-Way vegetation debris collection, removal of hazardous hanging and leaning trees, hazardous stump removal, reduction of debris through grinding, and haul-out services. We removed and processed 9,300 CY of debris from the ROW.

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire - 2017 - USACE - CA**

Provided daily Quality Control Reporting to USACE. AshBritt Inc. responded to the Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire for the USACE (2017). AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. We also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, we certified over 1,700 hauling units and utilized over 200 pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working and moved 25,000 tons of fire debris in one day.

- **Hurricane Harvey, Aug. 2017 – Fort Bend County, TX**

Managed and monitored the collection of 499,700 CY of debris. Operations included ROW collection, Debris Management Site management (3), reduction of debris through compaction, HHW collection, and haul-out services. AshBritt also provided ancillary services including MREs and shower and restroom trailers.

- **Hurricane Matthew, (DR-4283) Oct. 2016 – Volusia County, FL**

Managed and monitored the collection and processing of 1.9 M CY of debris from the county and multiple municipalities within the county. Operations included ROW vegetative debris collection, hazardous tree mitigation, hazardous stump removal, Debris Management Site management, reduction of vegetative debris through grinding and incineration, and haul-out services.

- **Valley Fire (DR-4240), Oct 2015, Pacific Gas & Electric - Lake County, CA**

Managed team of approximately 100 people to meet operation goals. Operations were focused on felling, trimming, and chipping of fire damaged and destroyed trees in proximity and posing a threat to power distribution lines. In total, AshBritt felled over 5,000 fire damaged and destroyed trees.

- **Winter Storm Nemo, Feb 2013 – State of MA**

Managed and monitored 24hr/day, Emergency roadway clearance of snow using heavy equipment.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 –Berkley, Neptune, Toms River, Ocean County, NJ, State of CT**

Managed the start-up up debris removal in 3 towns. Operations included ROW collection, HHW collection, white goods (including Freon extraction), hazardous tree mitigation, hazardous stump removal, and managed multiple DMS sites to the final disposal. AshBritt removed over 4.5 M CY of debris during this storm clean up.

- **Hurricane Irene (DR-4024), 2011 – State of VA**

Managed and monitored the collection of 8,396 CY. Operations included ROW debris collection and direct haul to FDS.

- **Severe Storm (DR-4046) & (DR-4051), Oct. 2011 – CT**

Managed and monitored the collection of 1.8 M CY of debris. AshBritt's Statewide operations included the removal of hazardous hanging limbs from 86,210 trees, the removal of 11,185 hazardous trees and the loading, hauling, reduction through grinding and disposal, through beneficial re-use, of 1,835,101 cubic yards of vegetative material. AshBritt utilized company-owned equipment as well as the support of 141 subcontractors utilizing over 1,293 pieces of rubber-tired equipment to assist in this large storm-generated debris management project. AshBritt had more than 55 personnel, including corporate principals, senior project managers, safety officers, project managers, quality control representatives, and administrative staff.

- **Severe Storm and Tornadoes (DR-1994), May 2011 - MA**

Managed and monitored the collection of 112K CY of debris. Operations included ROW debris collection, hazardous tree mitigation, hazardous stump removal DMS management, debris reduction, haul off, and disposal. Multiple NRCS projects. ROE program managed.

- **Deepwater Horizon Oil Spill, FDEP, 2010 – Bay & Gulf County, FL - Gulfport, MS**

Managed and monitored the mobilization, staging, and deployment of 11,000 linear ft. of deflection boom and supervised a fleet of skimmer boats.

Build & Sell, Inc., Summerfield, NC – 2008 - Present

- **Manager**

Licensed General Contractor responsible for complete project management of residential and commercial construction projects. Responsibilities include sales, marketing, quoting, educating clients about construction requirements and spray foam insulation, client interfacing to determining design specifications, hiring and coordination of subcontractors, safety monitoring/enforcement, primary contact working with local building inspectors to ensure quality control, code compliance, design accuracy, providing technical support. Experience with metal and wood framing. Completed over 50 roofing projects ranging from membrane, asphalt, and metal

TRAINING & CERTIFICATIONS

- FEMA IS 35.18, 100b, 100c, 100fda, 100hwa, 100hcb. 100he, 100leb, 100pwb, 100sca, 200b, 200hca, 632a, 700a, 700b, 701a, 702a, 703a, 704, 706, 800b, 800c, 907
- 40 Hour HAZWOPER & 8Hr Supervisor
- OSHA Confined Space
- OSHA 10- & 30-Hour Construction
- USACE CQCM for Contractors
- Anti-Terrorism Certification – Level 1
- Certified Building Contractor – NC & SC

EDUCATION

- Auburn University, BS

roofing. Projects include new roofs, re-roofing, repairs, and emergency tarping. Responsible for managing multiple crews on projects.

Allen Tate/Prudential Carolinas, Greensboro, NC – 2002- 2012

- **Broker**

Realtor/Broker responsible for building and servicing a customer base of residential home buyers and sellers. Perform property analysis, interview prospective clients, accompany clients to property sites, discuss conditions of sale, develop marketing plans, and draw up and negotiate real estate contracts. Generated sales revenues totaling more than $20 million over a 5-year period. Named Allen Tate VIP Realtor.

David Poe
Environmental Compliance Manager

EXPERIENCE SUMMARY

Mr. Poe has over 30 years of environmental compliance experience. He is an expert at site assessments having worked more than 100 major petroleum cleanup projects throughout his career. Mr. Poe serves as an Environmental Compliance Manager for AshBritt (ECM) currently on Ashbritt's Hurricane Michaels missions in the panhandle of Florida.

FEATURED EXPERIENCE

Envirosouth Technologies, Inc. Lakeland, Florida 1999 - Present

- **President, Chief Operating Officer, Quality Assurance Officer**

State Certified Petroleum Cleanup Contractor #547. Assessment and remediation of petroleum and nonpetroleum contaminated sites. Phase I and II Environmental Site Assessments. Stormwater management structure evaluation and certification. Water consumptive use permits. Wetland surveys. Endangered and threatened species surveys.

Omega Environmental Services Lakeland, Florida, 1988 - 1999

- **Branch Manager**

Assets and operations manager of the Florida branch office of a national environmental firm that primarily focused on petroleum cleanup projects most often associated with state-funded programs (1994-1999). Served as a senior project manager responsible for the assessment and remediation of over 100 petroleum cleanup sites throughout Florida and South Georgia. Consulting activities also included environmental site assessments for property transactions, mine reserve evaluations (limestone and fullers earth), stormwater management permits, water consumptive use permits, wetland monitoring reports and the assessment and remediation of sites contaminated by solvents, alcohols, pesticides, and other non-petroleum-based compounds (1988-1994).

Department of Natural Resources, Bureau of Geology, Oil and Gas Section, Ft. Myers, Florida, 1986 – 1988

- **Geologist II**

Responsible for permitting oil and gas test wells and other activities associated with the exploration of oil and gas in South Florida. Performed site supervision during casing cement jobs and well abandonment activities to protect vital water-bearing zones. Performed permit compliance inspections at producing well fields and ongoing exploration projects. Performed site supervision at cleanup sites as a result of crude oil or brine water spills.

YEARS OF EXPERIENCE

- 33 years

AREA OF EXPERTISE

- Project management
- Debris Management Site Operations
- Disposal and Recycling Operations
- Safety
- Environmental Compliance

TRAINING & CERTIFICATIONS

- Professional Geologist, State of Florida (License No. 1236)
- Professional Geologist, State of Georgia (License No. 1430)
- Professional Geologist, State of Alabama (License No. 803)
- Certified Florida Environmental Assessor (Certification No. 192)
- National Registered Environmental Professional (No. 5836)
- Florida Association of Professional Geologists
- Geological Society of America
- Clay Mineralogy
- Southeastern Geological Society
- National Water Well Association
- Florida Environmental Assessors Association
- NTSS: Fall Prevention and Ladder Safety Certificate of Completion

EDUCATION

- University of Georgia, Athens, Georgia, M.S. Geology
- The University of Florida, Gainesville, Florida, B.S. Geology

Eric Davis
Operations Supervisor

EXPERIENCE SUMMARY

Mr. Davis is one of AshBritt's Operations Planners. Over the last 10 years, he has deployed to project client areas to support initial planning efforts. As the Operations Planner for more than 10 debris management projects, Mr. Davis's duties included estimation of debris volumes, sectoring disaster area for most efficient debris management, locating temporary debris storage and reduction sites and disposal sites, determining personnel and equipment resources (crews) required, performing environmental health and safety evaluations, and evaluating requirements to implement an automated debris management system. He has also functioned in the capacity of Task Project manager, directing all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work, while ensuring contractual compliance in areas of technical approach, quality control and safety. Mr. Davis has been an ISA Certified Master Arborist for 9 years.

FEATURED EXPERIENCE

Mr. Davis served as the Operations Planner, Project Manager, or Quality Control Manager for all of the disaster recovery and debris removal projects listed below:

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire - 2017 - USACE - CA**

Private property fire debris removal, erosion control, air monitoring, and disposal.

- **Hurricane Irma, Sept. 2017 – Florida, Georgia, South Carolina**

ROW collection and disposal, Beach Clean up, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – Texas**

ROW collection and disposal, HHW, MRE's, generator services, shelter services.

- **Hurricane Matthew (DR-4286), 2016 – Volusia County, FL**

ROW collection and disposal and Hazardous Tree Removal.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 – Marion County, SC & Augusta, GA**

Park and ROW debris removal, management, and disposal.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 – NJ**

ROW collection, Sand Screening, beach restoration, demolition of buildings.

- **Severe Storm (DR-4046) & (DR-4051), Oct. 2011 - MA**

ROW, DMS Management, and multiple other debris services.

- **Hurricane Irene (DR-4034), 2011 – MA**

Emergency road clearance and road repair.

- **Snowstorm, 2011 – Virginia DOT**
- **Tornado, 2011 – Fayetteville, NC**

Debris collection, removal, and disposal.

- **Severe Storm and Tornadoes (DR-1994), May 2011 – Springfield, MA**

ROW collection, DMS management, disposal, and hazardous tree mitigation.

YEARS OF EXPERIENCE

- 20 years

AREA OF EXPERTISE

- Project Management
- Operations Planning
- Quality Control
- Arborist
- Debris Management Site Operations
- Disposal and Recycling Operations
- Safety

DISASTERS

- 4344 CA Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4166 GA Winter Storm Pax
- 4166 SC Winter Storm Pax
- 4086 NJ Hurricane Sandy
- 4046 CT Severe Storm
- 4024 VA Hurricane Irene
- 2936 NC EF3 Tornado
- 1994 MA EF3 Tornado
- 1905 VA Mid-Atlantic Snowstorm
- 3293 FL Hurricane Ike
- 1780 TX Hurricane Dolly
- 3268 NY Lake Effect Snowstorm
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina
- 1545 FL Hurricane Frances

TRAINING & CERTIFICATIONS

- ISA Certified Arborist
- ISA Certified Master Arborist - NY0615A
- OH, Department of Agriculture Commercial Applicator (6A, CORE)
- Board Member, Ohio Chapter ISA, 2013-present
- Ohio Tree Care Conference, Commercial Chair - 2011-2013

- **Atlantic Snowstorm, 2010 – Alexandria, VA**

Snow removal operations.

- **Hurricane Ike (DR-1791), Sept. 2008 – Houston, TX**

Debris removal, building restoration, and ancillary services.

- **Hurricane Dolly (DR-1780), July 2008 - Hidalgo County, TX**

Debris removal and supplied water relocation equipment.

- **Snowstorm, 2006 – Buffalo, NY**
- **Hurricane Katrina (DR-1603), Aug. 2005 – New Orleans & Hattiesburg, MS**

Debris removal and multiple ancillary services to remove 21.5 million CY of debris.

- **Hurricane Wilma (DR-1609), Oct. 2005 - Collier County**

ROW debris removal, DMS site management, debris recycling, and disposal.

- **Hurricane Frances (DR-1545) & Jeanne (DR-1561), Sept. 2004 – Central FL**

ROW debris removal, DMS site management, hazardous tree mitigation.

Tree Care Inc., 1998 - Present

- **Chief Executive Officer**

Mr. Davis became a Board-Certified Master Arborist in 2010. Currently, less than 2% of the Arborists in the United States have received Board Certification. Eric is the Only Board-Certified Master Arborist in the Miami Valley and one of the first ten to receive this certification in the State of Ohio. There are currently less than 400 Board-Certified Master Arborists in the United States.

Eugenio Hernández
Project Manager

EXPERIENCE SUMMARY

Mr. Hernandez is one of AshBritt's Project Managers. He brings over 15 years of safety and security experience. He deploys to manage disaster recovery operations for assigned project client area. He will conduct debris field surveys, facilitate and communicates progress reports, and manages disaster recovery operations. Furthermore, he directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. He will ensure contractual compliance in areas of technical approach, quality control, and safety.

FEATURED EXPERIENCE

- **Hurricane Michael - Oct 2018 Leon County, City of Tallahassee & Gulf County**

Mr. Hernandez managed a disaster relief project which resulted in the removal of over 2 M cubic yards of debris. He met with city and county officials regarding the logistics for the debris removal. Conducted weekly operations safety meetings with the contractor, which facilitated stronger communications and the ability to resolve complex issues.

- **Winter Storm Gia - Feb 2019 - Overland Park, KS**

Mr. Hernandez managed and monitored crews conducting ROW vegetative debris collection and hazardous tree and limb removal

- **Hurricane Irma - Sep 2017 - Palm Beach County, FL.**

Mr. Hernandez managed a disaster relief project which resulted in the removal of approximately 1 M cubic yards of debris and the use of over 20 subcontractors throughout the county. He worked in conjunction with Solid Waste Authority officials to satisfy Palm Beach County for the quality of the cleanup and conducted weekly operations safety meetings with the contractor which facilitated stronger communications and the ability to resolve complex issues.

Brinks Global Services - Miami, FL 2016 –2016

- **Operations Supervisor**

Coordinate international & domestic shipments – (import, exports, cross trades), ensure crews reported promptly for delivery & retrieval of cargo, monitor the progress of the shipments to report of any delays so that we may act accordingly. Ensure that crews were following company policies and safety procedures, and dispatch crews to customers requesting on-call service.

Via Mat Int'l / Loomis Int'l (U.S.) - Doral, FL 2013-2015

- **Operations**

Coordinate international & domestic shipments – (import, exports, cross trades), provide excellent customer service, Problem-solving skills, and Billing

Dunbar Armored, Inc. Orlando/Fort Lauderdale, FL 2007 – 2013

- **Branch Manager**

Responsible for the Profit & Loss financial statement, establish and maintain branch profitability by controlling hours, route efficiency, truck and building maintenance and risk management, to include vehicle safety and work-related injuries. Responsible for the overall physical security of the branch, Train, counsel, develop and evaluate all branch employees as per company policy, and oversee the vault operations to ensure security and operational

YEARS OF EXPERIENCE

- 19 years

AREA OF EXPERTISE

- Project management
- Debris Management Site Operations
- Disposal and Recycling Operations
- Safety
- Effectively Track Performance
- Demonstrate decisive Leadership Ability
- Effective In Analyzing Relevant Information

DISASTERS

- 4347 KS Winter Storm Gia
- 4399 FL Hurricane Michael
- 4337 FL Hurricane Irma

TRAINING & CERTIFICATIONS

- Basic Indirect Air Carrier Security Training Course
- National Rifle Association Law Enforcement Instructor
- Smith System Certified Instructor –enhance their driving skills in an armored vehicle
- Basic Blue Trainer - train employees at the branch level
- Bilingual in Spanish and English

EDUCATION

- Mississippi University for Women, Computer Science
- Mary Holmes College, AS, Pre-Medicine, Magna Cum Laude

procedures were adhered to. Properly staff the branch to maintain FT/PB employee staffing ratio, and identify, assess and resolve issues adversely affecting branch probability.

Dunbar Armored, Inc. Miami, FL 2005 – 2007

- **Compliance Training Officer, Southeast Region**

Conducted branch audits to ensure facilities are following the policies and procedures in order to minimize the possibilities of compromising the security of the facility and its employees and implement safety programs to improve the overall quality of the way employees performed their duties. Worked closely with our training department and our national safety manager to handle workers compensation claims, submitted detailed reports for insurance purposes, and Maintained a database of the employees in the region to ensure 9n driver's license, DOT, T.S.A., and state-required licenses were compliant

Brinks Inc. - Miami, FL 2003–2005

- **Branch Trainer**

Train new employees in a weeklong course regarding the following: company policies and procedures, firearms course, and driver training, supervise approximately 250 employees. This would include monitoring their DOT hours so that they would not exceed their limitations in order to be in compliance with DOT regulations, worked as a dispatcher monitoring routes and solving operational issues, and from 2002-2003, worked as driver / guard at the Miami branch until Sept 2003 where I was promoted and began work assignment as detailed above Apr

Brinks Inc. - New Orleans, LA 2001–2002

- **Driver / Messenger**

Delivering, picking up and reconciling high valuables from the customer's location, provide the highest degree of control over the customer's shipment, and protecting the crew and premises against attack while preventing cargo loss.

James Sellers
Project Supervisor

EXPERIENCE SUMMARY

Mr. Sellers is a key member of a rapid-response team with over 17 years of experience. He deploys to manage disaster recovery operations for assigned project client area. Mr. Sellers is the primary liaison with the client, and conducts debris field surveys, facilitates and communicates progress reports, assists the client with media briefings, and manages disaster recovery operations. He directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. Mr. Sellers may also assume responsibility for the operational implementation of TDSR plans, supervise site management, debris separation, and reduction crews, ensures proper containment and categorization of hazardous waste found in the debris stream.

FEATURED EXPERIENCE

Mr. Sellers served as the Project Manager, Quality Control Manager, DMS Manager, or held other key personnel roles for all of the disaster recovery and debris removal projects listed below:

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire - 2017 - USACE - CA**

Managed sections of contractors as they performed their daily operations. Provided daily Quality Control Reporting to USACE. AshBritt Inc. responded to the Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire for the USACE (2017). AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. We also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, we certified over 1,700 hauling units and utilized over 200 pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working and moved 25,000 tons of fire debris in one day.

- **Hurricane Irma, Sept. 2017 – Charleston County, SC & Chatham County, GA**

Managed the collection of 41,282 CY of debris. Conducted ROW vegetative and C&D collection, hazardous tree and limb removal, Beach cleanup, DMS management, reduction of vegetative debris through grinding and compaction, and haul-out services.

- **Hurricane Harvey, Aug. 2017 – Pasadena, TX**

Managed the collection of 30,111 CY of debris. Conducted ROW vegetative and C&D collection, HHW collection, DMS management, reduction of debris through grinding and compaction, and haul-out services. AshBritt also provided MRE's, shelter, and generator services.

- **Blue Cut Fire, August 2016 – San Bernardino County, CA**

Managed the delivery and setup of mobile showers, toilets, and other ancillary services. Due to the mass evacuations for the Blue Cut Fire, AshBritt provided 40 Port-o-potties which included 15 ADA compliant units for the residents of the County. AshBritt also delivered 40 portable showers which included 4 ADA compliant units. AshBritt had units on site within 14 hours of the request.

YEARS OF EXPERIENCE

- 18 years

AREA OF EXPERTISE

- Project management
- Quality Control
- Debris Management Site Operations
- Disposal and Recycling Operations
- Safety

DISASTERS

- 4344 CA Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4240 CA Valley Fire & Butte Fire
- 4262 MD Winter Storm Jonas
- 4223 TX June of 2015 Flooding Event
- 4166 SC Winter Storm Pax

TRAINING & CERTIFICATIONS

- Survival, Evasion, Resistance, and Escape (SERE) Anti-Terrorism School
- Anti-Terrorism Instructor School
- Military Police Pre-service School Non-Lethal Individual Weapons Instructor School
- Military Police Officer Basic School
- The Basic School
- Officer Candidate School
- Marine Security Guard School
- Aviation Support Equipment Technician School

EDUCATION

- BS Psychology - Texas A&M

- **Soberanes Fire, August 2016 – Monterey County, CA**

Managed the ROW cleanup of debris clearing of hazardous fire damaged trees that were cut down by CalFIRE. We also cut and removed hazardous fire damaged trees that are still standing in the County's ROW.

- **Winter Storm Jonas, Jan 2016 – Rockville, MD**

Managed and monitored 24hr/day, Emergency roadway clearance of snow utilizing heavy equipment.

- **Valley Fire (DR-4240), Oct 2015, Pacific Gas & Electric - Lake County, CA**

Managed team of approximately 100 people to meet operation goals. Operations were focused on felling, trimming, and chipping of fire damaged and destroyed trees in proximity and posing a threat to power distribution lines. In total, AshBritt felled over 5,000 fire damaged and destroyed trees.

- **South Carolina Flooding (DR-4241), Oct 2015 - Charleston, SC**

Managed the collection of 31,464 CY of debris created from the high waters. Operations included ROW vegetative and C&D debris collection.

- **Texas Flooding Event (DR-4223), June 2015 - Hidalgo County, TX**

Managed the operation of Utilized 20 Super Tanker Vac Trucks to relocate 13,500,000 gallons of water.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 – Sumter, SC**

Managed the collection of 140,000 CY of debris from the city and county parks as well as the ROW. Operations included ROW debris removal, hazardous tree removal, management, and disposal.

Military Service

- **07/12-12/14: Lieutenant Colonel, Operations Chief, Joint Administrations Directorate, USSOUTHCOM, Miami, Florida.**
- **05/09-07/12: Major/Lieutenant Colonel, Administration Officer, Office of Legislative Affairs, Pentagon, Washington, D.C.**
- **02/07-04/09: Major, Adjutant, Headquarters 4th Marine Aircraft Wing, New Orleans, Louisiana.**
- **07/06-01/07: Major, United Nations Military Observer in Liberia.**
- **12/05-06/06: Captain, Staff Officer, Manpower and Reserve Affairs, HQMC, Marsh Center, Quantico, Virginia.**
- **06/05-12/05: Captain, Officer in Charge, Military Police Detachment, New River Air Station, North Carolina.**
- **12/02-04/05: Captain, Officer in Charge Military Police Section, Marine Wing Support Squadron 472. Deployed to Iraq as part of OIF 2-II**

Jason Haynie
Project Supervisor

EXPERIENCE SUMMARY

Mr. Haynie is a key member of a rapid-response team with over 15 years of experience. He deploys to manage disaster recovery operations for the assigned project client area. Mr. Haynie is the primary liaison with the client, and conducts debris field surveys, facilitates and communicates progress reports, assists the client with media briefings, and manages disaster recovery operations. He directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. Mr. Haynie may also assume responsibility for the operational implementation of DMS plans, supervise site management, debris separation, and reduction crews, ensures proper containment and categorization of hazardous waste found in the debris stream.

FEATURED EXPERIENCE

Mr. Haynie served as the Site Director or Operations Manager for all of the disaster recovery and debris removal projects listed below:

- **Hurricane Michael – Oct. 2018 – Leon & Bay County, FL**

Emergency Push, ROW collection and disposal, hazardous tree and stump removal

- **Hurricane Irma, Sept. 2017 – Florida, Georgia, South Carolina**

ROW collection and disposal, Beach Clean up, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – Victoria County, TX**

Emergency Push, ROW collection and disposal, generator service.

- **Hurricane Harvey, Aug. 2017 – Victoria, TX**

ROW collection and disposal, HHW, MRE's, generator services, shelter services.

- **Hurricane Matthew, (DR-4283) Oct. 2016 – Brevard County, FL**

ROW collection and disposal and Hazardous Tree Removal.

- **Valley Fire (DR-4240), Dec 2015 - Lake County, CA**

Hazardous tree felling and cleanup of fire damage and destroyed trees.

- **Valley Fire (DR-4240), Oct 2015, Pacific Gas & Electric - Lake County, CA**

Hazardous tree felling and cleanup of fire damage and destroyed trees. Park and ROW debris removal, management, and disposal.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 – Ocean County, NJ**

ROW, DMS Management, and multiple other debris services.

Academy Sports & Outdoors, Foley AL May 2015 to May 2016

- **Team Lead - Hunting and Fishing Department**

Supervision of staff in the daily operation, Customer service, Product knowledge, Performance and disciplinary counseling, Incident Reporting

Thomas Hospital, Fairhope AL August 2013 to May 2015

- **Security Officer**

Customer Relations, Quality Assurance, Supervision of Staff and Visitors, Incident Reporting, Light Maintenance

PBS&J, Orlando, FL 2004 - 2005

- **Field Supervisor**

Supervision of daily operations, supervision of others, Truck and equipment logistics and safety, Accident and incident investigation and reporting, Manage compliance with local, state, and Federal regulations (FEMA, DOT, EPA)

Bellsouth, Marietta, GA 1999 - 2004

- **Facilities Technician (Cable Repair)**

YEARS OF EXPERIENCE

- 23 years

AREA OF EXPERTISE

- Operations Management
- Debris Management Site Operations
- Disposal and Recycling Operations
- Safety
- Seasoned Professional
- Quality Assurance

DISASTERS

- 4399 FL Hurricane Michael
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4240 CA Valley Fire & Butte Fire
- 4086 NJ Hurricane Sandy

TRAINING & CERTIFICATIONS

- 40 Hr. HAZWOPER

EDUCATION

- Alexandria Senior High, Alexandria, Louisiana

Testing, repairing, troubleshooting, maintaining and installing telephone and data service using the following skills: Ariel (Ladder, bucket truck, pole climbing), underground and open-pit work, Maintaining compliance with company and OSHA safety guidelines, Driving and maintaining a company vehicle and equipment, Extensive use of computers, networking, and customer relations skills, Contractor supervision was also a large part of my responsibilities, Accident and incident investigation and reporting, Responsible for customer support and preventative maintenance in commercial settings

John Osborne
Project Manager

EXPERIENCE SUMMARY

Mr. Osborne is a key member of a rapid-response team with over 20 years of experience. He deploys to manage disaster recovery operations for assigned project client area. Mr. Osborne is the primary liaison with the client, and conducts debris field surveys, facilitates and communicates progress reports, assists the client with media briefing, and manages disaster recovery operations. He directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. Mr. Osborne may also assume responsibility for the operational implementation of DMS plans, supervise site management, debris separation, and reduction crews, ensures proper containment and categorization of hazardous waste found in the debris stream. Mr. Osborne also has over 15 years' experience in law enforcement and security operations, including criminal investigations, public affairs, urban patrol, and supervision of patrol officers, coordination of programs and planned actions, and personnel training.

FEATURED EXPERIENCE

Mr. Osborne served as the Operations Manager, Quality Control Manager, DMS Manager, or held other key personnel roles for all the disaster recovery and debris removal projects listed below:

- **Hurricane Michael – Oct 2018 – FDEP**

Managed and monitored the work activities of 12 barges on 13 miles of a Waterway Debris Removal Project on the Econfina Creek. While performing within the compliance of FDEP, U.S. Fish and Wildlife, and the North Florida Water Management District, we removed just over 82,000 CY of debris.

- **Winter Storm Gia, Feb 2019 – Overland Park, KS**

Managed and monitored crews conducting ROW vegetative debris collection and hazardous tree and limb removal.

- **Camp Fire – Nov 2018 – Paradise, CA**

Managed team of approximately 360 people to meet operation goals. AshBritt was the primary pre-inspector (PI) firm for the Accelerated Wildfire Reduction Program (AWRR). AshBritt was also the Quality Control Contractor responsible for the onboarding of all prime contractors, daily attendance logs for over 3000 personnel and equipment, and filed monitoring of work activities. Operations included identifying, felling, trimming, and hauling of fire damaged trees in the ROW and private property for the electric grid to be restored.

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire - 2017 - USACE - CA**

Managed sections of contractors as they performed their daily operations. Provided daily Quality Control Reporting to USACE. AshBritt Inc. responded to the Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire for the USACE (2017). AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. We also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, we certified over 1,700 hauling units and utilized over 200 pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working and moved 25,000 tons of fire debris in one day.

YEARS OF EXPERIENCE

- 20 years

AREA OF EXPERTISE

- Subcontractor Management
- Disaster Debris Operations
- FEMA Technical Assistance
- Quality Control
- Forecasting & solving critical problems
- Safety

DISASTERS

- 4399 FL Hurricane Michael
- KS Winter Storm Gia
- CA Butte County Camp Fire
- 4344 CA Wildfires
- 4332 TX Hurricane Harvey
- CA Blue Cute Fire
- CA Soberanes Fire
- MD Winter Storm Jonas
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4241 SC Severe Storms & Flooding
- 4165 GA Winter Storm

TRAINING & CERTIFICATIONS

- SC Law Enforcement Division SLED Level 1, 2 & 3
- U.S. Homeland Security TWIC Cert.
- 40 Hour HAZWOPER & 8Hr Supervisor
- OSHA 10- & 30-Hour Construction
- OSHA 10- & 30-Hour Construction
- USACE CQCM for Contractors

- **Hurricane Harvey, Aug. 2017 – Victoria County, TX**

Managed the collection of 155,887 CY of debris. Conducted emergency road clearance, ROW vegetative debris and C&D collection, hazardous tree and limb removal, DMS management, reduction of vegetative debris through grinding, reduction of C&D through compaction, and haul-out services.

- **Blue Cut Fire, August 2016 – San Bernardino County, CA**

Managed the delivery and setup of mobile showers, toilets, and other ancillary services. Due to the mass evacuations for the Blue Cut Fire, AshBritt provided 40 Port-o-potties which included 15 ADA compliant units for the residents of the County. AshBritt also delivered 40 portable showers which included 4 ADA compliant units. AshBritt had units on site within 14 hours of the request.

- **Soberanes Fire, August 2016 – Monterey County, CA**

Managed the ROW cleanup of debris clearing of hazardous fire damaged trees that were cut down by CalFIRE. We also cut and removed hazardous fire damaged trees that are still standing in the County's ROW.

- **Winter Storm Jonas, Jan 2016 – Rockville, MD**

Managed and monitored 24hr/day, Emergency roadway clearance of snow utilizing heavy equipment.

- **Valley Fire (DR-4240), Oct 2015, Pacific Gas & Electric - Lake County, CA**

Managed team of approximately 100 people to meet operation goals. Operations were focused on felling, trimming, and chipping of fire damaged and destroyed trees in proximity and posing a threat to power distribution lines. In total, AshBritt felled over 5,000 fire damaged and destroyed trees.

- **South Carolina Flooding (DR-4241), Oct 2015 - Charleston, SC**

Managed the collection of 31,464 CY of debris created from the high waters. Operations included ROW vegetative and C&D debris collection.

- **Texas Flooding Event (DR-4223), June 2015 - Hidalgo County, TX**

Managed the operation of Utilized 20 Super Tanker Vac Trucks to relocate 13,500,000 gallons of water.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 – Sumter, SC**

Managed the collection of 140,000 CY of debris from the city and county parks as well as the ROW. Operations included ROW debris removal, hazardous tree removal, management, and disposal.

Thompson Consulting, 2013

- **Supervisor**

Supervised monitors in the field in identifying eligible debris for collection and removal according to FEMA Rules and Regulations. Also supervised tower operations at DMS site.

A Services Group, 2010- 2012

- **Regional Security Manager**

Supervising 60 sites and over 100 employees. Also hired and trained all new employees and conducted monthly supervisor meetings of key personnel.

Osborne Trucking Company, 1998-2009

- **President**

Responsible for the day-to-day operations, including hiring employees, scheduling, payroll, and safety training of a contractual hauling company.

EDUCATION

- Winyah High School, Georgetown, SC
- University of South Alabama – Business Administration

Luciano Costa
Project Manager

EXPERIENCE SUMMARY

Mr. Costa has over 20 years of Customer Service experience. He used these skills learned and was able to apply them when he started working for AshBritt during Hurricane Irma. He has demonstrated his leadership and communication skills during all projects.

FEATURED EXPERIENCE

- **PG&E Camp Fire**

Managed team of approximately 360 people to meet operation goals. AshBritt was the primary pre-inspector (PI) firm for the Accelerated Wildfire Reduction Program (AWRR). AshBritt was also the Quality Control Contractor responsible for the onboarding of all prime contractors, daily attendance logs for over 3000 personnel and equipment, and filed monitoring of work activities. Operations included identifying, felling, trimming, and hauling of fire damaged trees in the ROW and private property for the electric grid to be restored.

- **Hidalgo County Flooding 2018**

Mr. Costa managed the cleanup after a large flood in Hidalgo County.

- **CA Tubbs, Nuns, Pocket, Atlas, Redwood**

Mr. Costa managed sections of contractors as they performed their daily operations. Provided daily Quality Control Reporting to USACE. AshBritt Inc. responded to the Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire for the USACE (2017). AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. We also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, we certified over 1,700 hauling units and utilized over 200 pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working and moved 25,000 tons of fire debris in one day.

- **Hurricane Irma – Miami Beach, Miami Lakes, Doral, FL**

Mr. Costa was the Project Manager for multiple municipalities. AshBritt conducted emergency road clearance, ROW vegetative debris and C&D collection, HHW collections, White goods collections, Freon extractions, hazardous tree and stump removal, DMS management, reduction through grinding and compaction, and haul-out services to final disposal sites.

YEARS OF EXPERIENCE

- 23 years

AREA OF EXPERTISE

- Project management
- Debris Management Site Operations
- Disposal and Recycling Operations
- Safety

DISASTERS

- 4353 CA Camp Fire
- 4377 TX Torrential Rains
- 4344 CA Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire
- 4337 FL Hurricane Irma

TRAINING & CERTIFICATIONS

- FEMA IS 100
- 40 Hr. HAZWOPER
- 8 Hr. HAZWOPER Refresher
- 8 Hr. HAZWOPER Supervisor
- USACE CQCM for Contractors
- 2 Hr. Fire Extinguisher & Fire Behavior
- CPR/AED/First Aid Certified
- Trilingual – Portuguese, Spanish, and English

EDUCATION

- Universidades Estacio De Sa, Rio De Janeiro, Brazil

MJ Wall Designs - Boca Raton, FL 2015 -2017

- Supervisor

Monitored employee performance and safety, conducting retraining to correct problems and optimize productivity, established and enforced clear goals to keep all employees on the same level and working collaboratively, monitored equipment efficiency, checked materials supplies and coordinated manpower requirements to meet expected demand. Performed scheduled and surprise inspections of work sites in order to gauge technician skill and performance in the field.

Direct Export - Boca Raton, FL 2012 - 2015

- **Owner/Operator**

Monitored market conditions to set accurate pricing structures and take advantage of emerging trends, established long-term relationships with customers by promoting great service and engagement skills and quickly resolving

issues, frequently conferred with dispatch to meet delivery schedule targets and incorporate late adjustments, and negotiated with vendors to purchase the equipment at cost-effective prices.

Buccan - Palm Beach, FL 2011 – 2012

- Shift Lead - Wait Staff

Completed opening and closing duties to facilitate business operations, and Upheld company standards and compliance requirements for operations and cleanliness of all are

LOLA - Delray Beach, FL 2009 – 2010

- Manager

Trained and mentored new employees to maximize team performance and achieve daily performance objectives, oversaw personnel recruitment, performance, and scheduling, developed and implemented promotional strategies to drive business success and maintain budgetary guidelines, and maintained open and professional team relationships to quickly identify and resolve the issue.

Big City Tavern - Boca Raton, FL 2004 – 2009

- Manager

Oversaw personnel recruitment, performance and scheduling, trained and mentored new employees to maximize team performance and achieve daily performance objectives, gave input on how to improve training and employee productivity, consistently met financial targets with close monitoring of expenses, labor hours and supply use, and always trained current employees on additional job positions to maintain coverage of roles.

Rick Case Honda in Davie - Davie, FL 2004 – 2005

- Sales Representative

Implemented professional sales presentations to communicate product quality and market comparisons creatively, exceeded sales goals using consultative sales talents and effectively explaining programs and services to generate interest, generated sales by prospecting leads, cold calling and closing deals, and cultivated long-term relationships with clients to accurately quote prices and terms that achieved customer objectives. He also assisted customers during the selection process and helped choose perfect products to meet individual needs, recommended accessories and delivered details regarding latest promotions to increase sales, and promoted branding initiatives, implementing effective marketing and sales campaigns.

Rotelli Pizza & Pasta Inc. - Coral Springs, FL 1998 – 2004

- **General Manager**

Met budget targets by controlling expenses and eliminating wasteful behaviors, developed and optimized store schedules to meet expected coverage demands and maintain optimal service levels, trained employees in inventory practices, POS systems and product knowledge, contributing to increase in customer satisfaction ratings, and oversaw daily operations of store, including inventory and supply restocking, cash-handling and assisting customers.

Roosevelt Gray
Project Supervisor

EXPERIENCE SUMMARY

Mr. Gray is one of AshBritt's Project Managers. He deploys to manage disaster recovery operations for assigned project client area. He will conduct debris field surveys, facilitate and communicates progress reports, assists the client with media briefings, and manages disaster recovery operations. Furthermore, he directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. He will ensure contractual compliance in areas of technical approach, quality control, and safety.

YEARS OF EXPERIENCE

- 3 years

AREA OF EXPERTISE

- Project Management
- Mission Compliance
- Debris Management Site Operations
- Disposal and Recycling Operations
- Safety

DISASTERS

- 4353 CA Camp Fire
- 4399 FL Hurricane Michael
- 4344 CA Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew

TRAINING & CERTIFICATIONS

- FEMA IS 100, 700, & 800
- 40 Hr. HAZWOPER
- AT Level 1
- USACE CQCM for Contractors

EDUCATION

- Taravella High School, Coral Springs, FL

FEATURED EXPERIENCE

Mr. Gray served as the Project Manager, Mission Compliance Manager, and Operations Supervisor/Quality Control Manager for all the disaster recovery and debris removal projects listed below:

- **Camp Fire- Nov 2018 – Paradise, CA**

Managed team of approximately 360 people to meet operation goals. AshBritt was the primary pre-inspector (PI) firm for the Accelerated Wildfire Reduction Program (AWRR). AshBritt was also the Quality Control Contractor responsible for the onboarding of all prime contractors, daily attendance logs for over 3000 personnel and equipment, and filed monitoring of work activities. Operations included identifying, felling, trimming, and hauling of fire damaged trees in the ROW and private property for the electric grid to be restored.

- **Hurricane Michael – Oct. 2018 – Tallahassee, FL**

Managed the collection of 298,000 CY of debris. ROW collection and disposal and Hazardous Tree Removal. Conducted ROW vegetative debris collection, DMS management, hazardous tree and limb removal, reduction of debris through grinding and compaction, and haul-out and disposal services.

- **Tubbs/Pocket/Sulpher/Atlas/Redwood Valley/Nuns Fire – 2017 USACE – CA**

Managed sections of contractors as they performed their daily operations. Provided daily Quality Control Reporting to USACE. AshBritt Inc. responded to the Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire for the USACE (2017). AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. We also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, we certified over 1,700 hauling units and utilized over 200 pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working and moved 25,000 tons of fire debris in one day.

- **Hurricane Harvey, Aug. 2017 – the City of Victoria, County of Victoria, Houston, TX**

Managed the collection of 155,887 CY of debris. Conducted emergency road clearance, ROW vegetative debris and C&D collection, hazardous tree and limb removal, DMS management, reduction of vegetative debris through grinding, reduction of C&D through compaction, and haul-out services.

- **Hurricane Matthew, (DR-4283) Oct. 2016 – Volusia County, Martin County, FL**

Managed and monitored the collection and processing of 1.9 M CY of debris from the county and multiple municipalities within the county. Operations included ROW vegetative debris collection, hazardous tree mitigation, hazardous stump removal, debris Management Site management, reduction of vegetative debris through grinding and incineration, and haul-out services.

Ryan Beeghly
Project Supervisor

EXPERIENCE SUMMARY

Ryan is a partner of Beeghly Tree Service LLC, involved with the financial management, logistics, marketing, and day-to-day operations of the company. Leads company field operational support in the execution of debris recovery operations for all scopes of work (ROW Collection, Hazardous Tree, and Stump removal). Performs project management/quality control functions as part of the AshBritt CQC team.

FEATURED EXPERIENCE

Mr. Beeghly served as the Project Manager, Operations Manager, Quality Control Manager, Operations Supervisor, or held other key personnel roles for all of the disaster recovery and debris removal projects listed below:

- **Hurricane Irma, Sept. 2017 – Multiple cities within Volusia County, FL**

ROW collection and disposal, Beach Clean up, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – Victoria County, TX**

Emergency Push, ROW collection and disposal, generator service.

- **Hurricane Matthew (DR-4283), 2016 – St. Johns County, FL**

ROW collection and disposal, Sand Screening, and Hazardous Tree Removal.

- **Winter Storm Jonas, Jan 2016 – Multiple Jurisdictions in MD & VA**

Snow removal operations utilizing heavy equipment.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 – Augusta, GA**

ROW debris removal, management, and disposal.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 - NY & NJ**

Vessel removal and management, ROW, and DMS Management.

- **Snow Storm, 2011 – Virginia DOT**
- **Tornado, 2011 – Fayetteville, NC**

Debris collection, removal, and disposal.

- **Tornado, 2011 – Tuscaloosa, AL**
- **Severe Storm (DR-4046) & (DR-4051), Oct. 2011 - MA**

ROW, DMS Management, and multiple other debris services.

- **Hurricane Irene (DR-4024-28-34), 2011 – CT, MA**

DMS management, collection, and disposal.

- **Severe Storm and Tornadoes (DR-1994), May 2011 - Massachusetts**

Debris, DMS management, disposal, and hazardous tree mitigation.

- **Atlantic Snowstorm, 2010 – Alexandria, VA**

Snow removal operations.

- **Hurricane Ike (DR-1791), Sept. 2008 – Houston, TX**

Debris removal, building restoration, and ancillary services.

- **Ice Storm, 2008 – Springfield, MO**
- **Hurricane Dolly (DR-1780), July 2008 - TX**

Debris removal and supplied water relocation equipment.

YEARS OF EXPERIENCE

- 12 years

AREA OF EXPERTISE

- Operations Management
- Subcontractor Management
- Debris Management Site Operations
- Disposal and Recycling Operations
- Safety

DISASTERS

- FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy
- 4084 FL Hurricane Isaac
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 3143 FL Hurricane Floyd
- 3131 FL Hurricane George
- 3116 FL Hurricane Erin
- 1806 FL Hurricane Gustav
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina

TRAINING & CERTIFICATIONS

- ISA Certified Arborist Maryland Licensed Tree Expert
- PA Licensed Pesticide Applicator
- CPR & First Aid Certified
- MSHA 40-hour training certification
- FEMA Debris Management Certification
- USACE-Construction Quality Management for Contractors Certification
- Utility Line Clearance Certification in accordance with ANSI Z133.1

EDUCATION

- Somerset Area High School, Somerset, PA

- **Snowstorm, 2006 – Buffalo, NY**

Snow removal operations.

- **Hurricane Katrina (DR-1603) & (DR-1604), Aug. 2005 – Hattiesburg, MS**

Debris removal and multiple ancillary services, 21.5 million cubic yards of debris.

- **Hurricane Wilma (DR-1609), Oct. 2005 – Multiple Jurisdictions in FL**

ROW debris removal, DMS site management, debris recycling, and disposal.

- **Hurricane Rita, 2005 - Louisiana**

ROW debris removal, DMS site management, debris recycling, and disposal.

Jim Loomis
FEMA Technical Consultant

EXPERIENCE SUMMARY

Mr. Loomis has 35 years of management experience and 24 years of regulatory and contracts analysis experience at the local, state, and federal level. He has been the lead manager and senior partner for in procurement, contracts, appeals, claims, protests, small business participation, and case management. Mr. Loomis has relevant disaster management capabilities developed during his 12-year career at the State of Florida Department of Community Affairs in the Division of Emergency Management. Mr. Loomis worked extensively on all types of federal assistance projects and handled many program challenges. He has supervisory and hands-on experience with more than one hundred federal disaster declarations in the areas of government-to-government assistance for wildfire management and infrastructure assistance; government-to-individual assistance to meet uninsured family needs, and government-to-business assistance for uninsured business recovery needs. He was the primary liaison and coordinator for the emergency management community in the public-private partnership that became the Partners in Recovery Program with the Florida Insurance Industry. This partnership between the Florida Insurance Council, the Insurance Department, and Emergency Management is a national model for coordination of disaster recovery activities. While with the State of Florida, Mr. Loomis worked in the hurricane shelter survey program, Community Right to Know program, Emergency Management GIS Unit and then served as the Administrator of the Disaster Recovery Programs. In this capacity, he was responsible for planning, coordination, oversight, and development of emergency recovery activities and worked with stakeholders for four years on the legislation that became the Disaster Mitigation Act of 2000. Mr. Loomis has specific construction expertise and cost estimating experience beginning in 1972 with Gunn and Gunn Construction Company in Miami, Florida. Mr. Loomis developed residential and commercial construction repair cost estimates used for insurance claims resulting from fire damage. Mr. Loomis is currently certified by the USACE and NAVFAC in Construction Quality Management for Contractors.

FEATURED EXPERIENCE

Mr. Loomis served as the FEMA Technical Consultant for all of the disaster recovery and debris removal projects listed below:

- **Winter Storm Gia, Feb 2019 – Overland Park, KS**

ROW collection and disposal, hazardous tree and limb removal

- **Hurricane Michael – Oct. 2018 – Panhandle, FL, USACE, GDOT, FDEP**

Road Clearance, ROW and Waterway collection and disposal, and hazardous trees

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire – Oct. 2017 - USACE – CA**

Private Property debris removal, erosion control, air monitoring, & disposal.

- **Hurricane Irma, Sept. 2017 – Florida, Georgia, South Carolina**

ROW collection and disposal, Beach Cleanup, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – Texas**

ROW collection and disposal, HHW, MRE's, generator services, shelter services.

YEARS OF EXPERIENCE

- 35 years

AREA OF EXPERTISE

- FEMA Technical Assistance
- Project Worksheet Formulation
- FEMA Appeals
- FEMA Documentation

DISASTERS

- 4399 FL Hurricane Michael
- 4394 SC Hurricane Florence
- 4344 CA Wildfires
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy
- 4084 FL Hurricane Isaac
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 3143 FL Hurricane Floyd
- 3131 FL Hurricane George
- 3116 FL Hurricane Erin
- 1806 FL Hurricane Gustav
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina
- 1595 FL Hurricane Dennis
- 1561 FL Hurricane Jeanne
- 1551 FL Hurricane Ivan
- 1545 FL Hurricane Frances
- 1539 FL Hurricane Charley
- 1491 VA Hurricane Isabel
- 1243 SC Hurricane Bonnie
- 1241 FL Hurricane Earl
- 1069 FL Hurricane Opal
- 955 FL Hurricane Andrew
- 843 SC Hurricane Hugo

- **Hurricane Sandy (DR-4086), Oct. 2012 - NJ**

ROW, DMS Management, and multiple other debris services.

- **Acquiring A-901 License for Hurricane Sandy**

The State of New Jersey requires that all companies transporting non-recyclable waste within its jurisdiction must have a state-issued an A-901 license. Mr. Loomis coordinated the application for the A-901 License for the Hurricane Sandy Disaster Recovery Mission. The application and supporting documents, which included but were not limited to, corporate information and financial documents, personal history documents, and personal financials, totaled over 1,000 pages. AshBritt activated an all-hands, 24/7 effort to compile the required information and submit to the state within five days to meet mission requirements.

- **Severe Storm (DR-4046) & (DR-4051), Oct. 2011 - CT & MA**

ROW, DMS Management, and multiple other debris services.

- **Severe Storm and Tornadoes (DR-1994), May 2011 - Massachusetts**

Debris, DMS management, disposal, and hazardous tree mitigation.

- **Hurricane Irene (DR-4034), 2011 – MA**

DMS management, debris collection, and disposal.

- **Hurricane Katrina (DR-1603) & (DR-1604), Aug. 2005 - MS & LA**

ROW debris removal, DMS site management, debris recycling, and disposal. Debris removal and multiple ancillary services to remove of 21.5 million cubic yards of disaster debris.

TRAINING & CERTIFICATIONS

- Over 50 FEMA and Emergency Management Certifications and Trainings.
- USACE CQCM for Contractors

EDUCATION

- Miami Edison Senior High School
- Miami Dade Junior College – Associates Degree
- Florida State University

Mark Merritt
FEMA Technical Consultant

EXPERIENCE SUMMARY

Mark C. Merritt is a co-founder at DCMC Partners, a strategic management consulting firm that builds on its founders' decades of leadership in the private and public sectors. Prior to DCMC, Mark C. Merritt was co-founder and partner at Witt O'Brien's, where he served as Senior Vice President of the firm's Recovery Division. Merritt and his team of technical experts managed large-scale disaster debris cleanup operations; worked with clients to navigate the challenging regulatory areas of insurance and government reimbursement; and supported clients in evaluating, financing, and executing opportunities to rebuild after disasters. His work represented at least half of the firm's revenue since he co-founded Witt Associates in 2001. Under his leadership, his team managed and implemented more than $20 billion in federal reimbursement, including $17 billion in FEMA Public Assistance and $3.5 billion in FEMA Hazard Mitigation Grant Program funding. Merritt has raised the standard for disaster recovery consulting. Governors and mayors proactively seek out Merritt's guidance following significant disasters. Merritt and his team have worked every major catastrophe in the U.S. and its territories over the past 13 years. Merritt managed large-scale disaster recovery efforts for the State of Louisiana (after Hurricane Katrina and subsequent storms) and the State of New Jersey (following Superstorm Sandy). These clients attribute billions in funding to Merritt and his team that the states would not have otherwise received from the federal government (including $3 billion in Louisiana and nearly $.5 billion in New Jersey). Other clients have included the states of Indiana and Iowa (after the devastating 2008 floods), the State of Florida (following the 2004 hurricanes), and the University of Texas System (in the aftermath of hurricanes). Merritt graduated from West Point Military Academy. He served six years of active duty in positions ranging from an intelligence officer to an executive officer and aid to three different Army Generals. Following his military service, Merritt started at FEMA as a Program Assistant to the Director in the agency's recovery division. There he learned the intricacies of recovery programs and served as recovery representative to the White House. He was promoted to FEMA Deputy Chief of Staff and spearheaded the agency's first-ever team to review, reconcile, and closeout past disaster recovery programs. In its first year, the team returned more than $2 billion in federal assistance to the U.S. Treasury.

FEATURED EXPERIENCE

- **Hurricane Irma, Sept. 2017 – Florida, Georgia, South Carolina**

ROW collection and disposal, Beach Cleanup, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – Texas**

ROW collection and disposal, HHW, MRE's, generator services, shelter services.

- **Hurricane Matthew, (DR-4283) Oct. 2016 – Florida, Georgia, South Carolina**

ROW collection and disposal and Hazardous Tree Removal.

- **DCMC Partners, Co-Founder**

Consulting in private and public sectors.

YEARS OF EXPERIENCE

- 30 years

AREA OF EXPERTISE

- FEMA Technical Assistance
- Project Worksheet Formulation
- FEMA Appeals
- FEMA Legislation
- Private-Public Partnerships

DISASTERS

- 4399 FL Hurricane Michael
- 4394 SC Hurricane Florence
- 4344 CA Wildfires
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy
- 4084 FL Hurricane Isaac
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 3143 FL Hurricane Floyd
- 3131 FL Hurricane George
- 3116 FL Hurricane Erin
- 1806 FL Hurricane Gustav
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina
- 1595 FL Hurricane Dennis
- 1561 FL Hurricane Jeanne
- 1551 FL Hurricane Ivan
- 1545 FL Hurricane Frances
- 1539 FL Hurricane Charley
- 1491 VA Hurricane Isabel
- 1243 SC Hurricane Bonnie
- 1241 FL Hurricane Earl
- 1069 FL Hurricane Opal
- 955 FL Hurricane Andrew
- 843 SC Hurricane Hugo

EDUCATION

- West Point Military Academy

- **Witt O' Brien, Sr. Vice President of Recovery Division**

Under his leadership, his team managed and implemented more than $20 billion in federal reimbursement, including $17 billion in FEMA Public Assistance and $3.5 billion in FEMA Hazard Mitigation Grant Program funding.
Hurricane Katrina – Louisiana
9/11 - NY/NJ Port Authority
Tornado - Joplin, MO

- **Witt Associates, Founder**

Responsible for managing all disaster management aspects of the company. He also oversaw a team of more than 70 full-time employees, including recovery and mitigation experts, engineers, business development staff, and project managers

- **Federal Emergency Management Agency, Program Assistant to the Director in Recovery Division**

He was promoted to FEMA Deputy Chief of Staff and spearheaded the agency's first-ever team to review, reconcile, and closeout past disaster recovery programs. In its first year, the team returned more than $2 billion in federal assistance to the U.S. Treasury

Barry Scanlon
FEMA Technical Consultant

EXPERIENCE SUMMARY

Barry W. Scanlon is a co-founder at DCMC Partners, a strategic management consulting firm that builds on its founders' decades of leadership in the private and public sectors. DCMC provides consulting and partnership development services to the private sector, governments, and non-profit clients. Prior to DCMC, Scanlon was co-founder and partner at Witt O'Brien's, where he served as Senior Vice President of Business Development and Government Relations. His organization managed all government and corporate sales, strategic partnerships, and relationships with the executive-level private sector and government leaders. More importantly, he held a critical role in numerous avenues related to their disaster consulting. Under his leadership, the business grew from a start-up in 2001 to $80 million in 2013 with industry-leading margins and record client satisfaction. Mr. Scanlon had an intricate role with disaster consulting and monitoring contracts with the State of Louisiana in the aftermath Hurricane Katrina, the New York/New Jersey Port Authority after 9/11, the City of Joplin following the devastating 2011 tornado, and the State of Indiana after the 2011 State Fair stage collapse. Prior to his role of Sr. VP at Witt O'Brien's, Scanlon led the government relations consulting practice as President of Witt Associates. Under Scanlon's leadership, Witt Associates built niche markets and was one of the first companies to create an industry around post-disaster financial recovery. His experience building an industry-leading crisis management company has given him a personal understanding of how to manage and assist jurisdictions with the technical assistance guidance needed after major disasters. Prior to his leadership at Witt Associates, Scanlon was appointed as Director of Corporate Affairs for the Federal Emergency Management Agency by President William J. Clinton. At FEMA, he created, developed, and implemented Project Impact, a $100 million joint public-private sector initiative focused on building resilient communities.

FEATURED EXPERIENCE

- **Hurricane Irma, Sept. 2017 – Florida, Georgia, South Carolina**

ROW collection and disposal, Beach Cleanup, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – Texas**

ROW collection and disposal, HHW, MRE's, generator services, shelter services.

- **Hurricane Matthew, (DR-4283) Oct. 2016 – Florida, Georgia, South Carolina**

ROW collection and disposal and Hazardous Tree Removal.

- **DCMC Partners, Co-Founder**

Consulting in private and public sectors. DCMC provides consulting and partnership development services to the private sector, governments, and non-profit clients.

- **Witt O' Brien, Sr. Vice President of Business Development and Government Relations**

He managed all government and corporate sales, strategic partnerships, and relationships with the executive-level private sector and government leaders

  - Hurricane Katrina – Louisiana
  - 9/11 - NY/NJ Port Authority
  - Tornado - Joplin, MO

YEARS OF EXPERIENCE

- 30 years

AREA OF EXPERTISE

- FEMA Technical Assistance
- Project Worksheet Formulation
- FEMA Appeals
- FEMA Legislation
- Private-Public Partnerships

DISASTERS

- 4399 FL Hurricane Michael
- 4394 SC Hurricane Florence
- 4344 CA Wildfires
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy
- 4084 FL Hurricane Isaac
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 3143 FL Hurricane Floyd
- 3131 FL Hurricane George
- 3116 FL Hurricane Erin
- 1806 FL Hurricane Gustav
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina
- 1595 FL Hurricane Dennis
- 1561 FL Hurricane Jeanne
- 1551 FL Hurricane Ivan
- 1545 FL Hurricane Frances
- 1539 FL Hurricane Charley
- 1491 VA Hurricane Isabel
- 1243 SC Hurricane Bonnie
- 1241 FL Hurricane Earl
- 1069 FL Hurricane Opal
- 955 FL Hurricane Andrew

- **Witt Associates, President**

Responsible for development of mergers and acquisitions opportunities.

- **Federal Emergency Management Agency, Director of Corporate Affairs – Clinton Administration**

Responsible for $100 million-dollar joint public-private sector initiative focused on building resilient communities.

EDUCATION

- George Washington University – Bachelors in Political Science

Fernando Neris
Operations Supervisor / Professional Environmental Engineer (PE)

EXPERIENCE SUMMARY

Mr. Neris is one of AshBritt's Quality Control/Project Managers. He deploys to manage disaster recovery operations for assigned project client area. He will conduct debris field surveys, facilitate and communicates progress reports, assists the client with media briefings, and manages disaster recovery operations. Furthermore, he directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. He will ensure contractual compliance in areas of technical approach, quality control, and safety.

FEATURED EXPERIENCE

Mr. Neris served as the Project Manager, Operations Supervisor, or Quality Control Manager for all of the disaster recovery and debris removal projects listed below:

- **Hurricane Irma, Sept. 2017 – Orange County & City of Orlando, FL**

ROW collection and disposal, Beach Cleanup, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – Texas**

ROW collection and disposal, HHW, Vac-Truck, shelter services.

- **Hurricane Matthew (DR-4286), 2016 – Charleston & Colleton County, SC**

ROW collection and disposal and Hazardous Tree Removal.

- **Severe Storm (DR-4046) & (DR-4051), Oct. 2011 - CT & MA**

ROW, DMS Management, and multiple other debris services.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 – Augusta, GA**

Park and ROW debris removal, management, and disposal.

- **Hurricane Sandy (DR-4085-6), 2013 - NJDEP**

Waterway debris removal, vessel removal, and management.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 – Belmar, NJ**

Sand Screening, beach restoration, demolition of buildings.

- **Tornado, 2011 – Tuscaloosa, AL**

ROW, DMS Management, and multiple other debris services.

- **Hurricane Irene (DR-4034), 2011 – MA**

Emergency road clearance and road repair.

- **Hurricane Ike (DR-1791), Sept. 2008 – Orange County, TX**

Debris removal, building restoration, and ancillary services.

- **Hurricane Katrina (DR-1603), Aug. 2005 – Jackson & George County, MS**

Debris removal and multiple ancillary services to remove 21.5 million CY of debris.

- **Hurricane Wilma (DR-1609), Oct. 2005 - Collier County**

ROW debris removal, DMS site management, debris recycling, and disposal.

- **Hurricane Frances (DR-1545) & Jeanne (DR-1561), Sept. 2004 – Central FL**

ROW debris removal, DMS site management, hazardous tree mitigation.

YEARS OF EXPERIENCE

- 30 years

AREA OF EXPERTISE

- Project Management
- Quality Control
- Operations
- Subcontractor Management
- Environmental Compliance

DISASTERS

- 4399 FL Hurricane Michael
- 4394 SC Hurricane Florence
- 4344 CA Wildfires
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy
- 4084 FL Hurricane Isaac
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 3143 FL Hurricane Floyd
- 3131 FL Hurricane George
- 3116 FL Hurricane Erin
- 1806 FL Hurricane Gustav
- 1609 FL Hurricane Wilma
- 1602 FL Hurricane Katrina
- 1595 FL Hurricane Dennis
- 1561 FL Hurricane Jeanne
- 1551 FL Hurricane Ivan
- 1545 FL Hurricane Frances

TRAINING & CERTIFICATIONS

- USACE CQCM for Contractors
- Professional Engineer: State of Florida P.E. # 52042
- Certified General Contractor: State of Florida CGC1509136
- 40 Hour HAZWOPER
- Groundwater Modeling Workshop: University of Central Florida

Dorado Services, Inc., 1999 - Present
Chief Executive Officer
President and Chief Executive Officer of General Contracting and Environmental Engineering Services firm, responsible for all daily operations, financial management, business development, contract management, project management, and personnel management.

Gator Environmental, Inc. – 1996 - 2000
Director of Operations & Engineering, QA/QC Officer; Orlando, Florida
Mr. Neris was the primary point of contact with government agencies, private clients, prime contractors, subcontractors, and suppliers on all project technical and financial matters.

Remediation Technologies, Inc. – 1994 - 1996
Project Director, QA/QC Officer; Daytona, Florida
Project Director on numerous environmental remediation projects responsible for the preparation and implementation of all environmental Remedial Action Plans (RAPs) and Contamination Assessment Reports (CARs).

EDUCATION

- Bachelor of Science in Environmental Engineering: University of Central Florida, 1991

Brett Postelli
Environmental Health and Safety Manager

EXPERIENCE SUMMARY

Brett Postelli has 29 years of experience in public safety and private sector emergency response operations. Mr. Postelli began his career in public service in 1989 as a firefighter and medical first responder. While attending college, Mr. Postelli studied fire science and law enforcement. In 1994 Mr. Postelli graduated from the Kalamazoo Valley Regional Police Academy in Kalamazoo, Michigan and served as a State of Michigan certified firefighter, medical first responder and a sworn police officer. After ten years of service, Mr. Postelli left the public sector and pursued work as a government contractor responding to environmental emergencies and natural disasters, provided support work and technical rescue for nuclear facilities throughout the U.S., served as an armed federal security contractor and communications technician in the Washington, D.C. area. Mr. Postelli is a published author, (Hazwoper Handbook – 8-40 Hr. Hazardous Waste Operations & Emergency Response, ISBN-10: 1537136453, ISBN-13: 978-1537136455, Second Edition ISBN-10: 107354656X, ISBN-13: 978-1073546565) and contributing writer for CERT Responder Magazine. Mr. Postelli has served as the Environmental Health and Safety Manager, Quality Control Manager, Operations Manager, or held other crucial roles in each disaster recovery and debris removal project listed below:

FEATURED EXPERIENCE

- **Camp Fire, 2018 – Pacific Gas and Electric Company – CA**

Pre-Inspection for Accelerated Wildfire Reduction and Hazardous Tree Removal program

- **Hurricane Michael, Oct. 2018 – Bay County, Gulf County, Leon County, FL, FL Department of Environmental Protection, Thomasville, GA**

ROW/Waterway debris removal, collection, and disposal.

- **Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire – Oct. 2017 - USACE – CA**

Private property debris removal, erosion control, air monitoring, & disposal.

- **Hurricane Irma, Sept. 2017 – 56 FL Counties, GA, SC Department of Transportation**

ROW/Waterway debris removal, collection and disposal, beach cleanups, and hazardous tree removal.

- **Hurricane Harvey, Aug. 2017 – TX**

ROW debris removal, collection, and disposal, HHW, Vac-truck, shelter services.

- **Hurricane Matthew, Oct. 2016 – FL, GA, and SC**

ROW/Waterway debris removal, collection and disposal, sand screening, and hazardous tree removal.

- **Hurricane Sandy (DR-4085-6), Oct. 2012 – NJ**

ROW/Waterway debris, vessel removal, and DMS management

- **Deepwater Horizon Oil Spill, FDEP, 2010 – Bay County & Gulf County, FL**

Mobilization, staging, and deployment of 117,000 linear ft. of deflection and containment boom. Mission safety manager and Hazwoper instructor for >150 contractors and support personnel.

YEARS OF EXPERIENCE

- 15 years

EDUCATION

- International School for Security & Explosives, Heythrop Park, Oxfordshire, UK (2011)
- Texas A&M (TEEX), College Station, TX (2011)
- Kalamazoo Valley Regional Police Academy, Kalamazoo, MI (1994)

AREA OF EXPERTISE

- Occupational Safety
- Emergency Response
- Right-of-way, Right-of-Entry, & Waterway Debris Removal Mgt.
- Training Seminars
- Explosive, Energetic, Reactive & Hazardous Materials

DISASTERS

- 4399 FL Hurricane Michael
- 4394 SC Hurricane Florence
- 4344 CA Wildfires
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4280 FL Hurricane Hermine
- 4240 CA Valley Fire & Butte Fire
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4106 CT Winter Storm
- 4086 NJ Hurricane Sandy

TRAINING & CERTIFICATIONS

- USACE: UXO Tech I #2657
- USACE: 40 Hr. EM385-1-1
- USACE: CQM-C #SAJ-03-13-00015
- DHS/TWIC: Exp. 7/2020
- FCC: GROL+Radar #PGGB060714
- FCC: Technician #KE8AEJ
- FEMA: IS1A, IS35, IS100, IS200, IS632a., IS700, IS800, IS951

- ***Nationwide Training & Safety Services, MI: Since 2003 Training & Safety Officer***

Provide specialized training in emergency medical response, 40 Hr. Hazwoper, level I-IV confined space/high-angle rope rescue, anti-terrorism, maritime safety & security, industrial fire brigade, maritime firefighting, physical & technical security. Independent hazardous waste consultant & safety officer for clients.

- ***Cashman Dredging & Marine Contracting, MA: 2015 Hudson River Superfund Site Safety Officer***

Work with senior management and field personnel to ensure organization EHS compliance. Maintain project safety records, conduct site inspections and audits, conduct worker safety observations, and recognize hazards. Facilitate regulatory visits and manage emergency responses. Lead EHS briefings and training, evaluate safety programs and issues, investigate, document, and implement corrective actions.

- ***First Energy Nuclear Operating Company, OH: 2014 Confined Space & High-Angle Rope Rescue Technician***

Provide confined space rescue to Davis-Besse nuclear facility for RFO18 refueling and steam generator replacement project. Assist facility safety director with safety oversight regarding work practices of all contract and internal FENOC personnel. Coach workers on proper procedures and work practices pertaining to facility safety manual. Support facility's emergency response team during medical emergencies, fire emergencies, and confined space rescue in low/high radioactive material areas.

- ***Veolia ES, CA: 2009 – 2011***
  Emergency Response & EHS Manager

Responded to national hazmat and explosive incidents (Industrial fires, BP oil spill, pipeline ruptures, lab explosions, meth labs, rail car leaks, interstate spills/releases, etc.) Conducted regulatory training and occupational safety training. Assist the USACE, DOD, and environmental companies in the remediation process of unexploded ordnance in the Great Lakes.

- ***Federal Technical Center, MD: 1999-2005***
  Safety Coordinator, Emergency Response Team Leader, Electronic Tech.

Troubleshoot and Repair various federal agencies analog/digital wireless RF Two-Way Radio Systems. Provided service to, but not limited to: U.S. Secret Service, U.S. Marshals, Federal Bureau of Investigation, Drug Enforcement Agency, Alcohol, Tobacco/Firearms, U.S. Customs/Border Patrol, Department of Defense, Department of State, White House Communications Agency, National Weather Service, National Aeronautics & Space Agency, Department of Intelligence, and other intelligence agencies. Radio systems serviced, but not limited to Motorola-SP50, Spirit, HT1000, HT600, MT1000, GP300/350, Visar, MTS2000, System Saber, Saber, Astro Saber systems, Maxtrac, Astro Spectra Mobile, XTS300, Portable Repeaters, R-Net, etc. Upgrade and test encrypted communication systems for federal agencies listed above. Programmed communications TX/Rx, COMSEC, PL/DPL, frequencies, and other critical data information into classified radio systems. Modify radio system circuits to perform in various environments and change system performance. Align radio system specifications. Install various radio systems into agency vehicles and facilities. Performed repairs and

TRAINING & CERTIFICATIONS

- USFA: Emergency Response to Terrorism
- ATAB: Certified Master Antiterrorism Spec.
- JKO: Antiterrorism Awareness Level I
- IMAS: Explosive Ordnance Disposal I
- NRC: Radiation Worker Tech. I
- Haztech: CBRNE-WMD Field Chemist
- OSHA: 8-40 Hr. Hazwoper Instructor
- OSHA: 8 Hr. Hazwoper Supervisor Instructor
- OSHA: Confined Space Entry & Rescue Instructor
- OSHA: 10 & 30 Hr. Construction Safety
- PADI: Rescue Diver
- MFA: Level 3 Basic Life Support Instructor Trainer
- ASHI: BLS & Wilderness First Responder Instructor Trainer
- ILETB: High Angle Rope Rescue
- NFPA: Industrial Fire Brigade
- MI: Firefighter I
- AirCare: Helicopter Orientation & Landing Zone Operations
- Hurst: Extrication Specialist (Jaws-of-Life)
- IAAI: Fire Cause & Determination – Arson Investigations Training
- DCJS: Special Officer w/ Arrest Authority #99-177383
- DCJS: Personal Protection Specialist
- MCOLE: Certified Police Officer (former)
- DOD: Safeguarding Personally Identifiable Information Training (PII)

installations on antenna tower sites at heights of 100 feet and higher, assisted new technicians on basic radio theory and operations. Create and designed Visual Basic Windows Applications.

- ***Coloma Public Safety, MI: 1989-1998***
  Police Officer, Firefighter, EMS
  Certified State of Michigan Police Officer

Performed street patrols by utilizing department patrol cars. Enforced local ordinances and State laws. Responded to various 911 and non-emergency calls; (i.e.) medical calls, domestic violence, crimes against property, common disturbances, assaults with and without weapons, motor vehicle accidents, and other general citizen complaints. Responded to high-risk calls, (i.e.) suicides, homicides, bomb threats, hostage situations. Spoke to minors of all ages during school and public speaking pertaining to careers in public safety, State laws, strangers, drunk driving, search & seizure, traffic stops, etc. Completed detailed written reports and made regular court appearances.

Certified State of Michigan Firefighter

Responded to residential, commercial, automobile and wildland forest fires. Responded to various types of rescue emergencies, (i.e.) water rescue, ice rescue, motor vehicle accidents, extrication emergencies, chemical spills, etc. Member of the Search & Rescue Entry Team on all structure fires. SCUBA Dive Team lieutenant, conducting search & rescue/recovery missions. Asst. Chief Engineer, overseeing department equipment, and apparatus. Instruct and train fellow firefighters on extrication, rope rescue, water rescue, fire investigations, and search & rescue. Spoke to minors of all ages pertaining to fire safety and career opportunities. Coordinate the landing zone for inbound medivac. Assist with CPR classes.

Certified State of Michigan Emergency Medical First Responder

Responded to emergency medical and mutual aid calls to local and nearby jurisdictions. Treated patients of all ages with minor to life-threatening illnesses. Transport patients to proper medical facilities.

PUBLICATIONS

- Hazwoper Handbook – 8-40 Hr. Hazardous Waste Operations & Emergency Response
- *First Edition – 2016*
  ISBN-10: 1537136453
  ISBN-13: 978-1537136455
- *Second Edition - 2019*
  ISBN-10: 107354656X
  ISBN-13: 978-1073546565
- CERT Responder Magazine Contributing Writer

SECURITY CLEARANCE

- DOE – L
- DHS-TWIC

Jason Santiago
Project Manager

EXPERIENCE SUMMARY

Mr. Santiago is a vital member of a rapid-response team with over 15 years of experience. He deploys to manage disaster recovery operations for assigned project client area. Mr. Santiago is the primary liaison with the client, and conducts debris field surveys, facilitates and communicates progress reports, assists the client with media briefings and manages disaster recovery operations. He directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. Mr. Santiago may also assume responsibility for the operational implementation of DMS plans, supervise site management, debris separation, and reduction crews, ensures proper containment and categorization of hazardous waste found in the debris stream. He arranges for recycling of appropriate debris materials as per the mission or task-specific plans in the planning and operational phases. He ensures adherence to work rules, safety, and environmental monitoring guidelines, supervises the loading of reduced debris for transportation to final disposal, ensures debris haul trucks are loaded within state DOT weight limits and conducts site closures.

FEATURED EXPERIENCE

Mr. Santiago served as the Project Manager, Operations Manager, Quality Control Manager, DMS Manager, or held other key personnel roles for all of the disaster recovery and debris removal projects listed below:

- **Hurricane Michael – Oct 2018 – Gulf County and Leon County, FL**

Emergency Push, ROW collection and disposal, hazardous tree and stump removal

- **Hurricane Irma, Sept. 2017 – Collier County, FL**

ROW collection and disposal, Beach Clean up, and Hazardous Tree Removal.

- **Hurricane Harvey, Aug. 2017 – Victoria County, TX**

Emergency Push, ROW collection and disposal, generator service.

- **Hurricane Harvey, Aug. 2017 – Victoria County& City, TX**

ROW collection and disposal, generator services, shelter services.

- **Hurricane Matthew, (DR-4284) Oct. 2016 – Chatham County, GA**

ROW collection and disposal and Hazardous Tree Removal.

- **Severe Storm, Jan 2016 – Collier County & Naples, FL**

ROW debris collection, reduction, and disposal.

- **Valley Fire (DR-4240), Dec 2015 - Lake County, CA**

Hazardous tree felling and clean up of fire damage and destroyed trees.

- **Valley Fire (DR-4240), Oct 2015, Pacific Gas & Electric - Lake County, CA**

Hazardous tree felling and clean up of fire damage and destroyed trees.

- **Winter Storm Pax (DR-4165) & (EM-3369), Feb. 2014 – Augusta, GA**

Park and ROW debris removal, management, and disposal.

- **Hurricane Sandy (DR-4085-6), Oct 2012 - NJ**

ROW, DMS Management, and multiple other debris services.

- **Severe Storm (DR-4046) & (DR-4051), Oct 2011 - MA**

ROW, DMS Management, and multiple other debris services.

- **Severe Storm and Tornadoes (DR-1994), May 2011 – Springfield, MA**

Debris collection, DMS site management, and disposal.

- **Hurricane Charley (DR-1539), 2004 – Charlotte County, FL**

ROW debris removal, DMS site management, and hazardous tree mitigation.

YEARS OF EXPERIENCE

- 15 years

AREA OF EXPERTISE

- DMS Operations
- Project Management
- Recycling
- Quality Control
- Forecasting & solving critical problems
- Safety

DISASTERS

- 4399 FL Hurricane Michael
- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4240 CA Valley Fire & Butte Fire
- 4165 GA Winter Storm
- 4085 NJ Hurricane Sandy
- 4024 VA Hurricane Irene
- 3293 FL Hurricane Ike
- 1604 FL Hurricane Katrina
- 4241 SC Severe Storms & Flooding

TRAINING & CERTIFICATIONS

- FEMA IS 10, 15b, 100, and 700
- Flagger / Worker zone Safety Certification
- USACE CQCM for Contractors

EDUCATION

- Flanagan High School, FL.

Years of Experience

AshBritt's core team members have worked together for over 15 years. The following chart indicates the years each individual has worked in the Disaster Debris Management Industry. AshBritt's essential key team members are all located at our corporate headquarters at 565 E. Hillsboro Blvd. Deerfield Beach, FL 33441. The remainder of our reserve personnel are located all across the country, including but not limited to South Carolina. AshBritt has over 100 personnel available as experienced project managers, quality control representatives, and other key roles that are put on standby as each natural disaster is imminent. Subcontractors are identified by (***). *The project lead is denoted by a (*) by their name. Key support personnel is denoted by a (**) by their name.* ***Those with over 10 years of AshBritt experience are highlighted in yellow:***

Key Personnel	Position	General Work Experience	Disaster Debris Management Experience
Brittany Perkins	Chief Executive Officer	14	13
Randal Perkins	Senior Operations Advisor	33	26
John Noble	Chief Operations Officer	31	24
Matt Gierden*	Project Manager	18	18
Dow Knight**	Senior Operations Manager	26	15
Rob Ray**	Quality Assurance	27	15
Jim Loomis**	FEMA Technical Assistance	38	26
Christopher Holsinger**	Technical Assistance Manager	7	7
Bill Johnson**	Director of DMS Operations	46	19
Brett Postelli**	Environ. Health & Safety Mgr.	16	16
Kelly Beckmann**	Data Manager	23	8
Christine D'Emidio**	Controller	15	15
Danny D'Emidio**	DMS Manager	27	24
Richie Bensh**	Operations Supervisor	25	25
Additional Personnel to be Utilized if Scope of Work Expands			
David Poe	Environmental Compliance Manager	30	28
Tom Credle	FEMA Technical Consultant	46	37
Michael Wyrick	Operations Supervisor	21	8
Jeff Spoerl	Environ. Health & Safety Mgr.	23	19
Barry Scanlon	FEMA Technical Consultant	33	27
Mark Merritt	FEMA Technical Consultant	30	26
Jason Santiago	Operations Supervisor	14	17
Phil Foreman	Operations Supervisor	36	36
Fred Neris	Operations Supervisor	19	16
James Sellers	Operations Supervisor	1	5
James Buddy Lofton	Operations Supervisor	43	43
John Noble Sr.	Operations Supervisor	33	14
James Rolette	Operations Supervisor	33	6
Mike Noble	Operations Supervisor	20	12
Bob Hewitt	Operations Supervisor	18	13
Andy Rudd, Jr.	Operations Supervisor	11	8
Roosevelt Grey	Operations Supervisor	8	4
Wayne Smith	Operations Supervisor	14	14
Jason Haynie	Operations Supervisor	20	12
Jacob Haynie	Operations Supervisor	5	2

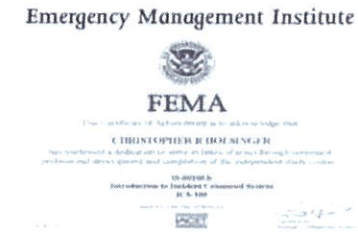
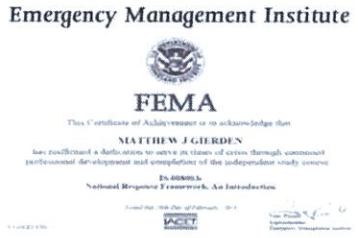
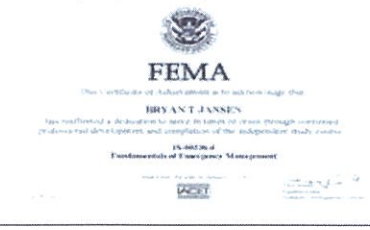
Training & Certifications

Below is a select list of trainings and certifications that AshBritt Key Personnel have.

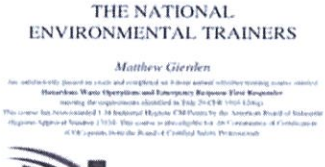
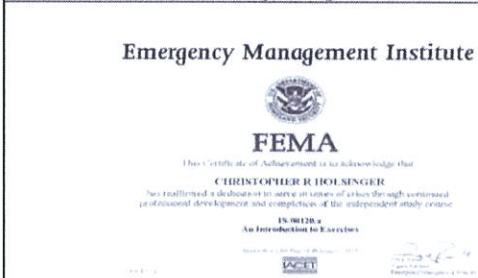
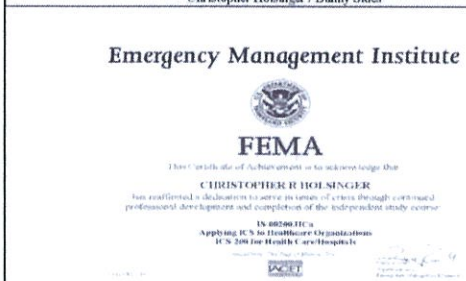
- Federal Procurement Disaster Assistance Training
- 40 Hour HAZWOPER Certification
- HAZWOPER Supervisor
- Anti-terrorism Level I Awareness Training
- Broward County Tree Pruning License: B-179
- Certified Master Arborist/ Certified Arborist, Intl. Society of Arboriculture
- Cold Weather Injuries Certification
- Consequence Management - Disaster Course
- Construction Operating Membership Education Training
- Entry-Level Firefighter I – Part 1 & 2
- Ethics Training Workshop – Lead2Succeed
- First Aid, CPR, AED
- First-Responder Operations Level Training Cert
- FL-601 Preliminary Damage Assessment
- Florida Intermediate Work Zone Traffic Control
- G-191 - Incident Command System/Emergency Operations Center (ICS/EOC) Interface
- Hot Weather Injuries Certification
- IS-00005.A - An Intro to Hazardous Materials
- IS-00007 - A Citizen's Guide to Disaster Assistance
- IS-00008.A - Building for the Earthquakes of Tomorrow
- IS-00022 - Are You Ready? Guide to Preparedness
- IS-00055 - Household Hazardous Materials, a Guide for Citizens
- IS-00100 -Intro to the Incident Command System
- IS-00200 - ICS for Single Resources and Initial Action Incidents
- IS-00230 - Principles of Emergency Management
- IS-00230.d - Fundamentals of Emergency Management
- IS-00240 - Leadership & Influence
- IS-00242 - Effective Communication
- IS-00253 - Coordinating Environmental & Historic Preservation Compliance
- IS-00292 - Disaster Basics
- IS-00301 - Radiological Emergency Response
- IS-00324 - Community Hurricane Preparedness
- IS-00340 - Hazardous Materials Prevention
- IS-00393.A - Introduction to Hazard Mitigation
- IS-00630 Intro to the Public Assistance Process
- IS-00631 Public Assistance Operation I
- IS-00634 Introduction to FEMA's Public Assistanc Program
- IS-00700 – National Incident Management System (NIMS), An Introduction
- IS-00772 IA PDA Orientation Individual Assistance Pre-Damage Assessment
- IS-00800 National Response Plan (NRP) an Introduction
- IS-00800.B – National Response Framework, an Introduction
- IS-00801 - Emergency Support Function (ESF) #1 Transportation
- IS-00802 - Emergency Support Function (ESF) #2 Communications
- IS-00803 - Emergency Support Function (ESF) #3 Public Works and Engineering
- IS-00804 - Emergency Support Function (ESF) #4 Firefighting
- IS-00805 - Emergency Support Function (ESF) #5 Emergency Management
- IS-00806 - Emergency Support Function (ESF) #6 Mass Care Emergency Assistance, Housing Human Service
- IS-00807 - Emergency Support Function (ESF) #7 Logistics Management and Resource Su
- IS-00808 - Emergency Support Function (ESF) #8 Public Health and Medical Services
- IS-00809 - Emergency Support Function (ESF) #9 Search and Rescue
- IS-00810 - Emergency Support Function (ESF) #10 Oil and Hazardous Materials Response
- IS-00811 - Emergency Support Function (ESF) #11 Agriculture and Natural Resources
- IS-00812 - Emergency Support Function (ESF) #2 Energy
- IS-00813 - Emergency Support Function (ESF) #13 Public Safety and Security
- IS-00821 - Critical Infrastructure and Key Resources Support Annex
- IS-01900 - National Disaster Medical System Federal Coordinating Center Operations
- Joint Humanitarian Operations Course
- Local Volunteer and Donations Management
- FL-606 Env. & Historic Preservation Training
- Management of Spontaneous Volunteers in Disasters
- OSHA 10 HR Construction Industry Safety
- OSHA Hazardous Waste Operations and Emerger Response 8 Hour Refresher Supervisor Safety
- USACE - Jacksonville District – Safety Conference Training Courses
- USACE-Construction Quality Management for Contractors - #784

- ***Certifications***

AshBritt has provided images of select key team member certifications on the following pages.

USACE Construction Quality Management for Contractors - #784	**IS-00100 – Introduction to the Incident Command System (ICS 100)**
John Noble / Charles Knight / Bob Hewett / Rob Ray / Bill Johnson / Daniel D'Emidio / Blake Beeghly / John Noble Sr / Jamie Robbins / Ryan Beeghly / Blake Beeghly / Jason Santiago / Danny Sides / Andy Rudd / Jim Loomis / Kelly Beckmann / Brett Postelli	John Noble / Randal Perkins / Terry Jackson / Charles Knight / Bob Hewett / Rob Ray / Bill Johnson / Daniel D'Emidio / Matt Gierden / Jason Santiago / Richie Bensh / Christina Bickhard-D'Emidio / James Loflon / Danny Sides / Christopher Holsinger
	
IS-00200 – ICS for Single Resources and Initial Action Incidents	**IS-00632 – ICS Introduction to Debris Operations**
Christina Bickhart / Matt Gierden / James Loflon Jr./Christopher Holsinger	Bill Johnson / Charles Knight / Matt Gierden / Andy Rudd Jr. / Danny Sides/ Christopher Holsinger
IS-00700 – National Incident Management System (NIMS), an Introduction	**IS-00800.B – National Response Framework, an Introduction**
John Noble / Terry Jackson / Charles Knight / Bob Hewett / Rob Ray / Bill Johnson / Daniel D'Emidio / Matt Gierden / Jason Santiago / Richie Bensh	Matt Gierden / Bob Hewett
	
IS-00230.d - Fundamentals of Emergency Management	**IS-00800 National Response Plan (NRP) an Introduction**
Christopher Holsinger	Christopher Holsinger
	

IS-00630 Introduction to the Public Assistance Process	IS-00634 Introduction to FEMA's Public Assistance Program
Christopher Holsinger	Christopher Holsinger
Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that BRYAN T. JANSEN has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the course: IS-00630 Introduction to the Public Assistance Process	Emergency Management Institute FEMA BRYAN T JANSEN IS-00634 Introduction to FEMA's Public Assistance Program
IS-00253 - Coordinating Environmental & Historic Preservation Compliance	**Emergency Management Standards of Excellence Certificate of Achievement**
Matt Gierden	Christopher Holsinger
Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that MATT J GIERDEN has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course IS-00253 Coordinating Environmental & Historic Preservation Compliance	Emergency Management Institute FEMA CHRISTOPHER R HOLSINGER has reaffirmed through completion of the Emergency Management Institute's Professional Development Series a commitment to Standards of Excellence in Emergency Management. Certificate of Achievement On this Day, 29 March 2011
IS-00230 - Principles of Emergency Management	**IS-00240 - Leadership & Influence**
Matt Gierden/ Christopher Holsinger	Christopher Holsinger
Emergency Management Institute FEMA This Certificate of Achievement is to acknowledge that MATTHEW J GIERDEN has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course IS-00230 Principles of Emergency Management	Emergency Management Institute FEMA BRYAN T JANSEN IS-00240 Leadership & Influence
First Aid, CPR, AED	**USACE – Jacksonville District – Safety Conference Training Courses**
Daniel D'Emidio / Richie Bonsh / Matt Gierden / Christopher Holsinger	John Noble

Supervisor Safety Training	**OSHA 10 HR Construction Industry Safety Training**
Charles Knight / James Lofton / Daniel D'Emidio	Christopher Holsinger
First Responder Operations Level Training Certification	**OSHA Hazardous Waste Operations and Emergency Response 8 Hour Refresher**
Daniel D'Emidio / Charles Knight / John Noble Sr. / Matt Gierden / Danny Sides / Wayne Smith / John Robbins / Jeffrey Spoerl / Christina D'Emidio	John Noble / Matt Gierden
	
IS-00120.a - An Introduction to Exercises	**IS-00139 - Exercise Design**
Christopher Holsinger	Christopher Holsinger
	
IS-00200.HCa - Applying ICS to Healthcare Organizations	**IS-00208.a - State Disaster Management**
Christopher Holsinger / Danny Sides	Christopher Holsinger
	

IS-00235 - Emergency Planning

Christopher Holsinger

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

CHRISTOPHER R HOLSINGER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course

IS-00235.a
Emergency Planning

IS-00241.a - Decision Making and Problem Solving

Christopher Holsinger

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

CHRISTOPHER R HOLSINGER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course

IS-00241.a
Decision Making and Problem Solving

IS-00244.a - Developing and Managing Volunteers

Christopher Holsinger

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

CHRISTOPHER R HOLSINGER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course

IS-00244.a
Developing and Managing Volunteers

IS-00703.a - NIMS Resouce Management

Christopher Holsinger

Emergency Management Institute

FEMA

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CHRISTOPHER R HOLSINGER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course

IS-00703.a
NIMS Resource Management

IS-00704 - NIMS Communications and Information Management

Christopher Holsinger

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

CHRISTOPHER R HOLSINGER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course

IS-00704
NIMS Communications and Information Management

IS-00660 - Introduction to Public-Private Partnerships

Christopher Holsinger

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

CHRISTOPHER R HOLSINGER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course

IS-00660
Introduction to Public-Private Partnerships

IS-00775 - EOC Management and Operations

Christopher Holsinger

Emergency Management Institute

FEMA

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CHRISTOPHER R HOLSINGER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course

IS-00775
EOC Management and Operations

National EMS Certification

Christopher Holsinger

NREMT 1970-2012

National Registry of Emergency Medical Technicians®
THE NATION'S EMS CERTIFICATION™

hereby certifies that

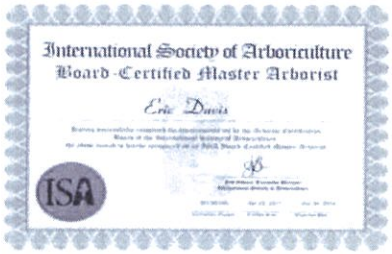
Christopher R. Holsinger

has obtained National EMS Certification as an EMS professional at the level designated below

Registry No.	Expiration Date	Provider Level
[redacted]	[redacted]	EMT

Use this number on all correspondence to the National Registry.

Executive Director

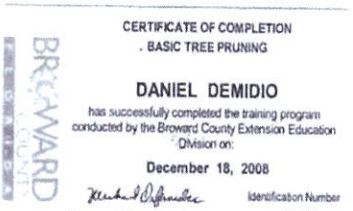
Hot Weather Injuries Certification	Cold Weather Injuries Certification
Charles Knight	Charles Knight
Certificate of Completion Charles Edward KNIGHT Hot Weather Injuries	Certificate of Completion Charles Edward KNIGHT Cold Weather Injuries
Antiterrorism Level I Awareness Training	**Consequence Management - Disaster Course**
Charles Knight	Charles Knight
Certificate of Completion Charles Edward KNIGHT Antiterrorism Level I Awareness Training for Service Members Gov't Civilians (OCONUS) (HIGH THREAT)	JOINT INTERAGENCY TRAINING CENTER - WEST By the Authority of the Director this is to certify that Charles Knight Consequence Management - Disaster Course 18 - 22 April 2005
40 Hour HAZWOPER Certification	**Joint Humanitarian Operations Course**
John Noble, Christopher Holsinger, Richie Bensh, Danny D'Emidio, Matt Gierden, Charles Knight	Charles Knight
Nationwide Training & Safety Services Certificate of Completion 40Hour HAZWOPER Bre Refresher Matt Gierden	USAID Certificate of Training Awarded To LCDR Charles Knight for completing the Joint Humanitarian Operations Course Norfolk, VA January 20-21, 2009
Logistics Management Certificate	**Certified Master Arborist/ Certified Arborist, Intl. Society of Arboriculture**
Charles Knight	Eric Davis /Jose Infante / James Brock / Dean Sutton
Governor's Hurricane Conference Certificate of Attendance	 International Society of Arboriculture Board-Certified Master Arborist Eric Davis ISA

OSHA First Responder Operations

Christopher Holsinger

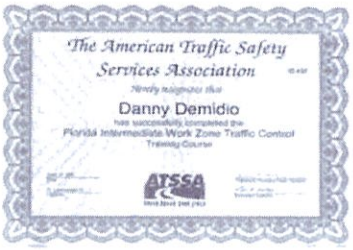
Broward County Tree Pruning Lic: B-179

Daniel D'Emidio / Richie Bensh



Florida Intermediate Work Zone Traffic Control

Danny Demidio / Rich Bensh



Ethics Training Workshop – Lead2Succeed

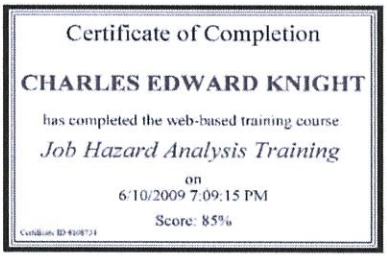
Tom Credle

Fall Protection - Ladder Safety & Scaffolding Certificates

Charles Knight / Matt Gierden / Rob Ray

Job Hazard Analysis Training

Charles Knight



G-278-Benefit-Cost Analysis: Entry-Level Training

Christopher Holsinger

G-400-Advanced Incident Command System and General Staff: Complex Incidents

Christopher Holsinger

Antiterrorism Level I Awareness Training

Charles Knight / Rob Ray / Matt Gierden

FL-601-Preliminary Damage Assessment

Christopher Holsinger

G-300-Intermediate Incident Command System for Expanding Incidents

Christopher Holsinger

G-272-Warning Coordination

Christopher Holsinger

G-202-Debris Management

Christopher Holsinger / Dow Knight / Brittany Perkins

G-393-Mitigation for Emergency Managers

Christopher Holsinger

L-948-Situational Awareness and Common Operating Picture

Christopher Holsinger

FI-603 Public Assistance Grant Program

Christopher Holsinger/ Matt Gierden

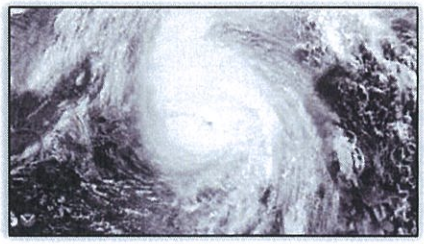
32 Professional Development Hours Certificate	FEMA PDAT Training
Rob Ray	Christopher Holsinger
Certificate of Achievement Rob Ray The National Hurricane Conference, Inc.	BROWARD COUNTY FLORIDA EMERGENCY MANAGEMENT Certificate of Appreciation Christopher Holsinger In recognition of commitment and participation in the Federal Procurement Disaster Assistance (PDAT) Training Miguel Ascarrunz, Director Broward Emergency Management
MEMA Building Resilience by Reducing Infrastructure Vulnerability (H-2016) Training	**IS-00242 - Effective Communication**
Rob Ray	Christopher Holsinger
Massachusetts Emergency Management Agency Certificate of Completion Presented to Robert Ray	Emergency Management Institute FEMA BRYAN T JANSEN IS-00242 Effective Communication
FL-606 Environmental & Historic Preservation Compliance Training	
Christopher Holsinger	
Division of Emergency Management Certificate of Achievement Christopher Holsinger HAS SUCCESSFULLY COMPLETED FL-606 FL-606 Environmental & Historic Preservation Compliance Training 06/21/2016 SEMT	

Signature Projects

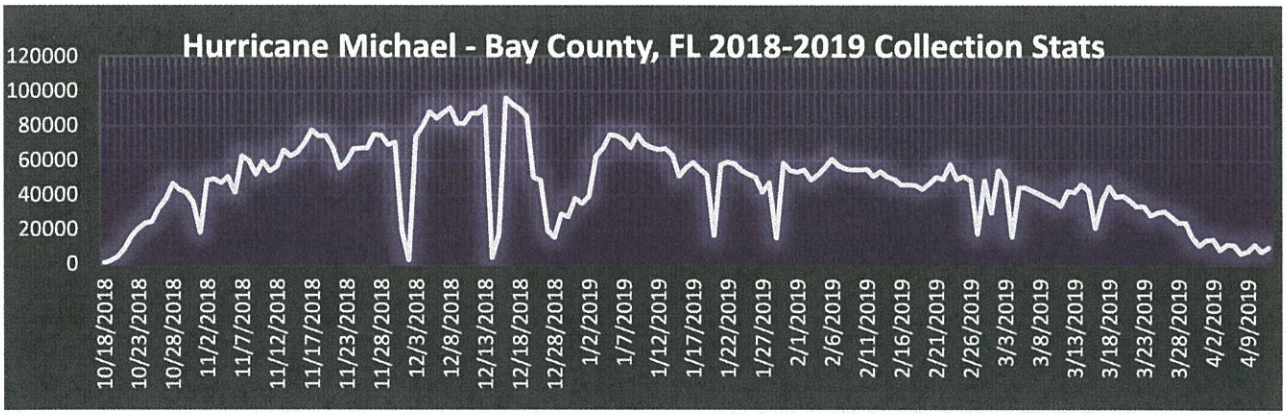
AshBritt has presented detailed information of our signature projects to demonstrate our capacity, qualifications, experience, and competency in responding to projects comparable to those identified in this solicitation.

Bay County, FL – Hurricane Michael, 2018-2019

Project Period	**Event Details**
10/18/18 – Present	Hurricane Michael
Key Personnel Roles	**Total Contract Amount**
Matt Gierden: Project Manager Bob Hewitt: Project Supervisor Blake Riley: Operations Supervisor Johnny Osborne: Operations Supervisor Danny Sides: Operations Supervisor	$150,000,000 – Still Pending
Point of Contact	**Scopes of Work**
Don Murray – General Services Director Phone: (850) 248-8732 Email: dmurray@baycountyfl.gov	▪ 8,500,000+ cubic yards ▪ Hazardous Tree and Limb ▪ Waterway Debris Removal ▪ Ancillary Services



3,000,000 cubic yards of debris was collected in 60 days.



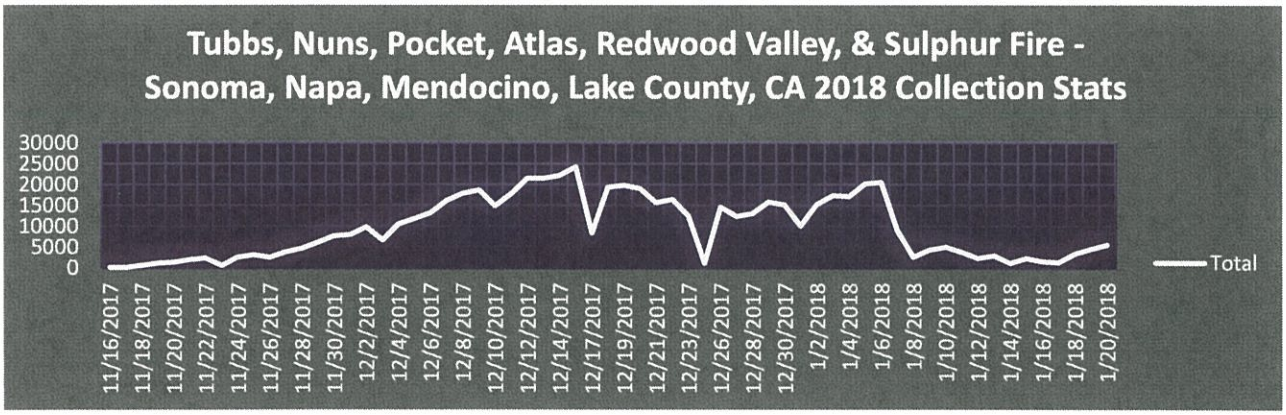
AshBritt's Hurricane Michael debris removal project for Bay County, FL, is essentially the same scope and magnitude that exists in this solicitation.

AshBritt performed the collection of vegetative and construction debris from public streets, rights-of-way, and hauled debris to temporary debris storage and reduction sites. The geographic response area for AshBritt's contract within Bay County, FL, covered 1,033 square miles. AshBritt's management team arrived prior to official activation at no additional expense to the County. For debris removal operations, AshBritt identified and designated 16 collection zones throughout the County. We provided emergency road clearance services at the beginning stage of the project. The 6,800,000 cubic yards of debris collected throughout Bay County included vegetative and construction debris types. AshBritt opened, developed, staffed, and operated 5 TDSR locations throughout the affected area. We employed and managed over 470 debris hauling units and 61 tree crews which removed 70,749 hazardous leaning trees and 56,344 hazardous hanging limbs. At the height of the project,

AshBritt collected over 84,000 cubic yards of debris in one day. To date, AshBritt has hauled out 1,700,000 cubic yards of reduced vegetative debris from the TDSR sites. All of the reduced vegetative debris was sent to beneficial reuse locations. AshBritt handled numerous special debris waste streams on this project, which included white goods and e-waste. We performed removal of freon and non-freon containing white goods. AshBritt is currently conducting a marine debris removal mission in which we have removed over 485,000 cubic yards of vegetative and construction debris. At our peak, AshBritt removed 10,500 cubic yards of marine debris in one day.

USACE – Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur Fires, 2017-2018

Project Period	**Event Details**
11/13/17 – 6/28/2018	Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur Fire
Key Personnel Roles	**Total Contract Amount**
Dow Knight: Project Manager	$300,000,000
Point of Contact	**Scopes of Work**
Ms. Leah Caldwell Contracting Officer Section Chief, Construction Branch Contracting Division US Army Corps of Engineers Phone: (916) 557-7467 Email: leah.caldwell@usace.army.mil	▪ 770,000 tons of private property fire debris removal ▪ Ash/Soil ▪ Metal ▪ Concrete ▪ Asbestos-Containing Material ▪ Air Monitoring ▪ Erosion Control

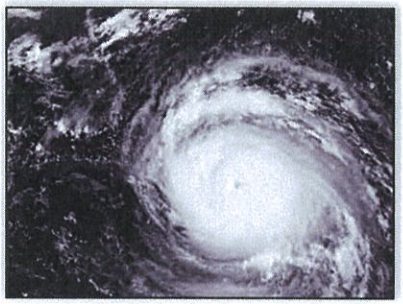


AshBritt's Northern California Wildfire debris removal project performed under the current Advanced Contracting Initiative (ACI) Regional Contract for Debris Management Services (RCDMS) South Pacific Division (SPD) is essentially the same scope and magnitude that exists in this solicitation's Performance Work Statement (PWS). AshBritt was tasked by USACE Sacramento District to conduct private property debris removal operations for fire-affected properties in Sonoma, Napa, Mendocino, and Lake County, CA. This work included performing an initial site reconnaissance and sign installation at damaged properties; generating an assessment report; conducting asbestos inspections; monitoring air quality; installing stormwater infrastructure protection; implementing an ADMS; removing, segregating and hauling soil, ash, metal, concrete, white goods, and vehicles to an approved TDSR, disposal or recycling facility; tribal and archaeological monitoring; soil and ash sampling and testing; installation of fencing; and generation of a final parcel completion report for over 2,400 properties. AshBritt removed 770,000 tons of debris from 16 sectors within the assigned areas. Over 1,700 hauling units were certified, and more than 300 pieces of loading equipment were utilized. At our peak, AshBritt had 115 debris

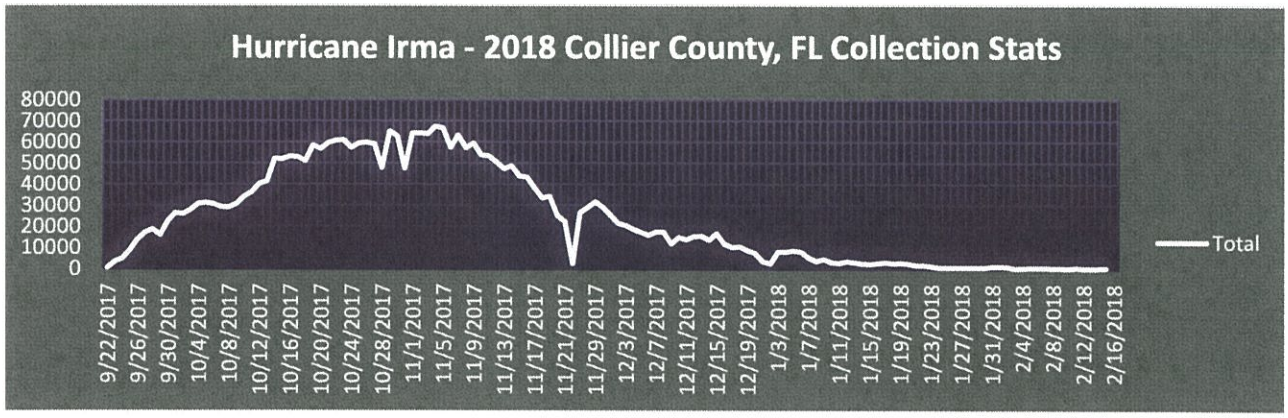
removal crews working simultaneously and removed 25,000 tons of debris in one day. A debris recovery operations center was established for our mission operations team. Over 100 management, administrative, safety, and quality control personnel staffed the project. We were prohibited from utilizing any hotels in the impacted area. This triggered activation of AshBritt's temporary lodging plan in response to this prohibition. AshBritt conducted and attended numerous planning and coordination meetings with federal, state, and local agencies including but not limited to the EPA, CalEPA, CalOES, tribal agencies, USACE, CalOSHA to ensure all compliance across all stakeholders and agencies.

Collier County, FL – Hurricane Irma, 2017-2018

Project Period	**Event Details**
9/22/17 – 6/28/2018	Hurricane Irma
Key Personnel Roles	**Total Contract Amount**
Matt Gierden: Project Manager Jason Santiago: Project Supervisor	$60,000,000
Point of Contact	**Scopes of Work**
Dan Rodriguez – Solid Waste Management Department Phone: (239) 252-8330 Fax: (239) 252-3991 Email: Dan.Rodriguez@colliercountyfl.gov	▪ 3,600,000 cubic yards ▪ Waterway Debris Removal ▪ Ancillary Services



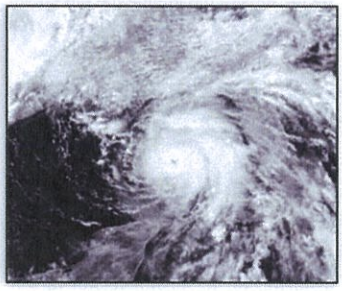
3,500,000 cubic yards of debris was collected in 78 days.



AshBritt's Hurricane Irma debris removal project for Collier County, FL, is essentially the same scope and magnitude that exists in this solicitation.

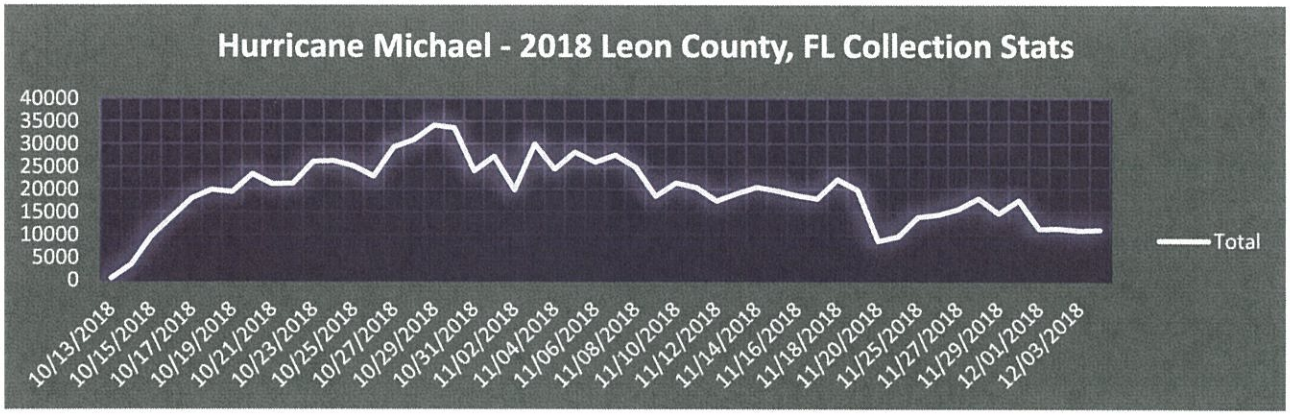
AshBritt performed the collection of vegetative and construction debris from public streets, rights-of-way, and hauled debris to temporary debris storage and reduction sites. Under AshBritt's contract with Collier County Florida, AshBritt received three activations in response to Hurricane Irma: Collier County, the City of Naples, and Marco Island. For the emergency push period, AshBritt mobilized and deployed 40 wheel loaders, 16 skid steers, 100 chainsaw men, 70 vacuum trucks, 300 chemical toilets, 125 generators, 2 special waste crews and built 11,000 ft. of roads to open 6 TDSR locations that we developed, staffed and operated throughout the affected areas. For debris removal operations, AshBritt identified and designated collection zones in each municipal jurisdiction. We employed and managed over 100 subcontractors, 235 debris hauling vehicles, and 50 tree crews which removed

1,000 hazardous leaning trees and 25,000 hazardous hanging limbs. In addition, AshBritt handled numerous special debris waste streams on this project. We conducted a waterway debris removal mission from over 40 canals throughout Collier County, FL, and collected 13,000 cubic yards of waterway debris. We utilized various types of shallow draft grapple barges to transport debris to an access point, where it was offloaded and transferred into grapple trucks, and then hauled to a permitted TDSR.



Leon County, FL – Hurricane Michael, 2018

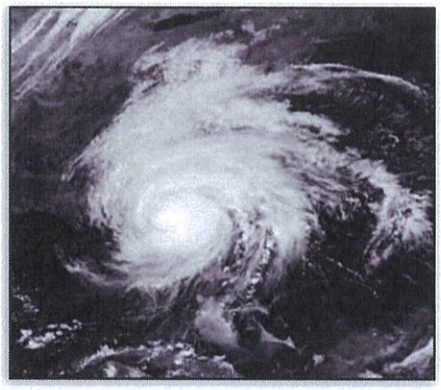
Project Period	**Event Details**
10/13/2018- 01/31/2019	Hurricane Michael
Key Personnel Roles	**Total Contract Amount**
Dow Knight: Project Manager	Pending
Point of Contact	**Debris Handled**
Brent Pell, Director of Public Works Phone: (850) 606-1415 Fax: (850) 606-1501 Email:PellB@leoncountyfl.gov Address: 2280 Miccosukee Road, Tallahassee, FL 32308	▪ 800,000 CY of Vegetative Debris to Date ▪ 1,538 Hazardous Leaning Trees ▪ 43,790 Hazardous Hanging Limbs

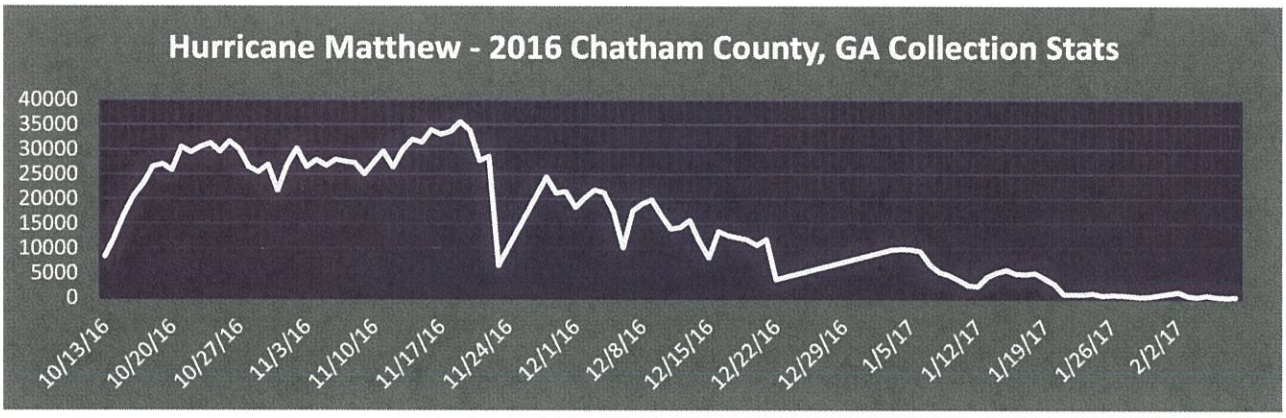


AshBritt developed, staffed, and operated two debris management sites throughout the County. AshBritt conducted right-of-way vegetative debris collection, operated two DMS, conducted reduction of vegetative debris through grinding, and haul-out services. In addition, services included a leaner/hanger mission. To date, AshBritt has removed 1,538 hazardous leaning trees and 43,790 hazardous hanging limbs. AshBritt also conducted an emergency road clearance mission.

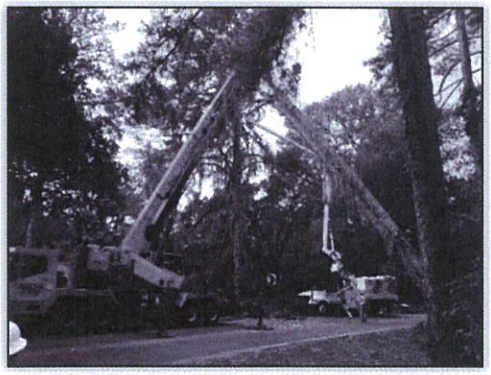
Chatham County, GA – Hurricane Matthew, 2016-2017

Project Period	**Event Details**
10/18/2016 – 02/23/2017	Hurricane Matthew
Key Personnel Roles	**Total Contract Amount**
Dow Knight: Project Manager Jason Santiago: Project Supervisor	$23,023,910
Point of Contact	**Debris Handled**
Marc Ginsberg - Debris Operations Project Manager Phone: (912) 652-6867 Fax: (912) 652-6845 Email: MBGinsbe@chathamcounty.org	▪ 1,620,000 CY of Vegetative Debris ▪ 900 CY of C&D Debris ▪ 1,175 Hazardous Trees ▪ 21,795 Hazardous Limbs ▪ 113 Hazardous Stumps





- **Project Overview**



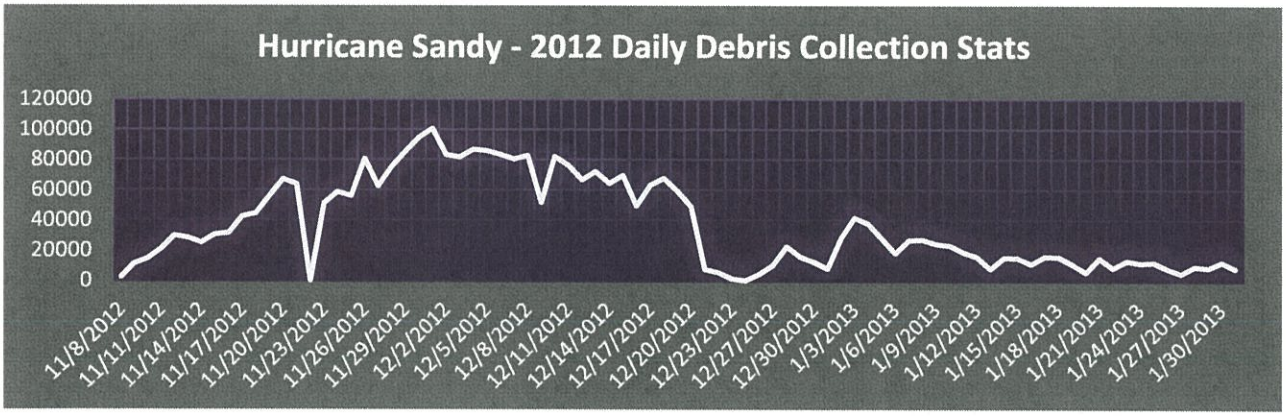
Hazardous Tree work in Chatham County

AshBritt's Hurricane Matthew debris removal project for Chatham County, GA is essentially the same scope and magnitude that exists in this solicitation.

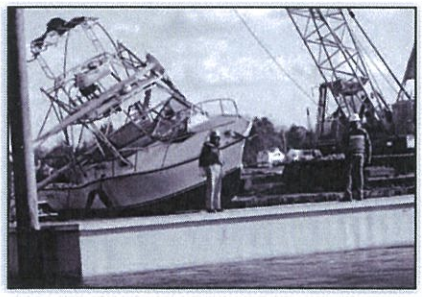
AshBritt performed the collection of vegetative and construction debris from public streets, rights-of-way, and hauled debris to temporary debris storage and reduction sites. The geographic response area for AshBritt's contract with Chatham County, GA, covered 462 square miles. AshBritt's management team arrived prior to official activation at no additional expense to the County. 23 debris collections zones (or sectors) were identified and designated. Resource requirements were determined, immediately mobilized, and assigned to zones. The 1.6 million cubic yards of debris collected included vegetative and construction debris types. Three TDSRs were identified, permitted, operated, and closed successfully. Vegetation debris brought to these sites was managed and reduced by grinding. Construction debris was hauled directly to a permitted landfill. Approximately 400,000 cubic yards of reduced debris was hauled to 3 final disposal locations. Two of the three disposal locations were composting facilities. Debris services also included a hazardous tree and limb removal program, and a hazardous stump mission, in which 1,175 hazardous trees, 21,795 hazardous limbs, and 113 hazardous stumps were removed and disposed of. An ADMS system was used on this project.

State of New Jersey – Hurricane Sandy, 2012-2013

Project Period	**Event Details**
11/01/2012 – 03/30/2013	Hurricane Sandy
Key Personnel Roles	**Total Contract Amount**
Dow Knight: Project Manager Ralph Dahlgren: Project Supervisor Rob Ray: Project Supervisor	$136,463,050
Point of Contact	**Debris Handled**
Ernest Kuhlwein - Solid Waste Director Phone: (732) 506-5047 Fax: (609) 777-0769 Email: ekuhlwein@co.ocean.nj.us	▪ 3,171,531 CY of Vegetative Debris ▪ 5,000 Hazardous Trees ▪ 45,000 Hazardous Limbs ▪ Waterway Assessment/Dredging ▪ 3,503 vehicles collected



- **Project Overview**



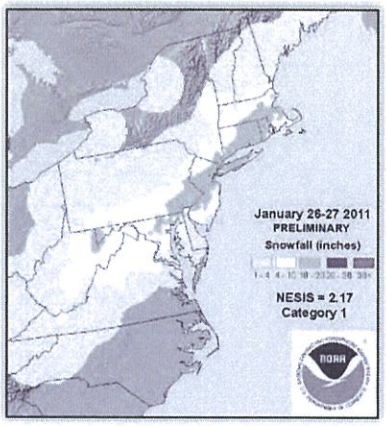
Waterway Debris Removal

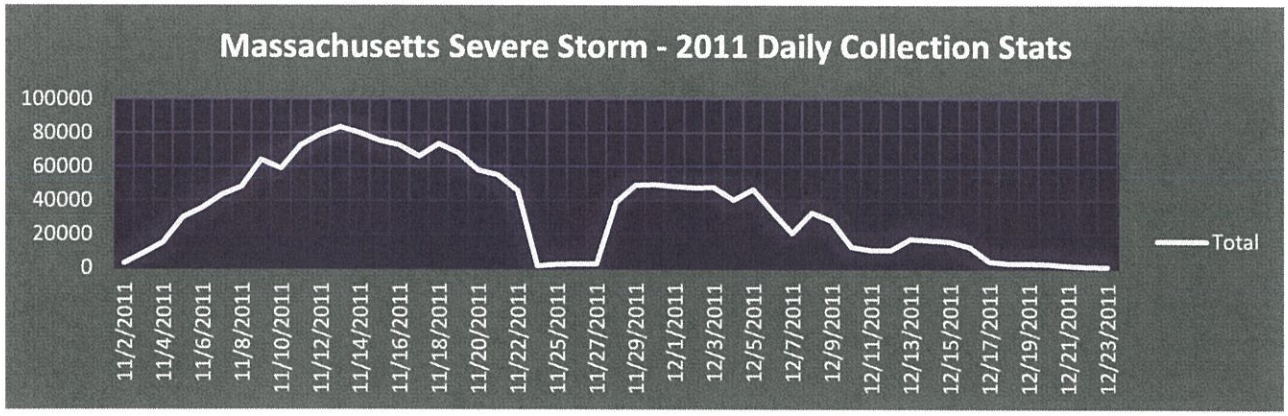
AshBritt's Hurricane Sandy debris removal project for the State of New Jersey is essentially the same scope and magnitude that exists in this solicitation. For our contract with the State of New Jersey, we were activated by the State and 53 municipalities covering 1,800 square miles of contracted geographic area. AshBritt identified and designated collection zones in each jurisdiction. We sourced, retained, and assigned subcontractors for all collection zones. We developed, staffed, and operated 42 TDSRs throughout the affected areas. We employed and managed 94 subcontractors, 70 of which were located in NJ. We hauled over 3,000,000 cubic yards of debris, 64,891 loads of debris, using 1,755 certified operational vehicles. AshBritt deployed 36 tree crews, and the event generated special debris waste streams. Utilizing our household hazardous waste (HHW) crews, we removed and disposed of 2,900 drums (55gal) of HHW. AshBritt removed, managed, and disposed of 60 tons of e-waste, 20,000 white goods – 5,000 contained Freon. All debris was delivered to local recycling centers. AshBritt utilized multiple sand screening machines to process 200,000 cubic yards of sand that washed from the beaches into the public streets. AshBritt conducted a waterway debris mission in southern New Jersey for the counties of Ocean, Burlington, Atlantic, Cumberland, and Salem. AshBritt surveyed the waterways utilizing side-scan sonar and bathymetric machines. This mission also included

debris removal and disposal, dredging, sunken vehicle, and vessel removal, and vehicle and vessel aggregation area operation. AshBritt located, established and operated a vessel aggregation area for 42 sunken or submerged vessels in New Jersey, while simultaneously towing 3,503 vehicles out of the City of New York and processing them in vehicle aggregation sites.

State of Massachusetts – Massachusetts Severe Storm and Snowstorm, 2011-2012

Project Period	**Event Details**
10/29/2011 – 08/25/2012	Massachusetts Severe Storm and Snowstorm
Key Personnel Roles	**Total Contract Amount**
Rob Ray: Project Manager Matt Gierden: Project Supervisor	$79,489,033
Point of Contact	**Debris Handled**
David Mahr - MEMA Contracting Officer Phone: (508) 820-2017 Fax: (508) 820-1404 Email: david.mahr@state.ma.us	▪ 1,774,452 CY of Vegetative Debris ▪ 101, 835 Hazardous limbs ▪ 5,143 Hazardous Trees





- **Project Overview**

AshBritt's Massachusetts Severe Storm and Snowstorm, debris removal project, is essentially the same scope and magnitude that exists in this solicitation.

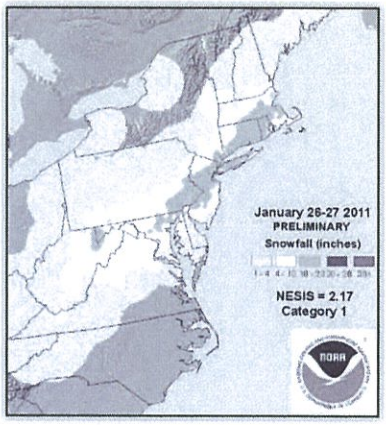
Massachusetts Operations

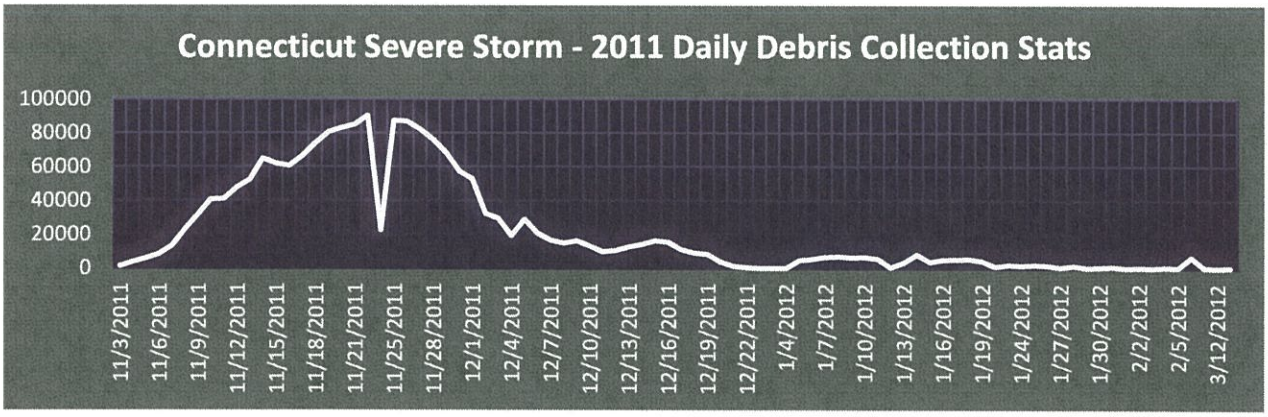
AshBritt performed the collection of vegetative and construction debris from public streets, rights-of-way, and hauled debris to temporary debris storage and reduction sites. AshBritt is the State of Massachusetts' sole contractor for emergency debris clearing, removal, management, and disposal operations. On October 29, 2011, most of the State was blanketed by as much as 27 inches of wet snow from the Massachusetts Severe Storm and Snowstorm. This event generated massive amounts of hurricane-like vegetative debris. AshBritt received separate Notices to Proceed from the State for emergency road clearance operations in 32 jurisdictions. Additionally, the State offered the contract to all municipalities and public agencies for large volume debris removal, management, and disposal operations.

Twenty separate municipalities, as well as the City of Springfield's Parks Department and publicly owned Springfield College, chose to utilize this contract. AshBritt removed hazardous hanging limbs from 101,835 trees and 5,143 hazardous leaning trees. AshBritt loaded, hauled and reduced through grinding 1,774,452 cubic yards of vegetative debris. All vegetative debris was disposed of through beneficial reuse. AshBritt utilized company-owned equipment as well as 101 subcontractors deploying 694 pieces of rubber-tired equipment. AshBritt had more than 75 personnel, including corporate principals, operation managers, operation planners, quality control managers, and safety managers working out of a local field office building in West Springfield, MA.

State of Connecticut – Connecticut Severe Storm and Snowstorm, 2011-2012

Project Period	**Event Details**
10/29/2011 – 03/12/2012	Connecticut Severe Storm and Snowstorm
Key Personnel Roles	**Total Contract Amount**
Ralph Dahlgren: Project Manager Matt Gierden: Project Supervisor	$73,538,607
Point of Contact	**Debris Handled**
Dana Conover – CT Public Assistance Coordinator Phone: (860) 883-3904 Fax: (860) 256-0821 Email: Dana.Conover@ct.gov	▪ 1,835,101 CY of Vegetative Debris ▪ 86,210 Hazardous Limbs ▪ 11,185 Hazardous Trees





- **Project Overview**

AshBritt's Connecticut Severe Storm and Snowstorm debris removal project is essentially the same scope and magnitude that exists in this solicitation's Performance Work Statement (PWS).

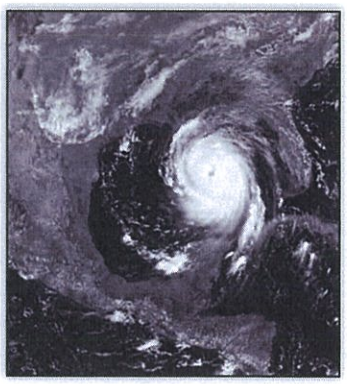
AshBritt performed the collection of vegetative and construction debris from public streets, rights-of-way, and hauled debris to temporary debris storage and reduction sites. AshBritt is the State of Connecticut's sole contractor for emergency debris clearing, removal, management, and disposal operations. On October 29, 2011, much of the State of Connecticut was blanketed by as much as 27 inches of wet snow due to an early season snowstorm resulting in extensive vegetative damage. Approximately 800,000 residents were without power. AshBritt's contract was activated by the state initially for emergency road clearance operations. AshBritt received 17 disaster

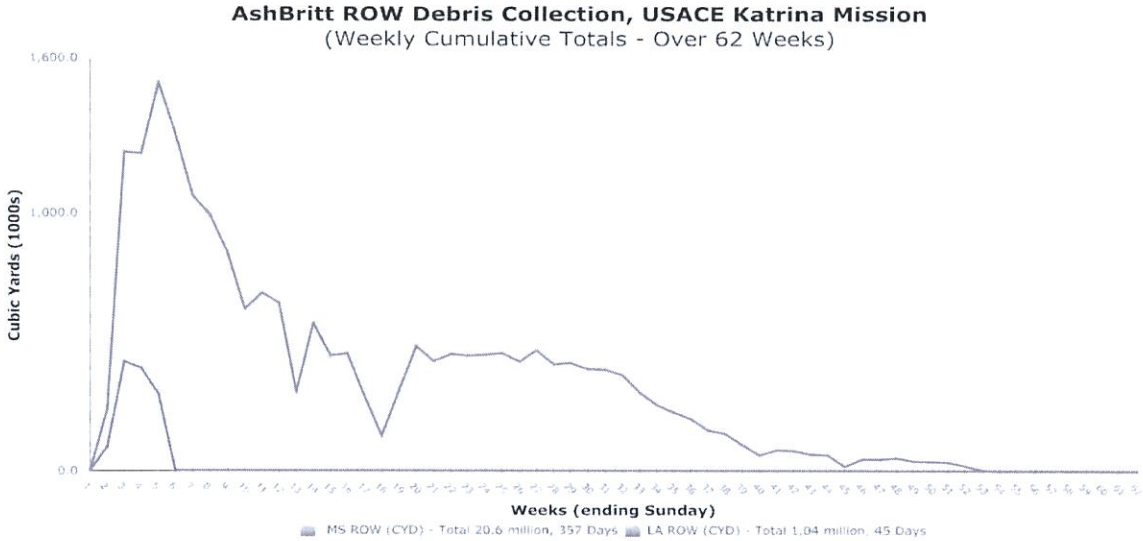
debris management Notices To Proceed for municipalities and three for state agencies including the Connecticut Department of Transportation.

Statewide operations included the removal of 86,210 hazardous hanging limbs, 11,185 hazardous leaning trees, and the removal, management, and disposal of 1,835,101 cubic yards of vegetative material through beneficial reuse. AshBritt utilized company-owned equipment as well as the support of 141 subcontractors and 1,293 pieces of rubber-tired equipment to assist with this project. AshBritt utilized more than 55 personnel, including corporate principals, operation managers, operation planners, quality control managers, and safety managers.

USACE – Hurricane Katrina, 2005-2006

Project Period	**Event Details**
09/1/2005 – 08/29/2006	Hurricane Katrina
Key Personnel Roles	**Total Contract Amount**
John Noble: Project Manager Ralph Dahlgren: Project Supervisor Dow Knight: Project Supervisor Rob Ray: Project Supervisor	$733,700,702
Point of Contact	**Debris Handled**
Joan Arnold, Contracting Officer Phone: (337) 281-5092 Fax Number: (504) 863 2889 Email: missy.k.arnold@mvk02.usace.army.mil	▪ 21,589,265 CY of Debris ▪ 184,408 Hazardous Trees ▪ 340,062 Hazardous Limbs ▪ 25,007 White Goods ▪ 10,000 meals provided ▪ 300 Person Sleeping Quarters ▪ 50,000 gallons of fuel ▪ Backfill of 1,814 pools ▪ 19 Tons of Putrefied Food





AshBritt Production Graph - USACE Katrina Mission
Total Cumulative Debris by Week

- **Project Overview**

AshBritt was the initial response contractor for the USACE in both Louisiana (LA) and Mississippi (MS). Within

the first 30 days following contract activation, AshBritt initiated debris removal operations in 11 LA jurisdictions. USACE assigned AshBritt 16 separate jurisdictions in MS covering 8,400 square miles to provide debris removal operations from the coast to over 175 miles inland. AshBritt identified and designated collection zones in each jurisdiction. We sourced, retained, and assigned subcontractors for all collection zones. Of vital importance to the mission, AshBritt provided emergency quarters and hygiene facilities for more than 300 government personnel, as well as established a commissary that served more than 10,000 meals during the course of the event.

In LA, we provided over 50,000 gallons of emergency diesel fuel for initial operations, avoiding any equipment downtime. We also developed and staffed 26 DMS in LA throughout the affected areas and collected and hauled more than 1,000,000 cubic yards of debris in less than five weeks. Additionally, we removed 19 tons of putrefied food from commercial cold storage facilities in Orleans Parish.

In MS, we collected, hauled, and processed 20.5 million cubic yards of vegetative debris and wreckage while staffing, managing, and operating 52 DMS. Specifically, we hauled over 700,000 loads of debris, using 12,380 certified operational vehicles. We employed and managed 1,230 subcontractors and over 1,000 local personnel. AshBritt received special recognition from the USACE for the services performed during the largest debris mission ever awarded to a single contractor. Other services included: decontamination and recycling of 25,007 refrigerators and other white goods, removal of 340,062 hazardous hanging limbs, 183,408 hazardous leaning trees, and backfilling of 1,814 private pools.

During the Hurricane Katrina USACE mission, ***AshBritt collected and removed over nine million cubic yards of debris during the first 60 days of the recovery***. This is an average production rate of approximately 150,000 cubic yards per day. At our peak, we removed over 300,000 cubic yards in a single day. Between Mississippi and Louisiana, AshBritt collected and removed 21,500,000 cubic yards of debris.

Past Experience Table

Please see the following pages for our Past Experience Table, which describes our qualifications and experience to perform the work described in this solicitation. AshBritt welcomes the City to utilize the Points of Contact identified in our Experience Table as additional references if they wish to inquire about further details of one of our projects.

Client	ST.	Event	Description of Services Provided	Response Time	Start Date	End Date	Final Project Cost	Contract Details	Point of Contact	Title	Phone Number	Email
Georgia Department of Transportation	GA	Hurricane Michael	Worth County, GA - Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out and disposal services. Hazardous tree and limb removal.	<24 Hours	11/8/2018	Pending	Pending	Pending	Donnie Carter	Assistant District Maintenance Engineer	229-391-5510	docarter@dot.ga.gov
Florida Department of Environmental Protection	FL	Hurricane Michael	Conducted waterway debris removal in Ecofina Creek in Jackson County, FL. AshBritt had to operate in compliance with FDEP, U.S. Fish and Wildlife, and the North Florida Water Management District. Operations included; debris pickup, hauling and removing; staging and reduction; disaster debris management site (DDMS); removal of vessels, trailers, and vehicles and overall debris management	<24 Hours	2/5/2019	3/29/2019	Pending	82,531 cubic yards	Scott Woolam	Senior Program Analyst Division of State Lands	850-245-2806	scott.woolam@dep.state.fl.us
Overland Park	KS	Winter Storm Gia	Conducted Right of Way vegetative debris collection and hazardous tree and limb removal.	<24 Hours	1/16/2019	2/1/2019	Pending	Hourly Services	Kyle Burns	Emergency Management Coordinator	913-895-8308	kyle.burns@opkansas.org
Georgia Department of Transportation	GA	Hurricane Michael	Thomas County, GA - Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out and disposal services. Hazardous tree and limb removal.	<24 Hours	11/3/2018	12/15/2018	$750,000	11,340 cubic yards	Donnie Carter	Assistant District Maintenance Engineer	229-391-5510	docarter@dot.ga.gov
Callaway	FL	Hurricane Michael	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out and disposal services. Hazardous tree and limb removal.	<24 Hours	10/24/2018	Pending	Pending	1,000,000 cubic yards	Eddie Cook	City Manager	850-215-6591	citymanager@cityofcallaway.com
Lynn Haven	FL	Hurricane Michael	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out and disposal services. Hazardous tree and limb removal.	<24 Hours	10/24/2018	Pending	Pending	550,000 cubic yards	Michael White	City Manager	850-814-8740	citymanager@cityoflynnhaven.com
St. Lucie County	FL	Red Tide Fish Kill	AshBritt collected dead fish along 5 miles of beach in St. Lucie County as a result of a Red Tide. AshBritt utilized laborers, wheel loaders, skid steers, and developed sand screening mechanisms. In total, AshBritt removed 87,000 pounds of fish for this mission.	<24 Hours	10/24/2018	10/29/2018	$81,000	Hourly Services	Ron Roberts	Public Works Director	772-418-7576	Robertsron@stlucieco.org
Springfield	FL	Hurricane Michael	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out and disposal services. Hazardous tree and limb removal.	<24 Hours	10/23/2018	Pending	Pending	680,000 cubic yards	Ralph Hammond	Mayor	850-890-2694	rhammond@springfield.fl.gov
Leon County	FL	Hurricane Michael	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out and disposal services. AshBritt removed 1,639 hazardous leaning trees and 44,453	<24 Hours	10/13/2018	1/5/2019	Pending	903,000 cubic yards	Brent Pell	Public Works Director	850-606-1537	pellb@leoncountyfl.gov
USACE	FL	Hurricane Michael	Emergency Road Clearance throughout the Panhandle of Florida	<24 Hours	10/13/2018	1/1/2019	Pending	Hourly Services	John Vohlken	Contracting Officer	904-232-1884	john.d.vohlken@usace.army.mil
Tallahassee	FL	Hurricane Michael	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out and disposal services. Hazardous tree and limb removal.	<24 Hours	10/11/2018	12/14/2018	Pending	298,000 cubic yards	Rita Taylor	Solid Waste Services Administrative Manager	850-891-5450	rita.taylor@talgov.com
Bay County	FL	Hurricane Michael	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out and disposal services. Hazardous tree and limb removal.	<24 Hours	10/10/2018	Pending	Pending	4,300,000 cubic yards	Don Murray	General Services Director	850-248-8732	dmurray@baycountyfl.gov
Gulf County	FL	Hurricane Michael	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out and disposal services. Hazardous tree and limb removal.	<24 Hours	10/10/2018	Pending	Pending	1,300,000 cubic yards	Warren Yeager	Assistant County Administrator	850-229-6106	wyeager@gulfcounty-fl.gov
Pacific Gas & Electric Company	CA	Camp Fire	Since September 2018, AshBritt has been the primary pre-inspector and quality control firm for the Accelerated Wildfire Reduction program and currently on the Camp Fire emergency response program. As part of AshBritt's services to PG&E, AshBritt has had over 150 ISA certified arborist conducting inspections of PG&E power lines and interfacing with property owners who have trees in their property that have been identified for trimming or removal. Additionally, AshBritt has been the Quality Control management contractor assuring the onboarding of all prime contractor personnel and equipment, daily attendance logs of over 3,000 personnel and equipment on the project, and field monitoring of work activities. Lastly, AshBritt is also providing tree operation resources conducting hazardous tree removal in the devastated areas of Paradise, California. To date, AshBritt has over 360 personnel and resources on the project.	<24 Hours	10/5/2018	1/15/2019	$18,000,000	Hourly Services	April Kennedy	Director of Vegetation Management	209-662-0082	Alk0@pge.com
Danbury	CT	Tornadoes	AshBritt conducted disaster debris removal services for the City of Danbury. Operations included Right of Way vegetation debris collection, removal of hazardous hanging and leaning trees, reduction of debris through grinding, and haul out services.	<24 hours	7/8/2018	8/14/2018	$274,021	9,300 cubic yards	Antonio Iadarola	Director of Public Works	(203) 948-5718	a.iadarola@danbury-ct.gov
Hidalgo County	TX	Torrential Rains	AshBritt conducted disaster debris removal services for Hidalgo County in response to torrential rains. AshBritt collected mixed debris and direct hauled to the landfill.	<24 hours	7/3/2018	8/18/2018	$1,376,662	16,205 cubic yards	Ricardo Saldana	Emergency Management Coordinator	(956) 318-2615	Ricardo.saldana@co.hidalgo.tx.us
Houston	TX	Hurricane Harvey	AshBritt conducted disaster debris removal services for the City of Houston in response to Hurricane Harvey. AshBritt collected C&D debris and direct hauled to the landfill.	<24 hours	5/29/2018	10/26/2018	$250,000	23,708 cubic yards	Joanne Song Yu	Solid Waste Management Chieff of Staff	(832) 393-0484	joanne.song@houstontx.gov
USACE	CA	Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire	AshBritt Inc. responded to the Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur fire for the USACE (2017). AshBritt was tasked by the USACE to conduct a Private Property Debris Removal (PPDR) operation for fire damaged homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties. AshBritt removed 770,000 tons of fire debris within the four counties. We also performed air monitoring and implemented erosion control methods throughout the entire project. For this operation, we certified over 1,700 hauling units and utilized over 200 pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working and moved 25,000 tons of fire debris in one day.	<24 Hours	11/13/2017	6/28/2018	$300,000,000	770,000 Tons, 1,900 PPDR properties.	Leah Caldwell	Contracting Officer	(916) 557-7467	leah.caldwell@usace.army.mil

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Broward County	FL	Hurricane Irma	Provided Debris Management Site management and haul out services.	<24 hours	11/11/2017	2/8/2018	$6,166,655	DMS Management	Richard Meyers	Solid Waste and Recycling Services Program Manager	(954) 474-1848	rmeyers@broward.org
Sarasota County	FL	Hurricane Irma	Right of Way vegetative debris collection	<24 hours	10/20/2017	12/7/2017	$260,000	35,000 cubic yards	Lois Rose	Operations Manager II	(941) 861-1589	lerose@scgov.net
Chatham County	GA	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<24 hours	9/29/2017	1/11/2018	$265,782	13,731 cubic yards	Marc Ginsberg	Director of Public Works	(912) 652-6867	MBGinsbe@chathamcounty.org
New Smyrna	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. Hazardous tree removal.	<24 hours	9/28/2017	11/19/2017	$586,000	47,080 cubic yards	Faith Miller	Maintenance Operations Manager	(386) 424-2202	fmiller@cityofnsb.com
Charleston County	SC	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, and haul out services. Hazardous tree and limb removal.	<24 hours	9/28/2017	1/2/2018	$857,700	41,282 cubic yards	James Neal	Public Works Director	(843) 202-7600	jneal@charlestoncounty.org
Belleair Beach	FL	Hurricane Irma	Conducted emergency road clearance, Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	<24 hours	9/27/2017	11/30/2017	$60,000	3,931 cubic yards	Lynn Rives	Interim City Manager/Community Services Director	(727) 595-4646	lynn.rives@cityofbelleairbeach.com
Port Orange	FL	Hurricane Irma	Conducted Right of Way vegetative debris, Debris Management Site management, reduction of debris through grinding, and haul out services.	<24 hours	9/26/2017	12/6/2017	$1,940,000	98,608 cubic yards	Alex Torrent	Operations Support Administrator	(386) 506-5573	atorrent@port-orange.org
Belleair Bluffs	FL	Hurricane Irma	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<24 hours	9/26/2017	11/29/2017	$101,000	7,643 cubic yards	Robert David	City Manager/Community Services Director	(727) 584-2151	@cityofbelleairbeach.com
Austin County	TX	Hurricane Harvey	Conducted Right of Way vegetative debris collection	<48 hours	9/26/2017	10/6/2017	$36,000	1,891 cubic yards	Tim Lapham	County Judge	(979) 865-5911	cjudge1@austincounty.com
Indian Shores	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<24 hours	9/25/2017	11/29/2017	$5,200	542 cubic yards	Michael Scrogham	Public Services Supervisor	(727) 474-7716	mscrogham@myindianshores.com
Redington Shores	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<24 hours	9/25/2017	11/28/2017	$23,000	2,312 cubic yards	Mary Palmer	Town Clerk	(727) 397-5538	townclerk@townofredingtonshores.com
Bradenton	FL	Hurricane Irma	Conducted Right of Way vegetative debris collection, Debris Management Site management, and reduction of vegetative debris through grinding. Hazardous tree and	<24 hours	9/25/2017	11/18/2017	$1,240,000	82,853 cubic yards	Jim McLellan	Public Works/Utilities Director	(941) 708-6300	jim.mclellan@cityofbradenton.com
Holly Hill	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. Hazardous tree and limb removal.	<24 hours	9/24/2017	10/20/2017	$606,000	45,807 cubic yards	Mark Juliano	Director of Public Works	(386) 248-9463	mjuliano@hollyhillfl.org
Clearwater	FL	Hurricane Irma	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	<24 hours	9/23/2017	11/21/2017	$586,000	30,655 cubic yards	Earl Gloster	Director of Solid Waste	(727) 562-4990	earl.gloster@myclearwater.com
South Daytona	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<24 hours	9/23/2017	10/25/2017	$380,000	27,908 cubic yards	Les Gillis	Director of Public Works	(386) 322-3080	lgillis@southdaytona.org
Lauderdale Lakes	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<24 hours	9/23/2017	10/4/2017	$452,600	45,364 cubic yards	Ronald Desbrunes	Director of Public Works	(954) 535-2778	Ronaldd@lauderdalelakes.org
Hendry County	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. Hazardous tree and limb removal.	<48 <24 hours hours	9/22/2017	1/16/2018	$2,849,000	276,181 cubic yards	Brian K. Newhouse	Emergency Management Director	(863) 674-5400	brian.newhouse@hendryfla.net
Seminole	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<24 hours	9/22/2017	10/7/2017	$328,829	21,968 cubic yards	Jeremy Hockenbury	Public Works Director	(727) 397-6383	jhockenbury@myseminole.com
Bradenton Beach	FL	Hurricane Irma	Right of Way vegetative debris and C&D collection and haul out services.	<24 hours	9/21/2017	10/2/2017	$12,000	1,047 yards	Tom Woodard	Public Works Director	(941) 778-5975	twoodard@cityofbradentonbeach.com
Marco Island	FL	Hurricane Irma	Conducted emergency road clearance, Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. Additionally, AshBritt conducted waterway collection services and provided ancillary services including vacuum and fuel trucks.	<4 hours	9/20/2017	6/27/2018	$3,270,000	269,517 cubic yards	Dan Rodriguez	Deputy Department Head of Solid & Hazardous Waste Management	(239) 252-2504	DanRodriguez@colliergov.net
Naples	FL	Hurricane Irma	Conducted emergency road clearance, Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. Additionally, AshBritt provided waterway collection services and performed a leaner, hanger, and hazardous stump mission.	<4 hours	9/20/2017	6/27/2018	$2,915,000	197,928 cubic yards	Dan Rodriguez	Deputy Department Head of Solid & Hazardous Waste Management	(239) 252-2504	DanRodriguez@colliergov.net
Collier County	FL	Hurricane Irma	AshBritt provided generators, toilets and shower facilities, vacuum trucks, traffic signal inspections, food and water for over 1,800 people, temporary fencing, and other ancillary services. AshBritt also conducted emergency push services, Right of Way vegetative debris and C&D collection, collection of white goods, management of 6 debris management sites, reduction of debris through grinding and compaction, and haul out services. Additionally, AshBritt provided waterway collection services and collected over 22,000 hangers and 1,300 leaners.	<4 hours	9/20/2017	6/27/2018	$49,245,000	3,500,000 cubic yards, hourly and ancillary services, and emergency push	Dan Rodriguez	Deputy Department Head of Solid & Hazardous Waste Management	(239) 252-2504	DanRodriguez@colliergov.net
Leon County	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<24 hours	9/20/2017	11/17/2017	$417,000	27,282 cubic yards	Tony Park	Public Works Director	(850) 606-1542	ParkT@leoncountyfl.gov
Riviera Beach	FL	Hurricane Irma	Right of Way vegetative debris and C&D collection	<24 hours	9/20/2017	10/13/2017	$80,000	8,200 cubic yards	Terrence Bailey	Interim Director of Public	(561) 845-4060	TBailey@Rivierabch.com
Refugio County	TX	Hurricane Harvey	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<48 hours	9/20/2017	2/9/2018	$3,321,809	145,530 cubic yards	Stan Upton	Emergency Management Coordinator	(361) 526-2820	refugiotxemc@yahoo.com
Kountze	TX	Hurricane Harvey	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<48 hours	9/20/2017	11/4/2017	$16,330	1,235 cubic yards	Jeff Lacomb	Emergency Management Coordinator	(409) 246-3463	jlkch@sbcglobal.net

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Monroe County	FL	Hurricane Irma	Conducted emergency road clearance, Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. Additionally, AshBritt provided base camps, hauled 128,100 pounds of putrefied food waste, removed 671 hazardous stumps, and collected, removed freon, and hauled out over 5,300 units of white goods.	Before Start Time	9/18/2017	12/22/2017	$15,085,900	420,773 cubic yards	Judith S. Clarke	Director of Engineering Services	(305) 295-4329	Clarke-judith@monroecounty-fl.gov
St. Lucie County	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<24 hours	9/18/2017	12/6/2017	$1,155,000	84,362 cubic yards	Ron Roberts	Solid Waste Director	(772) 462-1631	Robertsron@stlucieco.org
Brevard County	FL	Hurricane Irma	Right of Way vegetative debris and C&D collection and haul out services.	<24 hours	9/17/2017	1/12/2018	$6,677,000	483,467 cubic yards	Euripides Rodriquez	Director of Solid Waste	(321) 633-2042	euripides.rodriguez@brevardcounty.us
Key West	FL	Hurricane Irma	AshBritt performed ROW debris collection of vegetative debris, C&D, white goods, and HHW, sand and seagrass removal, Debris Management Site management, reduction of debris via grinding and compaction, and haul out services, including white goods haul out and the collection and haul out of 23,940 pounds of putrescent debris.	<24 hours	9/16/2017	1/11/2018	$2,173,900	146,687 cubic yards	Alan Averette	Division Cheif/ Fire Marshall	(305) 809-3933	aaverette@keywestcity.com
Coral Gables	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. Hazardous tree and limb removal.	<24 hours	9/16/2017	12/30/2017	$7,839,000	319,416 cubic yards	Brook Dannemiller	Public Services Division Director	(305) 460-5130	bdannemiller@coralgables.com
Dunedin	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. In addition ,AshBritt performed a leaner/hanger program and a hazardous	<24 hours	9/16/2017	12/30/2017	$721,000	32,556 cubic yards	Bill Pickrum	Solid Waste Division Director	(727) 298-3215 x1322	WPickrum@DunedinFL.Net
Hallandale Beach	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<24 hours	9/16/2017	12/6/2017	$556,200	33,516 cubic yards	Steve Parkinson	Director of Public Works	(954) 459-1526	sparkinson@hallandalebeachfl.gov
Cooper City	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection and hazardous tree and limb removal.	<24 hours	9/16/2017	11/18/2017	$2,816,000	150,112 cubic yards	Denise Yoezle	Director of Public Works	(954) 434-2300	dyoezle@coopercityfl.org
Martin County	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<24 hours	9/16/2017	11/17/2017	$2,141,000	174,000 cubic yards	Jim Gorton	Project Manager - Engineering Dept.	(772) 219-4905	Jgorton@martin.fl.us
Weston	FL	Hurricane Irma	ROW vegetative debris and C&D collection	<24 hours	9/16/2017	10/29/2017	$790,400	54,522 cubic yards	Karl Thompson	Director of Public Works	(954) 385-2600	kthompson@weston.org
Orange County	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. Hazardous tree removal.	<24 hours	9/15/2017	1/23/2018	$4,530,000	184,344 cubic yards	Ralphetta Aker	Public Works Department Manager	(407) 836-8011	ralphetta.aker@ocfl.net
Orlando	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, haul out services, and removal of over 5,200 hazardous trees.	<24 hours	9/15/2017	1/5/2018	$1,320,000	59,794 cubic yards	Michael Carroll	Solid Waste Director	(407) 246-3050	michael.carroll@cityoforlando.net
Manatee County	FL	Hurricane Irma	Conducted emergency road clearance, Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. Additionally, AshBritt conducted a leaner/hanger program and collected over 17,000 hangers and 200 leaners.	<24 hours	9/15/2017	12/20/2017	$8,200,000	478,484 cubic yards	Jeanne Detweiler	Superintendent Solid Waste Enforcement	(941) 798-6760	jeanne.detweiler@mymanatee.org
Lake Worth	FL	Hurricane Irma	Right of Way vegetative debris and C&D collection, Debris Management Site services.	<24 hours	9/15/2017	11/2/2017	$223,000	23,500 cubic yards	Felipe Lofaso	sistant Director of Public Servic	(561) 586-1720	flofaso@lakeworth.org
St. John's County	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<24 hours	9/14/2017	1/20/2018	$8,500,000	674,324 cubic yards	Greg Caldwell	Public Works Director	(904) 209-0132	gcaldwell@co.st-johns.fl.us
Boca Raton	FL	Hurricane Irma	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. Hazardous tree and limb removal.	<24 hours	9/14/2017	1/5/2018	$2,210,000	151,892 cubic yards	Judi Ahern	Operations Manager	(561) 239-0378	jaahern@ci.boca-raton.fl.us
Palm Beach SWA	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<24 hours	9/14/2017	11/28/2017	$12,950,000	898,634 cubic yards	John Archambo	Director of Collection Services	(561) 315-2010	jarchambo@swa.org
Madeira Beach	FL	Hurricane Irma	Emergency push operations, ROW vegetative debris and C&D collection, Debris Management Site management, reduction of debris via grinding and compaction, and haul out services.	<24 hours	9/14/2017	11/28/2017	$75,270	4,135 cubic yards	Amie Servedio	Administration	(727) 391-9951	aservedio@madeirabeachfl.gov
Pompano Beach	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<12 hours	9/14/2017	11/10/2017	$2,612,000	196,6262 cubic yards	Russ Ketchum	Recycling Coordinator	(954) 545-7011	russell.ketchem@copbfl.com
Lumberton	TX	Hurricane Harvey	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<48 hours	9/14/2017	12/1/2017	$246,000	15,972 cubic ayrds	Steve Clark	City Manager	(409) 755-0031	sclark@gtbizclass.com
Gainesville	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. Hazardous tree and limb removal.	<24 hours	9/13/2017	1/17/2018	$854,600	92,283 cubic yards	Steve Joplin	Public Works Clerk	(352) 334-2330	joplinsh@cityofgainesville.org
Orange County	TX	Hurricane Harvey	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<48 hours	9/13/2017	8/15/2018	$10,913,999	382,013 cubic yards	Leon George	Emergency Management Coordinator	(409) 745-9717	lgeorge@co.orange.tx.us
Sour Lake	TX	Hurricane Harvey	Conducted Right of Way C&D and white goods collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<48 hours	9/13/2017	12/2/2017	$49,000	3,250 cubic yards	Larry Saurage	Emergency Management Coordinator	(409) 287-3574	lsaurage@cmaaccess.com
Pinellas County	FL	Hurricane Irma	Conducted emergency road clearance, Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. AshBritt also conducted a leaner/hanger mission and removed over 10,000 hangers and 60 leaners.	<24 hours	9/12/2017	1/16/2018	$3,800,000	221,484 cubic yards	Sean Tipton	Right-of-Way Permitting Coordinator	(727) 464-8609	stipton@co.pinellas.fl.us
Delray Beach	FL	Hurricane Irma	Emergency push operations, ROW vegetative debris collection, Debris Management Site management, reduction of debris via grinding, and haul out services. Hazardous tree, limb, and stump removal.	<12 hours	9/12/2017	12/8/2017	$2,145,000	147,379 cubic yards	Joe Frantz	Deputy Director of Public Works	(561) 445-8430	frantzj@mydelraybeach.com

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Tamarac	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. Hazardous tree and limb removal.	<24 hours	9/12/2017	11/5/2017	$1,118,800	66,245 cubic yards	John Doherty	Assistant Director of Public Works	(954) 597-3706	johnd@tamarac.org
USACE	FL	Hurricane Irma	AshBritt conducted emergency road clearance operations for the USACE following Hurricane Irma's landfall in Florida. AshBritt received 3 task orders for this operation. One task order was for activation of the Pre-Execution planning team and the other two were for emergency road clearance operations. AshBritt mobilized crews both locally from within the State of Florida as well as crews from as far away as Jackson, Mississippi to ensure full resources were provided to meet mission requirements. Emergency road clearance crews were mobilized to Lee County, Sarasota County, and Collier County. These roads were cleared of debris upon arrival and this mission was complete . An additional task order for emergency road clearance operations was received for work in Miami-Dade County, Florida City. Crews were mobilized and road clearance operations were conducted for 3 days. AshBritt cleared 246.5 lane miles for the Miami-Dade County Department of Transportation in a safe and efficient manner.	<8 hours	9/12/2017	9/16/2017	$359,800	Hourly Services	Matt Tate	Natural Disaster Programs Manager	(251) 690-2241	jacob.m.tate@usace.army.mil
Hardin County	TX	Hurricane Harvey	Conducted Right of Way vegetative debris, C&D and white goods collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	<48 hours	9/12/2017	1/4/2018	$2,128,000	116,975 cubic yards	Chris Kirkendall	County Commissioner	(409) 617-1513	chris.kirkendall@co.hardin.tx.us
Rose Hill Acres	TX	Hurricane Harvey	Conducted Right of Way vegetative debris, C&D and white goods collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	<48 hours	9/12/2017	12/19/2017	$143,000	10,247 cubic yards	Rich Thomisee	Mayor	(409) 751-0075	rlthomisee@ymail.com
West Palm Beach	FL	Hurricane Irma	ROW vegetative debris and C&D collection. AshBritt also conducted removal of hazardous trees, hazardous hanging limbs, and hazardous stumps.	<48 Hours	9/11/2017	12/1/2017	$1,192,242	76,000 cubic yards	Peter Bieneck	Director of Public Works	(561) 494-1099	pabieniek@wpb.org
Doral	FL	Hurricane Irma	Emergency push operations, ROW vegetative debris collection, Debris Management Site management, and reduction of debris via grinding.	<24 hours	9/11/2017	11/18/2017	$230,000	3,461 cubic yards	Carlos Arroyo	Storm Water Utility Manager	(305) 593-6740	carlos.arroyo@cityofdoral.com
Lauderhill	FL	Hurricane Irma	Conducted emergency road clearance and Right of Way vegetative debris collection.	<24 hours	9/11/2017	9/14/2017	$24,200 hourly	10,062 cubic yards	Chuck Feranda	City Manager	(954) 730-3000	citymanager@lauderhill-fl.com
Parkland	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. Hazardous tree and limb removal.	<20 hours	9/10/2017	10/26/2017	$1,038,900	93,801 cubic yards	Bill Evans	Public Works Director	(954) 346-2160	bevans@cityofparkland.org
Atlanta	GA	Hurricane Irma	Conducted over 600 hours of ROW collection	<24 hours	9/10/2017	9/16/2017	$112,000	Hourly Services	Barrington Brown	Interim Program Management Officer	(470) 728-5251	BGBrown@AtlantaGa.Gov
Alachua County	FL	Hurricane Irma	AshBritt conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. In addition, services included a leaner/hanger program and a hazardous stump mission. AshBritt removed 655 leaners, 31,324 hangers, and 107 stumps.	<24 hours	9/8/2017	1/18/2018	$2,400,000	152,766 cubic yards	Sam Sullivan	Solid Waste Director	(352) 334-0172	rss@alachuacounty.us
Miami Lakes	FL	Hurricane Irma	Conducted emergency road clearance, Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, haul out services, and removal of over 8,800 hazardous limbs	Before start time	9/8/2017	1/2/2018	$2,201,700	61,922 cubic yards	Carlos Acosta	Public Works Director	(305) 364-6100 x1129	acostac@miamilakes-fl.gov
Islamorada	FL	Hurricane Irma	AshBritt performed push operations, ROW debris collection of vegetative debris, C&D, white goods, and concrete, sand removal, Debris Management Site management, reduction of debris via grinding and compaction, and haul out services, including white goods haul out. Hazardous tree, limb, and stump removal.	Before start time	9/8/2017	12/20/2017	$4,866,100	214,146 cubic yards	Ana Hernandez	Procurement & Grants Administrator	(305) 664-6453	ana.hernandez@islamorada.fl.us
Hillsborough County	FL	Hurricane Irma	Emergency push operations, ROW vegetative debris and C&D collection, Debris Management Site management, reduction of debris via grinding and compaction, and haul out services.	<24 hours	9/8/2017	12/19/2017	$4,666,000	246,369 cubic yards	Kimberly Byer	Director of Sold Waste Services	(813) 272-5680	kbyer@HCFLGov.net
Deerfield Beach	FL	Hurricane Irma	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. Hazardous tree and limb removal.	Before start time	9/8/2017	12/8/2017	$1,257,400	70,792 cubic yards	Chad Grecsek	rector of Sustainable Managem	(954) 480-4382	CGrecsek@deerfield-beach.com
Key Biscayne	FL	Hurricane Irma	Emergency push operations, ROW vegetative debris and C&D collection, Debris Management Site management, reduction of debris via grinding and compaction, and haul out services. Hazardous tree, limb, and stump removal.	Before start time	9/8/2017	11/15/2017	$844,200	40,342 cubic yards	Eric Lang	Fire Chief	(305) 365-8989	elang@keybiscayne.fl.gov
Longboat Key	FL	Hurricane Irma	Conducted Right of Way vegetative debris collection, Debris Management Site management, and reduction of debris through grinding.	Before start time	9/8/2017	10/24/2017	$104,300	7,639 cubic yards	Mark Richardson	Public Works	(941) 316-1958	mrichardson@longboatkey.org
Miami Beach	FL	Hurricane Irma	Conducted emergency road clearance and Right of Way vegetative debris and C&D collection.	Before start time	9/8/2017	10/10/2017	$390,000	45,198 cubic yards	Eric Carpenter	Public Works Director	(305) 335-1269	ericcarpenter@miamibeachfl.gov
South Miami	FL	Hurricane Irma	Emergency Road Clearance	Before start time	9/8/2017	9/14/2017	$16,570	Hourly Services	Aurelio Carmenates	Public Works Project Manager	(305) 403-2072	acarmenates@southmiamifl.gov
Margate	FL	Hurricane Irma	Emergency Road Clearance	Before start time	9/8/2017	9/13/2017	$130,000	Hourly Services	Sam May	Director of Public Works	(954) 972-8126	smay@margatefl.com
Miami Gardens	FL	Hurricane Irma	Emergency Road Clearance	<12 hours	9/8/2017	9/10/2017	$74,200	Hourly Services	Tom Ruiz	Public Works Director	(786) 279-1260	truiz@miamigardens-fl.gov
Pasadena	TX	Hurricane Harvey	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out	<48 hours	9/6/2017	10/10/2017	$358,700	30,111 cubic yards	Robin Green	Public Works Director	(713) 475-7835	rgreen@ci.pasadena.tx.us
Victoria County	TX	Hurricane Harvey	Conducted emergency road clearance, Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, and haul out services. Hazardous tree and limb removal.	<48 hours	8/28/2017	12/12/2017	$1,859,200	155,887 cubic yards	Rick McBrayer	Emergency Management Coordinator	(361) 485-3362	rmcbrayer@victoriatx.org

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Fort Bend County	TX	Hurricane Harvey	Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. AshBritt also provided ancillary services including MRE's and shower and	<48 hours	8/28/2017	11/9/2017	$7,146,000	499,700 cubic yards	Debbie Kaminski	Purchasing Agent	(281) 341-8643	debbie.kaminski@fortbendcountytx.gov
Victoria	TX	Hurricane Harvey	Conducted emergency road clearance, Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, and haul out services. Hazardous tree and limb removal.	<48 hours	8/26/2017	12/12/2017	$5,743,700	398,844 cubic yards	Darryl Lesak	Director of Environmental Services	(361) 485-3230	dlesak@victoriatx.org
Brazoria	TX	Hurricane Harvey	Emergency Water supplies	<24 hours	8/25/2017	8/25/2017	$8,400	Hourly Services	Lesa Girouard	Purchasing Director	(979) 864-1804	lesag@brazoria-county.com
Beaufort County	SC	Hurricane Matthew	AshBritt conducted 108,920 acres of visual assessment, 25,400 acres of aerial assessment in eligible waterways, side scan sonar services, removal, management and disposal of 17,412 cubic yards of waterway debris. In addition, AshBritt collected and removed 33 vessels, 7 of which had hazardous material that had to be removed prior to removal of the vessel.	<24 Hours	3/8/2017	6/3/2017	$6,292,422	17,412 cubic yards	Jim Minor	Solid Waste Manager	(843) 255-2735	jminor@bcgov.net
Atlanta	GA	Winter Storm Helena	Deployed salt and sand spreader trucks to Atlanta, GA to conduct Rights-of-Way (ROW)	< 24 Hours	1/6/2017	1/7/2017	$44,172	Hourly Services	Rita Braswell	Administrative Programs Manager	(404) 330-6002	rbraswell@atlantaga.gov
Oak Hill	FL	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. Hazardous tree and limb removal.	Before Start Time	11/9/2016	12/22/2016	$306,733	21,874 cubic yards	Kohn Evans	Administrator	(386) 345-3522	evansk@oakhillfl.com
Pooler	GA	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	Before Start Time	10/31/2016	1/15/2017	$198,080	13,573 cubic yards	Matthew Saxon	Assistant City Manager	(912) 748-4800	rbyrd@pooler-ga.gov
SCDOT - Dillon County	SC	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	<24 Hours	10/25/2016	2/9/2017	$1,101,614	56,000 cubic yards	David Cook	State Maintenance Engineer	(803) 737-1290	cookdb@scdot.org
SCDOT - Marlboro County	SC	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	<24 Hours	10/25/2016	12/18/2016	$266,522	16,580 cubic yards	David Cook	State Maintenance Engineer	(803) 737-1290	cookdb@scdot.org
Chatham County	GA	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. In addition, services included a leaner/hanger program and a hazardous stump mission. AshBritt removed 1,175 leaners, 21,795 hangers, 113 stumps.	Before Start Time	10/18/2016	2/23/2017	$23,023,910	1,620,000 cubic yards	Marc Ginsberg	Public Works Director	(912) 652-6867	MBGinsbe@chathamcounty.org
Ponce Inlet	FL	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through incineration, and haul out services.	Before Start Time	10/17/2016	11/11/2016	$151,599	12,211 cubic yards	Keith Gunter	General Manager, Public Works	(386) 322-6729	kgunter@ponce-inlet.org
Sewalls Point	FL	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	Before Start Time	10/17/2016	10/22/2016	$45,696	6,000 cubic yards	Pam Walker	Town Manager	(239) 246-5939	pwalker@sewallspoint.org
Lake Helen	FL	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through incineration, and haul out services. Hazardous tree and limb removal.	Before Start Time	10/16/2016	12/12/2016	$219,608	14,363 cubic yards	Jason Yarborough	Administrator	(386) 228-2121	jyarborough@lakehelen.com
South Daytona	FL	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through incineration, and haul out services. Hazardous tree and limb removal.	Before Start Time	10/16/2016	11/15/2016	$1,194,723	93,022 cubic yards	Les Gillis	Director of Public Works	(386) 322-3080	lgillis@southdaytona.org
SCDOT - Dorchester County	SC	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	<24 Hours	10/15/2016	2/6/2017	$1,614,317	101,090 cubic yards	David Cook	State Maintenance Engineer	(803) 737-1290	cookdb@scdot.org
Volusia County	FL	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding and incineration, and haul	Before Start Time	10/14/2016	1/19/2017	$12,898,185	1,058,256 cubic yards	John Angiulli	Director of Public Works	(386) 736-5965	jangiulli@volusia.org
Martin County	FL	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	Before Start Time	10/13/2016	1/5/2017	$2,039,406	155,000 cubic yards	Jim Gorton	Engineering Department Project Manager	(772) 219-4905	jgorton@martin.fl.us
New Smyrna Beach	FL	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. Hazardous tree and limb removal.	Before Start Time	10/13/2016	12/22/2016	$2,642,946	195,045 cubic yards	Faith Miller	Maintenance Operation Manager	(386) 424-2202	fmiller@cityofnsb.com
Palm Beach County	FL	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	<24 Hours	10/13/2016	11/2/2016	$132,894	14,000 cubic yards	John Archambo	Director of Collection Services	(561) 640-4000	jarchambo@swa.org
Holly Hill	FL	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. Hazardous tree and limb removal.	Before Start Time	10/13/2016	12/19/2016	$2,061,431	137,095 cubic yards	Mark Juliano	Director of Public Works	(386) 248-9463	mjuliano@hollyhillfl.org
Port Orange	FL	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding & incineration, and haul out services. Hazardous tree and limb removal.	Before Start Time	10/12/2016	1/31/2017	$6,055,939	427,870 cubic yards	Michael Silvey	Assistant Director Public Works	(386) 506-5595	msilvey@port-orange.org
Charleston County	SC	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	Before Start Time	10/12/2016	2/13/2017	$8,349,237	405,000 cubic yards	Jim Neal	Public Works Director	(843) 906-6190	jneal@charlestoncounty.org
Colleton County	SC	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	Before Start Time	10/12/2016	1/10/2017	$335,307	21,486 cubic yards	Suzanne Gant	Emergency Manager	(843) 549-5632	sgant@colletoncounty.org
Brevard County	FL	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	<24 Hours	10/11/2016	1/19/2017	$8,094,000	586,576 CY	Euri Rodriguez	Director of Solid Waste Services	(321) 633-2042	euripides.rodriguez@brevardcounty.us
Orlando	FL	Hurricane Matthew	Emergency road clearance and conducted Right of Way debris collection.	At Start Time	10/10/2016	10/21/2016	$176,360	Hourly Services	Michael Carroll	Solid Waste Director	(407) 246-3050	michael.carroll@cityoforlando.net
St. John County	FL	Hurricane Matthew	Conducted Right of Way vegetative and C&D debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. Services also included a comprehensive beach debris removal mission.	Before Start Time	10/8/2016	1/15/2017	$10,477,990	710,000 cubic yards	Greg Caldwell	Interim Engineering Manager	(904) 209-0132	gcaldwell@sjcfl.us

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Nassau County	FL	Hurricane Matthew	Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. Services also included a comprehensive beach debris removal mission.	Before Start Time	10/8/2016	12/9/2016	$1,218,610	65,863 cubic yards	Scott Herring	Public Works Director	(904) 530-6225	sherring@nassaucountyfl.com
San Bernardino County	CA	Blue Cut Fire	Due to the mass evacuations for the Blue Cut Fire, AshBritt provided 40 Port-o-potties which included 15 ADA compliant units for the residents of the County. AshBritt also delivered 40 portable showers which included 4 ADA compliant units. AshBritt had units on site within 14 hours of request.	14 Hours	8/18/2016	9/2/2016	$455,858	Hourly Services	Michael Antonucci	Director of Emergency Services	(909) 356-3998	michael.antonucci@oes.sbcounty.gov
Monterey County	CA	Soberanes Fire	Ashbritt was activated for the 2016 Soberanes Fire clean-up mission in Monterey County, CA. We conducted ROW debris clearing of hazardous fire damaged trees that were cut down by CalFIRE. We also cut and removed hazardous fire damaged trees that are still standing in the County's ROW.	24 Hours	8/8/2016	8/24/2016	$293,836	Hourly Services	Michael Derr	Purchasing Director	(831) 755-4992	derrm@co.monterey.ca.us
City of Jersey Village	TX	2016 Severe Storms and Flooding	Conducting Right of Way collection for vegetative debris, C&D, and white goods (and freon removal) debris streams due to flooding.	<24 Hours	5/2/2016	5/24/2016	$127,032	Hourly Services	Kevin Hagerich	Public Works Director	(713) 466-2107	khagerich@ci.jersey-village.tx.us
City of Sumter	SC	2015 South Carolina Severe Storms and Floods	Conducted ROW debris collection for C&D, vegetative debris, and E-Waste.	Before Start Time	3/9/2016	3/23/2016	$32,893	4,540 cubic yards	Ray Goodman	Public Works Director	(803) 436-2558	rgoodman@sumter-sc.com
Maryland Department of Labor, Licensing, and Regulation	MD	Winter Storm Jonas	Provided snow clearing and removal using loaders and dump trucks.	<24 Hours	2/9/2016	2/9/2016	$5,136	Hourly Services	Leroy Cox	Director	(410) 292-4648	leroy.cox@maryland.gov
City of Naples	FL	Severe Storm	Conducted ROW debris collection for vegetative debris.	<12 Hours	2/5/2016	2/12/2016	$48,000	Over 5,000 cubic yards	Ben Copland	Budget & CIP Manager	(239) 213-4705	bcopland@naplesgov.com
Collier County	FL	Severe Storm	Conducted ROW debris collection for vegetative debris.	<12 Hours	1/29/2016	3/19/2016	$465,000	44,000 cubic yards	Daniel Rodriguez	SWM Department	(239) 732-2508	danrodriguez@colliergov.net
Baltimore	MD	Winter Storm	Provided snow clearing and removal using loaders and dump trucks.	<24 Hours	1/24/2016	1/31/2016	$1,565,001	Hourly Services	Stuart Feldman	Procurement Specialist	(410) 396-5732	stuart.feldman@baltimorecity.gov
Baltimore County	MD	Winter Storm	Provided snow clearing and removal using loaders and dump trucks.	<24 Hours	1/24/2016	1/30/2016	$2,214,934	Hourly Services	Jim Lathe	Bureau Chief of Highways	(410) 887-3560	highways@baltimorecountymd.gov
Maryland State Highway	MD	Winter Storm Jonas	Provided snow clearing and removal using loaders and dump trucks.	<24 Hours	1/23/2016	1/30/2016	$1,111,595	Hourly Services	Colleen Robinson	Purchasing Officer	(410) 582-5576	crobinson@asha.state.md.us
Prince William County	VA	Winter Storm	Provided snow clearing and removal using loaders and dump trucks.	<24 Hours	1/23/2016	1/28/2016	$116,435	Hourly Services	Thomas Smith	Solid Waste Division Chief	(703) 792-6252	tsmith@pwcgov.org
Rockville	MD	Winter Storm	Provided snow clearing and removal using loaders and dump trucks.	<24 Hours	1/22/2016	1/29/2016	$404,981	Hourly Services	Craig Simoneau	Dir. Public Works	(240) 314-8500	csimoneau@rockvillemd.gov
Maryland State Police	MD	Winter Storm	Provided snow clearing and removal using loaders and dump trucks.	<24 Hours	1/22/2016	1/24/2016	$14,503	Hourly Services	Thomas LeQuire	Facilities Management Division	(410) 653-4439	thomasj.lequire@maryland.gov
Alexandria	VA	Winter Storm	Provided snow clearing and removal using loaders and dump trucks.	<24 Hours	1/22/2016	1/29/2016	$961,797	Hourly Services	Jeffrey Duval	Deputy Director of Operations	(703) 746-4103	jeffery.duval@alexandriava.gov
Fairfax County	VA	Winter Storm Jonas	Provided snow clearing and removal using loaders and dump trucks.	<24 Hours	1/22/2016	1/27/2016	$368,600	Hourly Services	Chad Crawford	Director of Public Works & Env. Services	(703) 877-2864	chad.crawford@fairfaxcounty.gov
Lake County	CA	Valley Fire	Operations are focused on felling, trimming, and chipping of fire damaged and destroyed trees in the Right-Of-Way (ROW) and private property. Throughout this project, we were abiding by all FEMA Fire Management Assistance Grant Program (FMAG) guidelines for Lake County, CA to maximize their federal reimbursement for the 2015 California Valley Fire and Butte Fire (DR-4240).	Before Start Time	12/12/2015	5/31/2016	$5,493,412	193,216 cubic yards	Lars Ewing	Deputy Public Works Director	(707) 263-2341	lars.ewing@lakecountyca.gov
Longboat Key	FL	2015 Red Tide Fish Kill	Dead Fish collection and disposal mission for the City of Longboat Key, FL. This included the utilization of a 33' Tri-toon boat to collect, transport, and dispose of dead fish due to a Red Tide Algae Bloom.	Before Start Time	11/20/2015	12/1/2015	$33,570	Hourly Services for over 10,000 lbs of Fish	Mark Richardson	Public Works Director	(941) 361-6411	mrichardson@longboatkey.org
Charleston	SC	2015 South Carolina Severe Storms and Floods	Conducted ROW debris collection for vegetative and C&D debris streams.	Before Start Time	10/12/2015	11/5/2015	$211,322	31,464 cubic yards	Jim Neal	Public Works Director	(843) 906-6190	jneal@charlestoncounty.org
Pacific Gas & Electric Company	CA	Valley Fire	Hazardous tree removal project in Lake County, CA for Pacific Gas & Electric Company. Operations were focused on felling, trimming, and chipping of fire damaged and destroyed trees in proximity and posing a threat to power distribution lines. In total, AshBritt felled over 5,000 fire damaged and destroyed trees.	Before Start Time	10/5/2015	12/22/2015	$15,144,223	Hourly Services	Tyler Garland	Vegetation Management Director	(707) 291-4877	tylergarland@pge.com
Hidalgo County	TX	June of 2015 Flooding Event	Conducted Flood Water relocation for the purposes of flood mitigation from residential areas to storm drainage canals by means of Super Vac Trucks.	<6 Hours	6/25/2015	7/2/2015	$553,799	Hourly Services	Ricardo Saldana	Emergency Management Coordinator	(956) 318-2615	Ricardo.saldana@co.hidalgo.tx.us
Hidalgo County	TX	June of 2015 Flooding Event	Conducted Flood Water relocation from residential areas to storm drainage canals by means of Super Vac Trucks.	<6 Hours	6/1/2015	6/4/2015	$102,281	Hourly Services	Ricardo Saldana	Emergency Management Coordinator	(956) 318-2615	Ricardo.saldana@co.hidalgo.tx.us
City of Atlanta	GA	Winter Storm Remus	Deployed salt and sand spreader trucks to Atlanta, GA to conduct Rights-of-Way (ROW)	Before Start Time	2/25/2015	2/26/2015	$70,874	Hourly Services	Rita Braswell	Administrative Programs Manager	(404) 330-6002	rbraswell@atlantaga.gov
City of Atlanta	GA	Winter Storm Octavia	Deployed salt and sand spreader trucks to Atlanta, GA to conduct Rights-of-Way (ROW)	Before Start Time	2/16/2015	2/17/2015	$37,341	Hourly Services	Rita Braswell	Administrative Programs Manager	(404) 330-6002	rbraswell@atlantaga.gov
Fairfax County	VA	2014 Severe Rainstorms	Deployed equipment and manpower to Virginia following severe rainstorms that produced high winds and knocked over trees. Through activation of our county contract, we were specifically tasked to assist with debris clearing, and removal from the public	<12 Hours	6/23/2014	6/26/2014	$22,890	Hourly Services	Robert Scott	Asst. Director of Solid Waste Collection and Recycling	(703) 550-3486	robert.scott@fairfaxcounty.gov
Augusta	GA	Winter Storm Pax	ROW debris removal, management, and disposal. Hazardous tree removal from ROW, city parks, municipal golf course and city owned cemeteries. DMS operations in 6 locations including haul out operations from all locations.	<1 Hour	2/26/2014	5/2/2014	$12,490,148	645,869 cubic yards	Steve Cassel	Engineering Director	(706) 447-7608	scassel@columbiacountyga.gov
Metropolitan Atlanta Rapid Transit Authority	GA	Winter Storm Pax	Deployed salt and sand spreader trucks to MARTA to conduct Rights-of-Way (ROW)	Before Start Time	2/26/2014	2/26/2014	$10,386	Hourly Services	Mary Eady	Contract Specialist	(404) 848-5580	custserv@itsmarta.com
Marion County	SC	Winter Storm Pax	ROW debris removal, management, and disposal. Hazardous tree removal from ROW & county parks.	<1 Hours	2/12/2014	5/7/2014	$2,184,363	82,481 cubic yards	Tim Harper	County Administrator	(843) 431-5059	tharper@marionsc.org
Colleton County	SC	Winter Storm Pax	ROW debris removal, management, and disposal. Hazardous tree removal from ROW.	<1 Hour	2/12/2014	4/12/2014	$1,864,402	61,882 cubic yards	Suzanne Gant	Emergency Manager	(843) 549-5632	sgant@colletoncounty.org

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Sumter County	SC	Winter Storm Pax	ROW debris removal, management, and disposal. Hazardous tree removal from ROW & county parks.	<1 Hour	2/12/2014	4/11/2014	$2,325,671	105,241 cubic yards	Eddie Newman or Karen Hyatt	Public Works Director/ Asst. Public Works Director	(803) 436-2242	enewman@sumtercountysc.org
City of Sumter	SC	Winter Storm Pax	ROW debris removal, management, and disposal. Hazardous tree removal from ROW & city parks.	<1 Hour	2/12/2014	4/11/2014	$517,816	35,457 cubic yards	Al Harris	Public Works Director	(803) 436-2558	aharris@sumter-sc.com
Hampton County	SC	Winter Storm Pax	ROW debris removal, management, and disposal.	<1 Hour	2/12/2014	4/11/2014	$186,646	15,566 cubic yards	Susanne Peoples	Emergency Manager	(803) 914-2150	speeples@hamptoncountysc.org
Georgetown County	SC	Winter Storm Pax	ROW debris removal, management, and disposal. Hazardous tree removal from ROW & county parks.	<1 Hour	2/12/2014	3/12/2014	$3,616,253	117,857 cubic yards	Ray Funnye	Public Works Director	(843) 545-3325	rcfunnye@gtcounty.org
City of Atlanta	GA	Winter Storm Pax	Deployed salt and sand spreader trucks to Atlanta, GA to conduct Rights-of-Way (ROW)	Before Start Time	2/10/2014	2/14/2014	$148,737	Hourly Services	Rita Braswell	Administrative Programs Manager	(404) 330-6002	rbraswell@atlantaga.gov
City of Atlanta	GA	Winter Storm Leon	Operated sand and salt spreaders on roadways throughout the City following this historic event. Sand spreading equipment and personnel arrived on site within three hours of receipt of notice-to-proceed.	Before Start Time	1/28/2014	1/31/2014	$72,053	Hourly Services	Rita Braswell	Administrative Programs Manager	(404) 330-6002	rbraswell@atlantaga.gov
Scotch Plains	NJ	Hurricane Sandy	Cutting and removal of 91 hazardous stumps including backfill of voids.	<1 Hour	3/20/2013	4/15/2013	$5,556	Hazardous Stumps	Ray Peoria	Public Works Director	(908) 413-1983	rpoerio@scotchplainsnj.com
State of New Jersey Dept. of Environmental Protection	NJ	Hurricane Sandy	Wet debris mission in southern New Jersey in the counties of Ocean, Burlington, Atlantic, Cumberland and Salem. Survey (side scan sonar and bathymetric), debris removal and disposal, dredging, sunken vehicle and vessel removal, vehicle and vessel aggregation area operation.	<24 Hours	3/4/2013	12/31/2013	$12,915,214	Wet Debris Removal	Suzanne U. Dietrick	Manager of Office for Dredging & Sediment Technology	(609) 292-8838	Suzanne.dietrick@dep.state.nj.us
Connecticut Department of	CT	Winter Storm Nemo	Emergency roadway clearance of snow.	Before Start Time	2/11/2013	2/18/2013	$140,352	Hourly Services	Bart Sweeney	Transportation Maintenance Manager	(860) 258-4531	Bartholomew.Sweeney@ct.gov
Fairfield	CT	Winter Storm Nemo	Emergency roadway clearance of snow.	Before Start Time	2/11/2013	2/15/2013	$37,959	Hourly Services	Scott Bartlett	Director of Public Works	(203) 256-3176	sbartlett@town.fairfield.ct.us
Massachusetts Emergency Mgmt. Agency	MA	Winter Storm Nemo	Emergency roadway clearance of snow.	Before Start Time	2/11/2013	2/18/2013	$42,139	Hourly Services	David Mahr	Capital Budget Director	(508) 820-2017	david.mahr@state.ma.us
Berlin	CT	Winter Storm Nemo	Emergency roadway clearance of snow.	Before Start Time	2/10/2013	2/14/2013	$29,562	Hourly Services	Art Simonian	Director of Public Works	(860) 828-7014	asimonian@town.berlin.ct.us
Flemington	NJ	Hurricane Sandy	Debris collection, hazardous tree removal, and disposal.	<1 Hour	1/31/2013	1/31/2013	$8,895	134 cubic yards	Michael Campion	Public Works Dir.	(908) 782-8840	mcampion@historicflemington.com
Roselle Park	NJ	Hurricane Sandy	Hazardous tree removal, DMS management, debris reduction, haul out and disposal.	<1 Hour	1/28/2013	3/12/2013	$91,611	2650 cubic yards	Vincent Cahill	Superintendent of Public	(908) 245-7676	vcahill@rosellepark.net
State of New Jersey Dept. of Environmental Protection	NJ	Hurricane Sandy	Sunken and submerged vessel recovery/removal, vessel aggregation site operations.	<24 Hours	1/12/2013	1/31/2013	$338,072	Vessel Mission	Suzanne U. Dietrick	Manager of Office for Dredging & Sediment Technology	(609) 292-8838	Suzanne.dietrick@dep.state.nj.us
Newark	NJ	Hurricane Sandy	Hazardous tree removal, debris reduction, haul out and disposal.	<1 Hour	1/4/2013	2/28/2013	$322,763	9736 cubic yards	Adam Cruz	Asst. Business Administrator	(973) 733-5319	cruzad@ci.newark.nj.us
Califon	NJ	Hurricane Sandy	Debris collection, DMS management, debris reduction, hazardous tree removal.	<1 Hour	1/3/2013	2/12/2013	$47,216	1675 cubic yards	Laura Eidsvaag	Borough Administrator	(908) 832-7850	leidsvaag@califonboro.net
Bernardsville	NJ	Hurricane Sandy	Debris collection, hazardous tree removal, and disposal	<1 Hour	1/1/2013	2/28/2013	$1,902,741	57,828 cubic yards	John MacDowall	Public Works Mgr.	(908) 766-3850 ext 147	jmacdowall@bernardsvilleboro.org
Ocean TWP	NJ	Hurricane Sandy	Collected debris, removed hazardous trees and hauled off material. Monmouth County	<1 Hour	12/21/2012	12/30/2012	$293,260	1,324 cubic yards	William McMahon	Director of Public Works	(732) 531-5198	wmcmahon@oceantwp.org
Milford	CT	Hurricane Sandy	Reduction and haul out of vegetative material.	<1 Hour	12/18/2012	12/19/2012	$34,250	Debris Management	Bruce Kolwitz	Director of Public Works	(203) 783-3269	bkolwicz@ci.milford.ct.us
Lakewood	NJ	Hurricane Sandy	Debris collection, hazardous tree and stump removal, DMS management, debris reduction, haul off and disposal. Project completed via shared services agreement with Ocean County, NJ	<1 Hour	12/18/2012	2/28/2013	$4,182,679	84,799 cubic yards	Michael Muscillo	Municipal Mgr.	(732) 364-2500	mmuscillo@lakewoodnj.gov
Loch Arbour	NJ	Hurricane Sandy	Collected debris from the right of way and transported to DMS. Collected sand, screened it and transported screened sand back to the beach.	<1 Hour	12/14/2012	1/17/2013	$766,080	20,973 cubic yards	Paul Pernindola	Mayor	(732) 531-4740	pvf@fernicolalaw.com
Hopewell	NJ	Hurricane Sandy	Debris collection, DMS management, debris reduction, haul off and disposal.	<1 Hour	12/13/2012	2/28/2013	$2,193,306	71,202 cubic yards	Paul Pogorzelski	Township Administrator	(609) 737-0605	paulpogo@hopewelltwp.org
Deal	NJ	Hurricane Sandy	Site management, reduction and haul out of disaster debris.	<1 Hour	12/12/2012	1/4/2013	$95,418	Site Management	James Rogers	Administrator	(732) 531-1454	administrator@dealborough.com
Jersey City Housing Authority	NJ	Hurricane Sandy	Debris collection, HHW collection and disposal.	<1 Hour	12/12/2012	12/13/2012	$21,540	115 cubic yards	Richard Baker	Chief Financial Officer	(201) 547-6600	rbaker@jcha.us
Manchester	NJ	Hurricane Sandy	Debris collection, hazardous tree removal, DMS management, debris reduction, haul off and disposal. Project completed via shared services agreement with Ocean County, NJ	<1 Hour	12/10/2012	1/31/2013	$2,092,511	23,855 cubic yards	Arthur Abline	Emergency Management Coordinator	(732) 657-2009 ext 4604	AAbline@manchestertwp.com
Tewksbury	NJ	Hurricane Sandy	Collected vegetative debris and removed hazardous trees from the ROW. Reduced debris at DMS, hauled it off and disposed of it.	<1 Hour	12/10/2012	1/24/2013	$2,307,849	43,318 cubic yards	Hayden Hull	Superintendent Public Works	(908) 439-0022	hahull@tewksburytwp.net
Tinton Falls	NJ	Hurricane Sandy	Vegetative debris reduction, haul out and disposal	<1 Hour	12/7/2012	3/4/2013	$238,975	Debris Management	Gary Geble	Director of Public Works	(732) 542-3400	ggebele@tintonfalls.com
Ocean TWP	NJ	Hurricane Sandy	Debris collection, including HHW, DMS management, debris reduction, haul off and disposal. Project completed via shared services agreement with Ocean County, NJ.	<1 Hour	12/6/2012	1/31/2013	$454,385	Debris Management	Diane Ambrosio	Town Clerk	(609) 693-3302	clerk@townshipofocean.org
Readington	NJ	Hurricane Sandy	Collected vegetative material on the ROW, Managed DMS, hauled out and disposed of debris.	<1 Hour	12/3/2012	12/20/2012	$2,959,138	95,471 cubic yards	Scott Jesseman	Director of Public Works	(908) 534-4051	Dpw_sj@readingtontwp-nj.org
Keansburg	NJ	Hurricane Sandy	Collected vegetative and C&D debris from the right of way and transported to debris management site or final disposal site.	<1 Hour	11/30/2012	1/28/2013	$533,012	25,038 cubic yards	Dennis O'Keafe	Director of Public Works	(732) 904-7445	
Sayreville	NJ	Hurricane Sandy	Debris collection, white good collection, DMS management, and debris reduction.	<1 Hour	11/30/2012	1/11/2013	$700,753	27,768 cubic yards	Dan Frankel	Business Administrator	(732) 390-7071	dfrankel@sayreville.com
Seaside Park	NJ	Hurricane Sandy	Debris collection, DMS management, debris reduction, haul out and disposal. Project completed via shared services agreement with Ocean County, NJ	<1 Hour	11/29/2012	1/31/2013	$1,048,126	36,220 cubic yards	Robert Matthies	Mayor	(732) 793-3700	mayormatthies@seasideparknj.org
Woodbridge	CT	Hurricane Sandy	Reduced vegetative debris at DMS and hauled out to FDS.	<1 Hour	11/28/2012	12/3/2012	$120,114	2,278 cubic yards	Warren Connors	Director of Public Works	(203) 389-3421	wconnors@ci.woodbridge.ct.us
Holmdel	NJ	Hurricane Sandy	Collected vegetative debris and transported it to DMS	<1 Hour	11/28/2012	12/17/2012	$1,458,538	68,654 cubic yards	Denise Fritz	Purhcasing Agent	(732) 946-2820	dfritz@holmdeltownship-nj.com
Cranbury	NJ	Hurricane Sandy	Debris collection, DMS management, debris reduction, haul off and disposal.	<1 Hour	11/27/2012	12/18/2012	$198,704	6,329 cubic yards	Denise Marabello	Chief Financial Officer	(609) 395-0900	dmarabello@cranbury-nj.com
Stafford	NJ	Hurricane Sandy	Debris collection including vegetation, C&D, HHW, and eWaste. DMS management, debris reduction, haul out and disposal. Project completed via shared services agreement with Ocean County, NJ	<1 Hour	11/25/2012	1/31/2013	$4,428,388	156,142 cubic yards	James Moran	Administrator	(609) 597-1000 ext 8559	jmoran@twp.stafford.nj.us

Client	ST.	Event	Description of Services Provided	Response Time	Start Date	End Date	Final Project Cost	Contract Details	Point of Contact	Title	Phone Number	Email
Roselle	NJ	Hurricane Sandy	Collected vegetative debris from the ROW, operated a DMS, removed hazardous trees and stumps.	<1 Hour	11/25/2012	12/7/2012	$287,183	5,835 cubic yards	Magreta Morgan		(908) 245-5600	Mmorgan@boroughofroselle.com
Mantoloking	NJ	Hurricane Sandy	Debris collection including C&D, vegetation, white goods and HHW. DMS management, debris reduction, haul out and disposal. Project completed via shared services agreement with Ocean County, NJ	<1 Hour	11/23/2012	2/28/2013	$3,864,120	100,261 cubic yards	Stacy Ferris	Detective / Office of Emergency Management	(732) 631-1581	mantolokingoem1@inbox.com
Jackson	NJ	Hurricane Sandy	Debris collection, hazardous tree removal, DMS management, debris reduction, haul off and disposal.	<1 Hour	11/23/2012	1/31/2013	$5,542,648	102,393 cubic yards	Fred Rasiewicz	Public Works Director	(732) 928-1200 ext 246	FRasiewicz@jacksontwpnj.net
Old Bridge	NJ	Hurricane Sandy	Debris collection including vegetation, C&D and HHW. Managed DMS and provided haul out and disposal.	<1 Hour	11/23/2012	12/18/2012	$147,268	3,143 cubic yards	Beth Cunningham	Purchasing Agent	(732) 721-5600	bcunningham@oldbridge.com
Seaside Heights	NJ	Hurricane Sandy	Debris collection, DMS management, debris reduction, haul out and disposal. Sand screening. Project completed via shared services agreement with Ocean County, NJ	<1 Hour	11/21/2012	1/31/2013	$847,604	25, 233 cubic yards	John A. Camera	Administrator	(732) 798-9100	johncamera@hotmail.com
Toms River	NJ	Hurricane Sandy	Debris collection including vegetation, C&D, white goods (including Freon extraction). Hazardous tree removal. DMS management, debris reduction, haul out and disposal. Project completed via shared services agreement with Ocean County, NJ	<1 Hour	11/20/2012	4/28/2013	$14,604,581	458,246 cubic yards	Lou Amoruso	Director or Public Works	(732) 341-1000 ext 8211	lamoruso@tomsrivertownship.com
Berkeley	NJ	Hurricane Sandy	Debris collection including vegetation, C&D, and HHW. Hazardous tree removal. DMS management, debris reduction, haul off and disposal. Sand screening.	<1 Hour	11/20/2012	2/28/2013	$2,299,002	55,776 cubic yards	Steven Seiler	Public Works Mgr.	(732) 349-4616	ppwm@twp.berkeley.nj.us
Ship Bottom	NJ	Hurricane Sandy	Debris collection, DMS management, debris reduction, haul out and disposal. Project completed via shared services agreement with Ocean County, NJ	<1 Hour	11/20/2012	1/31/2013	$1,112,692	40,831 cubic yards	Richard Bethea	Borough Administrator	(609) 494-2171	SBadmin@comcast.net
Bayonne	NJ	Hurricane Sandy	Debris collection, haul off and disposal.	<1 Hour	11/20/2012	1/31/2013	$135,409	1137 cubic yards	Gary S. Chmielewski	Director of Public Works	(201) 858-6066	PublicWorks@baynj.org
Long Beach	NJ	Hurricane Sandy	Debris collection including HHW. Operated DMS and performed haul out and disposal. Project completed via shared services agreement with Ocean County, NJ	<1 Hour	11/20/2012	1/30/2013	$5,665,066	147,730 cubic yards	Joe Mancini	Mayor	(609) 361-1000 ext 6689	wells@longbeachtownship.com
Princeton	NJ	Hurricane Sandy	Collected vegetative debris from the right-of-way.	<1 Hour	11/20/2012	12/14/2012	$390,955	18,885 cubic yards	Thomas Crochet	Assistant Superintendent of Public Works	(609) 688-2566	tcrochet@princetonnj.gov
Weymouth	NJ	Hurricane Sandy	Debris collection	<1 Hour	11/20/2012	11/30/2012	$1,407	13 tons	Ron Carroll	Public Works Director	(609) 476-2102	wtdwp@verizon.net
Point Pleasant Beach	NJ	Hurricane Sandy	Debris collection including vegetation, C&D, HHW, eWaste and white goods. Sand screening mission with 21,601 cubic yards transported and screened.	<1 Hour	11/18/2012	1/18/2013	$1,922,264	85,541 cubic yards	Christine Riehl	Administrator	(732) 892-1118	criehl@pointbeach.org
Hillside	NJ	Hurricane Sandy	Debris collection, hazardous tree removal	<1 Hour	11/18/2012	12/7/2012	$193,260	7,850 cubic yards	Scott Anderson	Public Works Superintendent	(973) 926-1110	pubworks@townshipofhillside.org
Red Bank	NJ	Hurricane Sandy	Debris collection, DMS management, debris reduction, haul out and disposal	<1 Hour	11/18/2012	11/27/2012	$186,720	6,333 cubic yards	Stanley Sickels	Administrator	(732) 530-2773	ssickels@redbanknj.org
Lavallette	NJ	Hurricane Sandy	Debris collection including vegetation, C&D, E-wastes and HHW. DMS management, debris reduction, haul off and disposal. Sand screening. Project completed via shared services agreement with Ocean County, NJ	<1 Hour	11/17/2012	3/23/2013	$8,641,131	167,318 cubic yards	Chris Parlow	Borough Administrator	(732) 232-2094	cparlow@lavalletteboro.com
Sea Girt	NJ	Hurricane Sandy	Removed vegetative debris and hazardous stumps from the right of way and processed the material at a DMS.	<1 Hour	11/17/2012	12/12/2012	$192,027	4,575 cubic yards	Jared McKittrick	Public Works Director	(732) 449-9433	jmckittrick@seagritboro.com
Sea Bright	NJ	Hurricane Sandy	Collected vegetative and C&D debris from the right of way. Relocated sand. Collected eWaste.	<1 Hour	11/16/2012	1/10/2013	$2,065,754	42,379 cubic yards	Mark Philpot	Emergency Management Director	(732) 842-0099	mphilpot36@yahoo.com
Middletown	NJ	Hurricane Sandy	Collected debris from the right-of-way including vegetation and C&D. Managed two DMS sites.	<1 Hour	11/15/2012	1/4/2013	$9,490,950	346,904 cubic yards	Ted Maloney	Public Works Director	(732) 615-2110	tmaloney@middletownnj.org
Neptune	NJ	Hurricane Sandy	Collected disaster generated debris from the ROW and operated a debris management	<1 Hour	11/15/2012	12/30/2012	$1,767,013	54,897 cubic yards	Wayne Rode	Director of Public Works	(732) 775-8797	wrode@neptunetownship.org
Greenwich	CT	Hurricane Sandy	Collected vegetative debris from the ROW and transported it to the DMS.	<1 Hour	11/13/2012	12/4/2012	$145,959	6,871 cubic yards	James Michel	Chief Engineer	(203) 622-7813	james.michel@greenwichct.org
Manasquan	NJ	Hurricane Sandy	Debris collection including eWaste, white goods, C&D and vegetation. Operated DMS and performed haul out and disposal.	<1 Hour	11/11/2012	12/13/2012	$3,864,120	100,261 cubic yards	Joseph Delorio	Administrator	(732) 223-9530	jdelorio@manasquan-nj.com
Brick	NJ	Hurricane Sandy	Debris collection including vegetation, C&D, E-wastes and HHW. Hazardous tree removal. DMS management, debris reduction, haul off and disposal. Sand screening and stump removal was performed. Project completed via shared services agreement with Ocean County, NJ	<1 Hour	11/10/2012	4/11/2013	$13,046,687	293,808 cubic yards	Glenn Campbell	Public Works Mgr.	(732) 451-4060	gcampbell@twp.brick.nj.us
Belmar	NJ	Hurricane Sandy	Debris collection including vegetation, C&D, HHW, eWaste and white goods. Significant sand screening mission, as well.	<1 Hour	11/10/2012	2/5/2013	$4,407,519	87,058 cubic yards	Colleen Connolly	Borough Administrator	(732) 681-3700	cconnolly@boro.belmar.nj.us
Bethany	CT	Hurricane Sandy	Removed vegetative debris from the ROW and reduced it at a DMS.	<1 Hour	11/9/2012	12/1/2012	$80,587	2,913 cubic yards	Rod White	Fire Marshal	(203) 509-3883	firemarshal@bethany-ct.com
Branford	CT	Hurricane Sandy	Collected vegetative debris from the right-of-way and transported to DMS.	<1 Hour	11/9/2012	11/16/2012	$102,862	4,840 cubic yards	Art Baker	Director of Public Works	(203) 488-4156	abaker@branford-ct.gov
New London	CT	Hurricane Sandy	Debris collection and direct haul to final disposal site. Collected and transported sand.	<1 Hour	11/9/2012	11/14/2012	$61,558	1,756 cubic yards	Tim Hanser	Director of Public Works	(860) 447-5250	thanser@ci.new-london.ct.us
Rumson	NJ	Hurricane Sandy	Debris collection, DMS management, debris reduction, haul out and disposal.	<1 Hour	11/9/2012	11/26/2012	$1,785,952	64,724 cubic yards	Thomas Rogers	Borough Administrator	(732) 842-3300	trogers@rumsonnj.gov
Little Silver	NJ	Hurricane Sandy	Collected, reduced, hauled off and disposed of debris.	<1 Hour	11/8/2012	12/1/2012	$1,808,040	52,563 cubic yards	Robert Neff	Mayor	(973) 735-5778	robert.neff@wilsonelser.com
Ventnor	NJ	Hurricane Sandy	Debris collection including vegetation, C&D, HHW, and eWaste and disposal.	<1 Hour	11/7/2012	11/30/2012	$672,620	3,045 tons	David Smith	Supervisor of Public Works	(609) 823-7935	dsmith@ventnorcity.org
Weston	CT	Hurricane Sandy	Collected vegetative debris on the ROW and hauled directly to the final disposal site.	<1 Hour	11/6/2012	12/1/2012	$129,998	4,605 cubic yards	Sergeant Ferullo	Emergency Management	(203) 222-2672	mferullo@westonpolice.com
Ocean Gate	NJ	Hurricane Sandy	Emergency road clearance. Debris collection, DMS management, debris reduction, haul off and disposal.	<1 Hour	11/6/2012	11/30/2012	$394,335	10,484 cubic yards	Paul Kennedy	Mayor	(732) 678-7432	ogmayor@verizon.net
Fairfield	CT	Hurricane Sandy	Collected debris from the ROW including vegetative, C&D, eWaste, HHW and white goods. Managed DMS site.	<1 Hour	11/5/2012	12/14/2012	$488,781	16,815 cubic yards	Scott Bartlett	Director of Public Works	(203) 256-3176	sbartlett@town.fairfield.ct.us
Fairfax County	VA	Hurricane Sandy	Provided Emergency Road Clearance Operations and ROW debris removal.	<1 Hour	11/2/2012	11/5/2012	$29,325	Emergency Push	Dennis Balts	Chief of Solid Waste	(703) 324-5057	dennis.balts@fairfaxcounty.gov
Ocean County	NJ	Hurricane Sandy	ROW debris removal, management, and disposal. Hazardous tree removal and storm drain clearing. DMS operations in multiple locations.	<1 Hour	11/1/2012	3/1/2013	$87,000,000	1,325,876 cubic yards	Ernest Kuhlwein	Ocean County Administrator	(732) 506-5047	ekuhlwein@co.ocean.nj.us
Bay Head	NJ	Hurricane Sandy	Debris collection including vegetation, C&D, HHW, eWaste and white goods. Freon removal from white goods. DMS management, debris reduction, haul off and disposal.	<1 Hour	11/1/2012	3/1/2013	$3,533,548	84,844 cubic yards	Brian Magory	Councilman	(732) 600-1225	bmagory@aol.com
Beach Haven	NJ	Hurricane Sandy	Debris collection, DMS management, debris reduction, haul off and disposal	<1 Hour	11/1/2012	1/1/2013	$1,202,500	43,778 cubic yards	Robert Keeler	Council President	(609) 492-0111 ext 17	councilmankeeler@beachhaven-nj.gov
Barnegat	NJ	Hurricane Sandy	Debris collection, DMS management, debris reduction, haul off and disposal.	<1 Hour	11/1/2012	1/1/2013	$288,116	10,374 cubic yards	David Breeden	Township Administrator	(609) 698-0080	dbreeden@barnegat.net

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New York	NY	Hurricane Sandy	Provided equipment rental of vehicles, light towers, boilers, and generators. Removal of 74 sunken vessels including operation of the vessel aggregation area. Wrecker, inventory and storage services provided for 3,503 stray and abandoned vehicles.	<12 Hours	11/1/2012	3/1/2013	$4,000,000	Hourly Services & Vehicle and Vessel Management	John Katsorhis	Assistant Commissioner / ACCO / Citywide Purchasing	(646) 769-2037	jkatsorhis@dcas.nyc.gov
State of Connecticut	CT	Hurricane Sandy	Provided emergency roadway clearance and support to state and CTDOT. Assisted state museum with debris clearance and hazardous tree removal.	<1 Hour	10/30/2012	12/3/2012	$344,942	Hourly work and other support	Judy Pahl	Public Assistance Deputy Director	(860) 256-0877	judy.pahl@ct.gov
City of Baltimore	MD	Hurricane Sandy	Provided Emergency Road Clearance Operations	<24 Hours	10/30/2012	11/2/2012	$72,700	Emergency Push	Eric Dihle	City Arborist	(410) 396-6110	erik.dihle@baltimorecity.gov
City of Alexandria	VA	Hurricane Sandy	Provided Emergency Road Clearance Operations	<24 Hours	10/30/2012	11/2/2012	$11,812	Emergency Push	Yon Lambert	Director of Public Works	(703) 706-3940	Yon.lambert@alexandriava.gov
Fairfax County	VA	Severe rainstorm	Following a severe rainstorm (derecho), collected and disposed of debris by the hour.	<24 Hours	7/27/2012	8/8/2012	$143,891	Hourly Services	Dennis Batts	Chief of Solid Waste	(703) 324-5057	Dennis.batts@fairfaxcounty.gov
Live Oak	FL	Tropical Strom Debby	Collection and transport of construction and demolition material generated as a result of flooding of residential homes from storm from the ROW to the final disposal location.	<1 Hour	7/24/2012	9/7/2012	$41,148	4,975 cubic yards	Robert Farley	City Administrator	(386) 362-2276	farley@cityofliveoak.org
Springfield	MA	MA Severe Storm & Snow Storm	ROW debris removal, management, and disposal for Parks Department. Hazardous tree removal and DMS operations. Debris existed long after the event occurred and AshBritt was brought in to do final cleanup and debris removal.	<6 Hours	7/3/2012	7/31/2012	$784,236	Debris Management	Pat Sullivan	Executive Director of Parks & Recreation	(413) 787-6444	psullivan@cityofspringfield.com
Fairfax	VA	Severe rainstorm	Following a severe rainstorm (derecho), collected and disposed of debris by the hour.	<24 hours	7/1/2012	7/6/2012	$37,532	Hourly Services	Ken Rudnicki	Emergency Manager	(703) 385-4846	krudnick@fairfaxva.gov
Springfield College	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations. Debris existed long after the event occurred and AshBritt was brought in to do final cleanup and debris removal.	<12 Hours	3/28/2012	5/7/2012	$942,605	7,822 cubic yards	John Mailhot	V.P. of Administration and Finance	(413) 748-3145	jmailhot@spfldcol.edu
Margate	FL	Hurricane Wilma	Waterway debris removal, transportation and disposal.	<24 Hours	3/1/2012	4/1/2012	$254,763	NRCS Waterway Mission	Sam May	Director of Public Works	(954) 972-6454	smay@margatefl.com
Berlin	CT	CT Severe Storm	Hazardous tree removal and ROW debris collection.	<12 Hours	12/11/2011	1/28/2012	$573,408	12,083 cubic yards	Art Simonian	Director of Public Works	(860) 828-5143	asimonian@town.berlin.ct.us
East Granby	CT	CT Severe Storm	Debris collection and transportation. DMS management and debris reduction.	<18 Hours	12/5/2011	1/11/2012	$421,112	16,019 cubic yards	Jim Hayden	First Selectman	(860) 653-2576	jimh@egtownhall.com
Warren	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<24 Hours	12/5/2011	12/26/2011	$409,923	2,908 cubic yards	Bob Souza	Selectman	(774) 200-1678	
Lunenburg	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<24 Hours	12/2/2011	12/15/2011	$627,553	19,318 cubic yards	Jack Rodriquez	Director of Public Works	(508) 331-5155	jrodriquenz@lunenburgonline.com
Lancaster	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<24 Hours	12/1/2011	12/15/2011	$773,029	17,000 cubic yards	Orlando Pacheco	Town Administrator	(978) 365-3326	opacheco@lancasterma.net
Northborough	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<24 Hours	11/30/2011	12/7/2011	$260,087	2,497 cubic yards	Kimberly Hood	Asst. Town Administrator	(508) 393-5041	khood@town.northborough.ma.us
Windsor Locks	CT	CT Severe Storm	Vegetative debris collection, DMS management, haul out and disposal.	<12 Hours	11/28/2011	3/13/2012	$1,152,524	58,129 cubic yards	Scott Lappen	Director of Public Works	(860) 558-7476	slappen@wlocks.com
Wales	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<24 Hours	11/28/2011	12/3/2011	$261,961	3,003 cubic yards	Jeff Vannais	Town Administrator	(413) 245-7571	select@townofwales.net
Plymouth	CT	CT Severe Storm	Vegetative debris collection from right of way.	<18 Hours	11/22/2011	12/11/2011	$200,835	9,453 cubic yards	Tony Lorenzetti	Director of Public Works	(860) 585-4029	alorenzetti@plymouthct.us
Ellington	CT	CT Severe Storm	Vegetative debris collection, transportation and reduction.	<18 Hours	11/22/2011	11/26/2011	$166,096	6,401 cubic yards	Tim Webb	Director of Public Works	(860) 870-3140	twebb@ellington-ct.gov
Ware	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<24 Hours	11/21/2011	12/9/2011	$866,437	27,942 cubic yards	Thom Martens	Director of Public Works	(413) 967-9620	tmartens@townofware.com
Enfield	CT	CT Severe Storm	Debris collection from right of way, DMS management and debris reduction.	<12 Hours	11/18/2011	12/17/2011	$5,151,237	189,079 cubic yards	Dave Tuttle	Director of Public Works	(860) 763-7524	dtuttle@enfield.org
Agawam	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<24 Hours	11/18/2011	1/19/2012	$5,494,927	160,175 cubic yards	Chris Golba	Director of Public Works	(413) 786-0404	cgolba@agawam.ma.us
Monson	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<12 Hours	11/18/2011	12/9/2011	$2,704,413	34,393 cubic yards	John Morrell	Highway Supervisor	(413) 267-4135	highways@baltimorecountymd.gov
Suffield	CT	CT Severe Storm	Vegetative debris collection, debris reduction and DMS management.	<12 Hours	11/16/2011	11/28/2011	$1,059,859	32,561 cubic yards	John Cloonan	Director of Public Works	(860) 668-3890	jcloonan@suffieldtownhall.com
Southwick	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<12 Hours	11/16/2011	12/5/2011	$1,826,726	45,355 cubic yards	Karl Stinehart	Chief Administrative Officer	(413) 569-5995	kstinehart@southwickma.net
Danbury	CT	CT Severe Storm	Hazardous tree and hanger removal. Debris collection, DMS management, debris reduction, haul off and disposal.	<12 Hours	11/14/2011	12/17/2011	$3,538,302	102,659 cubic yards	Paul Estefan	Director of C/P	(203) 948-3769	p.estefan@danbury-ct.gov
Holland	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations	<24 Hours	11/14/2011	12/14/2011	$1,110,286	15,147 cubic yards	Jim Wettlaufer	Chairman of Selectmen	(413) 427-3417	selectmen@townofholland.nexcommail.com
Palmer	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<12 Hours	11/14/2011	12/12/2011	$2,317,021	55,201 cubic yards	Charles Blanchard	Town Manager	(413) 283-2603	townmgr@townofpalmer.com
New Milford	CT	CT Severe Storm	Debris collection, DMS management, debris reduction, haul off and disposal.	<12 Hours	11/12/2011	12/8/2011	$875,576	32,930 cubic yards	Mike Zarba	Director of Public Works	(860) 355-6040	mzarba@newmilford.org
South Windsor	CT	CT Severe Storm	Vegetative debris collection, debris reduction via grinding, haul off and disposal.	<12 Hours	11/11/2011	12/23/2011	$7,352,033	234,795 cubic yards	Jeff Doolittle	Town Engineer	(860) 644-2511	Jeffrey.doolittle@southwindsor.org
Vernon	CT	CT Severe Storm	Debris collection, site management, debris reduction, haul off and disposal.	<18 Hours	11/9/2011	12/3/2011	$2,618,960	80,211 cubic yards	Robert Kleinhans	Director of Public Works	(860) 870-3500	rkleinhans@vernon-ct.gov
Wilbraham	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<12 Hours	11/9/2011	12/9/2011	$4,635,738	108,993 cubic yards	Ed Miga	City Engineer	(413) 544-1075	emiga@wilbraham-ma.gov
Manchester	CT	CT Severe Storm	Vegetative debris collection from ROW, site management debris reduction, haul off and disposal.	<18 Hours	11/8/2011	12/21/2011	$4,718,661	167,984 cubic yards	Ken Longo	Superintendent of Field Services	(860) 930-3963	klongo@manchesterct.gov
Newington	CT	CT Severe Storm	Vegetative debris removal, debris reduction, haul off and disposal.	<12 Hours	11/8/2011	11/22/2011	$1,256,907	41,834 cubic yards	Tom Molloy	Highway Superintendent	(860) 883-3367	tmolloy@newingtonct.gov
Holyoke	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations	<24 Hours	11/8/2011	12/9/2011	$3,872,491	87,377 cubic yards	William Fuqua	General Superintendent	(413) 322-5645	fuquaw@ci.holyoke.ma.us
Ludlow	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<24 Hours	11/7/2011	12/12/2011	$3,239,752	85,130 cubic yards	Paul Dzubek	Director of Public Works	(413) 583-5625	pdzubek@ludlow.ma.us
Chicopee	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<24 Hours	11/7/2011	12/6/2011	$5,283,912	160,832 cubic yards	Stan Kulig	Director of Public Works	(413) 575-9695	skulig@chicopeema.gov
Bristol	CT	CT Severe Storm	Right of way vegetation collection, DMS management, debris reduction, haul out and disposal.	<12 Hours	11/5/2011	12/16/2011	$2,877,610	70,379 cubic yards	Sheree Gorneault		(860) 584-6102	shereegorneault@ci.bristol.ct.us

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West Springfield	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<12 Hours	11/5/2011	12/8/2011	$4,930,034	123,752 cubic yards	Mike Paltavina	Waste Management Coordinator	(413) 263-3234	mpaltavina@west-springfield.ma.us
Sturbridge	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<24 Hours	11/5/2011	11/21/2011	$1,405,221	18,629 cubic yards	Shaun Suhoski	Town Administrator	(508) 347-2500	ssuhoski@town.sturbridge.ma.us
Hartford	CT	CT Severe Storm	Debris collection, hazardous tree removal, DMS management, debris reduction, haul out and disposal.	<18 Hours	11/3/2011	1/11/2012	$5,057,914	99,314 cubic yards	Jack Hale	Park Operations Manager	(860) 757-4979	Halej002@hartford.gov
West Hartford	CT	CT Severe Storm	Hazardous tree and hanger removal. Vegetative debris collection, Managed two DMS sites, reduced debris via grinding, hauled off debris and disposed of reduced material.	<6 Hours	11/3/2011	12/8/2011	$10,564,936	338,489 cubic yards	John Phillips	Director of Public Works	(860) 748-0280	johnp@westhartford.org
Springfield	MA	MA Severe Storm & Snowstorm	Emergency Road Clearance, ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<6 Hours	11/2/2011	3/15/2012	$25,671,027	522,664 cubic yards	Chris Cignoli	City Engineer	(413) 750-2808	ccignoli@springfieldcityhall.com
Longmeadow	MA	MA Severe Storm & Snowstorm	ROW debris removal, management, and disposal. Hazardous tree removal and DMS operations.	<24 Hours	11/2/2011	1/9/2012	$11,124,023	279,136 cubic yards	Chad Thompson	Director of Procurement	(413) 565-4136	cthompson@longmeadow.org
State of Connecticut	CT	CT Severe Storm	On October 29, 2011 much of the State of Connecticut was blanketed by as much as 27 inches of wet snow due to an early season snowstorm resulting in extensive vegetative damage. Approximately 800,000 residents were without power. AshBritt's contract was activated by the State initially for emergency road clearance operations. AshBritt subsequently received 17 disaster debris management task orders for municipalities and three for state agencies including the Connecticut Department of Transportation. Statewide operations included the removal of hazardous hanging limbs from 86,210 trees, the removal of 11,185 hazardous trees and the loading, hauling, reduction through grinding and disposal, through beneficial re-use, of 1,835,101 cubic yards of vegetative material. AshBritt utilized company owned equipment as well as the support of 141 subcontractors utilizing over 1,293 pieces of rubber-tired equipment to assist in this large storm- generated debris management project. AshBritt had more than 55 personnel including corporate principals, senior project managers, safety officers, project managers, quality control representatives and administrative staff.	<1 Hour	10/29/2011	3/12/2012	$73,538,607	1,835,101 cubic yards	Judy Pahl	Emergency Management Program Specialist	(860) 685-8543	judy.pahl@ct.gov
State of Massachusetts	MA	MA Severe Storm & Snowstorm	On October 29, 2011 most of the state was blanketed by as much as 27 inches of wet snow from the Massachusetts Severe Storm and Snowstorm. This event generated massive amounts of hurricane like vegetative debris. AshBritt received separate task orders from the State for emergency road clearance operations in various municipalities. Additionally, the state offered the contract to all municipalities and public agencies for large volume debris removal, management and disposal operations. Twenty separate municipalities as well as the City of Springfield's Parks Department and publicly owned Springfield College chose to utilize this contract. AshBritt removed hazardous hanging limbs (hangers) from 101,835 trees and 5,143 hazardous leaning trees (leaners). AshBritt loaded, hauled and reduced through grinding 1,774,452 cubic yards of vegetative material. All vegetative material was disposed of through beneficial re-use. AshBritt utilized company owned equipment as well as 101 subcontractors deploying 694 pieces of rubber-tired equipment. AshBritt had more than 75 personnel including corporate principals, senior project managers, project managers, quality control representatives and administrative staff working daily out of a local field office building in West	<6 Hours	10/29/2011	8/25/2012	$79,489,033	1,774,452 cubic yards	David B. Mahr	Capital Budget Director	(508) 820-2017	david.mahr@state.ma.us
Brookfield	CT	Hurricane Irene	Right of way collection and direct haul to final disposal site.	<12 Hours	10/26/2011	11/26/2011	$45,655	1,273 cubic yards	Ralph Tedesco	Director of Public Works	(203) 775-7318	rtedesco@brookfieldct.gov
Woodbury	CT	Hurricane Irene	Debris removal from Pomperaug River, transport and disposal. NRCS project.	<12 Hours	10/26/2011	10/31/2011	$29,965	NRCS Waterway Mission	Gerald Stomski	First Selectman	(201) 263-2141	wdbysel@woodburyct.org
Fairfield	CT	Hurricane Irene	Right-of-way debris collection and direct haul to FDS.	<12 Hours	9/8/2011	9/9/2011	$16,399	771 cubic yards	Scott Bartlett	Director of Public	(203) 256-3176	Workssbartlett@town.fairfield.ct.us
Emporia	VA	Hurricane Irene	Debris collection and disposal.	<24 Hours	9/6/2011	9/21/2011	$111,037	15,316 cubic yards	Ken Ryals	Emergency Services Director	(434) 634-5788	k.ryals@ci.emporia.va.us
Chesapeake	VA	Hurricane Irene	Debris collection and hazardous tree and limb removal.	<24 Hours	8/29/2011	9/30/2011	$53,272	47,475 cubic yards	Jeffrey Paul Morse	Director of Public Works	(757) 382-6272	jmorse@cityofchesapeake.net
State of Connecticut	CT	Hurricane Irene	Roadway clearance, hazardous tree removal, debris collection and disposal.	<3 Hours	8/28/2011	9/22/2011	$377,848	2,603 cubic yards	Judy Pahl	Public Assistance Deputy Director	(860) 256-0877	judy.pahl@ct.gov
State of Massachusetts	MA	Hurricane Irene	Emergency Road Repairs and Debris Clearance from roadways throughout State.	<24 Hours	8/28/2011	9/5/2011	$701,608	Hourly Services	David Mahr	Capital Budget Director	(508) 820-2017	david.mahr@state.ma.us
Chesapeake	VA	Tornado	Debris collection and disposal	<24 Hours	6/10/2011	6/24/2011	$53,272	8,396 cubic yards	David Thompson	Waste Management Administrator	(757) 382-3439	dthompson@cityofchesapeake.net
Springfield	MA	EF3 Tornado	ROW debris collection, DMS management, debris reduction, haul off and disposal. Multiple NRCS projects. ROE program managed.	<1 Hour	6/8/2011	9/1/2011	$7,398,536	163,000 cubic yards	Al Chwalek	Public Works Director	(413) 787-6224	achwalek@springfieldcityhall.com
Monson	MA	EF3 Tornado	ROW debris collection, DMS management, debris reduction, haul off and disposal. Multiple NRCS projects. ROE program managed.	<1 Hour	6/7/2011	7/28/2011	$4,854,020	112,308 cubic yards	John Morrell	Highway Supervisor	(413) 267-4135	
Wilbraham	MA	EF3 Tornado	ROW collection, DMS management, debris reduction, haul off and disposal. NRCS	<1 Hour	6/6/2011	7/18/2011	$3,865,029	98,573 cubic yards	Ed Miga	City Engineer	(413) 544-1075	emiga@wilbraham-ma.gov
VDOT Bristol District	VA	Tornado	Collected and disposed of debris from a tornado outbreak in Washington County.	<24 Hours	5/9/2011	6/22/2011	$135,591	80,160 cubic yards	John Watson	Operations Manager	(276) 971-3576	jr.watson@vdot.virginia.gov
Floyd County	GA	EF2 Tornado	Debris collection, site management, haul off and disposal.	<3 Hours	5/5/2011	6/6/2011	$255,232	22,555 cubic yards	Michael Skeen	Director of Public Works	(706) 236-2476	skeenm@floydcountyga.org
Fayetteville	NC	EF3 Tornado	City clean-up following a devastating tornado. Established a local DMS, utilizing staff, subcontractors, and local personnel	<3 Hours	4/16/2011	8/18/2011	$2,500,000	142,230 cubic yards	Benny Nichols	Fire Chief	(910) 433-1726	bnichols@co.fay.nc.us
Windsor Locks School District	CT	CT Severe Storm	Right-of-way debris collection and hazardous tree removal.	<6 Hours	3/2/2011	3/8/2011	$34,922	467 cubic yards	Steve Mills	Director of Facilities	(860) 292-5711	smills@wlps.org
VDOT Bristol District	VA	Ice Storm	Collected and disposed of debris from ice storm in Dickinson County	<24 Hours	2/14/2011	4/28/2011	$135,591	20,692 cubic yards	Walter Lawson	Purchasing Director	(276) 645-1672	Walter.lawson@vdot.virginia.gov
Alexandria	VA	Straight-line Windstorms	Debris clearing, collection and disposal.	<24 Hours	8/6/2010	9/13/2010	$614,400	Hourly Services	Mark Penn	Emergency Management Coordinator	(703) 706-3940	Mark.penn@alexandria.gov

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Hidalgo County	TX	2010 Flooding of the Rio Grande River	Relocation of flood waters from multiple low-lying communities throughout the County. Utilization of Super Vac Trucks and Pumps.	<24 Hours	7/1/2010	7/9/2010	$614,400	Hourly Services	Rolando Benavides	Deputy Emergency Management Coordinator	(956) 318-2615	Rolando.benavides@co.hidalgo.tx.us
FL Dept of Env. Protection (Bay	FL	BP Oil Spill	Staging, deployment, maintenance, repair and removal of approximately 95,000 linear feet of oil deflection boom.	<24 Hours	6/10/2010	7/24/2010	$10,081,385	Ancillary Services	David Phillips		(850) 245-8952	dave.m.phillips@dep.state.fl.us
FL Dept of Env. Protection (Gulf County)	FL	BP Oil Spill	Staging, deployment, maintenance, repair and removal of approximately 11,000 linear feet of oil deflection boom.	<24 Hours	6/10/2010	7/24/2010	$1,261,392	Ancillary Services	David Phillips		(850) 245-8952	dave.m.phillips@dep.state.fl.us
Montgomery County	MD	Snow and Ice Storm	Provided snow clearing and removal using loaders and dump trucks. We used a total of 252 pieces of equipment and worked about 1,777 man-hours for a total of approximately 11,579 equipment/truck hours. Able to respond with 13 Mgmt. personnel over the course of 8 days, with all equipment onsite within 3 days.	<24 Hours	2/11/2010	2/19/2010	$2,645,617	Hourly Services	Craig Lease	Area Engineer	(240) 773-3412	craig.lease@montgomerycountymd.gov
Baltimore County	MD	Snow and Ice Storm	Provided snow clearing and removal using loaders and dump trucks. Used a total of 10 pieces of equipment and worked about 40 man-hours for a total of approximately 1890 equipment /truck hours. We were able to respond with two management personnel within one day, having all equipment onsite within two days.	<24 Hours	2/11/2010	2/15/2010	$416,441	Hourly Services	Jim Lathe	Deputy Director Bureau of Highways	(410) 491-8965	highways@baltimorecountymd.gov
Carroll County	MD	Mid-Atlantic snowstorm	Provided snow clearing and removal using loaders and dump trucks. We used a total of 10 pieces of equipment and worked about 40 man-hours for a total of approximately 156 equipment /truck hours. We were able to respond with management personnel within one day, having all equipment onsite within two days.	<24 Hours	2/11/2010	2/13/2010	$35,996	Hourly Services	Christopher Letnaunchyn	Manager Department of Public Works	(410) 386-2416	cletnaunchyn@ccg.carr.org
Baltimore	MD	Snow and Ice Storm	Provided snow clearing and removal using loaders and dump trucks. We used a total of 56 pieces of equipment and worked about 685 man-hours for a total of approximately 5,659 equipment/truck hours. We were able to respond with three management personnel within one day, having all equipment onsite within two days.	<24 Hours	2/9/2010	2/18/2010	$1,031,314	Hourly Services	Scott Brillman	Office of Emergency Management	(410) 396-9273	scott.brillman@baltimorecity.gov
Rockville	MD	Snow and Ice Storm	Provided snow clearing and removal, as well as salt delivery hauling, using loaders and dump trucks. Used a total of 40 pieces of equipment and worked about 259 man-hours for a total of approximately 1,500 equipment/truck hours. We were able to respond with four management personnel within one day, having all equipment onsite over the course of 1-2½ days.	<24 Hours	2/9/2010	2/17/2010	$354,984	Hourly Services	Craig Simoneau	Director of Public Works	(240) 314-8500	csimoneau@rockvillemd.gov
Alexandria	VA	Mid-Atlantic snowstorm	Provided snow clearing and removal using loaders and dump trucks. Used a total of 66 pieces of equipment and worked about 866 man-hours. We were able to respond with management personnel within one day, having all equipment onsite within two days.	<24 Hours	2/6/2010	2/16/2010	$1,271,276	Hourly Services	Mark Penn	Emergency Management Coordinator	(703) 706-3940	Mark.penn@alexandriava.gov
Collier County	FL	Tropical Storm Fay	Pickup of Disaster Debris from Public Property/ROW and Hauling and Disposal to approved Final Destination Site	N/A	10/8/2008	10/23/2008	$218,634	15,077 cubic yards	Daniel Rodriguez	SWM Department	(239) 732-2508	danrodriguez@colliergov.net
Brevard County	FL	Tropical Storm Fay	Pickup of Disaster Debris from Public Property/ROW and Hauling and Disposal to approved Final Destination Site	N/A	10/1/2008	10/14/2008	$1,033,612	60,600 cubic yards	Merritt Cogswell	Solid Waste Department	(321) 633-2042	sw.webmis@brevardcounty.us
Galveston	TX	Hurricane Ike	AshBritt supplied eligible debris collection, removal, temporary storage, management, reduction and lawful disposal. Work consisted of handling over 11,000 White Goods, of which 4,300 required Freon Extraction and 4,800 required decontamination owing to putrescent food and other substances. Also collected and processed over 2,200 E-waste units and over 195,000 pounds of household hazardous waste. Extra diligence had to be performed during recovery operations owing to the high number of historic structures severely damaged in the City. Overall, we collected approximately 7,500 loads of debris utilizing 140 hauling vehicles.	N/A	10/1/2008	10/26/2008	$12,136,631	330,000 cubic yards	Charlie Kelly	EMC	(409) 765-3725	kellycha@cityofgalveston.org
Sour Lake	TX	Hurricane Ike	Provided emergency debris clearance. Provided eligible debris collection, removal, temporary storage, management, reduction by grinding and burning and lawful disposal. Overall, we collected approximately 450 loads of debris utilizing 22 hauling vehicles.	N/A	9/17/2008	10/19/2008	$290,000	27,200 cubic yards	Larry Saurage	City Manager	(409) 287-3573	lsaurage@cmaaccess.com
Hardin County	TX	Hurricane Ike	AshBritt supplied emergency power generation immediately following the hurricane. Provided emergency debris clearance. Provided eligible debris collection, removal, temporary storage, management, reduction by grinding and burning and lawful disposal. Overall, we collected approximately 6,400 loads of debris utilizing over 130 hauling	N/A	9/16/2008	11/8/2008	$4,500,000	337,000 cubic yards	Ken Pelt	County Commissioner	(409) 287-3300	peltfarm@ouldrs.net
Kountze	TX	Hurricane Ike	Provided emergency debris clearance. Provided eligible debris collection, removal, temporary storage, management, reduction by grinding and burning and lawful disposal. Overall, we collected approximately 215 loads of debris utilizing 10 hauling vehicles.	N/A	9/16/2008	10/16/2008	$137,000	10,100 cubic yards	Kimberly Haines	CS	(409) 246-3463	
Rose Hill Acres	TX	Hurricane Ike	Provided emergency debris clearance. Provided eligible debris collection, removal, temporary storage, management, reduction by grinding and burning and lawful disposal. Overall, we collected approx. 157 loads of debris utilizing 9 hauling vehicles.	N/A	9/16/2008	10/16/2008	$131,000	7,900 cubic yards	Nannette Knight	Mayor	(409) 755-7160	mystormyknight@yahoo.com
Brazoria	TX	Hurricane Ike	Provided eligible debris collection, removal, temporary storage, management, reduction by grinding and lawful disposal. Overall, we collected approximately 300 loads of debris utilizing 15 hauling vehicles.	N/A	9/16/2008	10/15/2008	$245,000	15,500 cubic yards	Teresa Borders	City Manager	(409) 656-8591	citymanager@cityofbrazoria.org
Jersey Village	TX	Hurricane Ike	AshBritt collected, processed and disposed of approximately 38,000 cy of disaster debris, utilizing multiple local subcontractors for Jersey Village, TX. Debris collected within the Village was temporarily stored and processed at an AshBritt established local	N/A	9/16/2008	10/1/2008	$500,000	38,000 cubic yards	Michael Brown	Public Works Director	(713) 466-2107	mbrown@ce.jersey-village.tx.us
Pasadena	TX	Hurricane Ike	AshBritt collected, processed and disposed of approximately 428,000 cy of disaster debris, utilizing multiple local subcontractors for Pasadena, TX. Debris collected within the City was temporarily stored and processed at multiple AshBritt established local DMS	N/A	9/15/2008	10/26/2008	$4,500,000	428,000 cubic yards	Robin Greene	Director of Public Works	(713) 475-7835	rgreen@ci.pasadena.tx.us

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Orange County	TX	Hurricane Ike	AshBritt collected, processed and disposed of approximately 620,000 cy of disaster debris, utilizing multiple local subcontractors. Debris collected within the county was temporarily stored and processed at multiple AshBritt established local TDSR sites, which also processed debris brought in by outside contractors. Provided restoration services to 17 government buildings.	N/A	9/14/2008	2/10/2009	$16,400,000	620,000 cubic yards	Jeff Kelly	EM Coordinator	(830) 221-1108	jeffkelley@tive.com
Lumberton	TX	Hurricane Ike	AshBritt supplied emergency power generation. Provided emergency debris clearance. Provided eligible debris collection, removal, temporary storage, management, reduction by grinding and burning and lawful disposal. Overall, we collected approximately 1,610 loads of debris utilizing 35 hauling vehicles.	N/A	9/14/2008	10/15/2008	$725,000	65,100 cubic yards	Steve Clark	City Manager	(409) 755-3700	steve@cityoflumberton.com
Vidor	TX	Hurricane Ike	Supplied emergency power generation and mobile shower units immediately following hurricane.	N/A	9/14/2008	10/5/2008	$171,000	Ancillary Services	Ray Mosely	EC	9797989135l	rmoseley@vidorisd.org
Bridge City	TX	Hurricane Ike	Supplied emergency power generation, fuel and pumping services, as well as mobile sleeper units, showers, a mobile command center and an aviation trailer immediately following hurricane.	N/A	9/14/2008	9/30/2008	$573,000	Ancillary Services	Jerry Jones	EC	4096261723;	jjones@bridgecitytex.com
Nome	TX	Hurricane Ike	Supplied emergency power generation immediately following landfall of hurricane Ike.	N/A	9/14/2008	9/28/2008	$48,000	Ancillary Services	David Studdert	EC	(409) 656-0946	davidstuddert@hotmail.com
Beaumont	TX	Hurricane Ike	Supplied 7 emergency power generators immediately following hurricane.	N/A	9/12/2008	10/1/2008	$260,000	Ancillary Services	Tim Ocnsachek	Sgt. EC	(409) 466-5117	tocnaschek@ci.beaumont.tx.us
Victoria	TX	Hurricane Ike	Supplied 5 emergency power generators and 200 cots directly following hurricane.	N/A	9/10/2008	9/24/2008	$235,000	Ancillary Services	David Martyn	City Commissioner	(361) 575-0651	dmartyn@victoriatx.org
Wharton County	TX	Hurricane Ike	Supplied emergency power generation immediately following hurricane.	N/A	9/10/2008	9/24/2008	$25,000	Ancillary Services	Andy Kirkland	EC	(979) 532-2541	andy.kirkland@co.wharton.tx.us
Hidalgo County	TX	Hurricane Dolly	AshBritt collected, processed and disposed of approximately 650,000 cy of disaster debris, utilizing multiple local subcontractors for Hidalgo County, TX due to Hurricane Dolly. Debris collected within the county was temporarily stored and processed at multiple AshBritt established local DMS sites, which also processed debris brought in by outside contractors. Relocated approximately 350 million gallons of flood water utilizing vac trucks and hydraulic pumps.	N/A	7/25/2008	11/24/2008	$11,600,000	645,000 cubic yards	Raul Lozano	Administrative Director	(956) 975-8044	raul.lozano@hidalgocountyjudge.com
Miami Beach	FL	Hurricane Wilma	Waterway debris removal including vegetation, C & D and vessels following Hurricane Wilma via mechanical dredging.	N/A	6/27/2006	7/27/2006	$331,271	Waterway Debris Mission	Fred Beckman	Director of Public Works	(305) 673-7080	fbeckmann@miamibeachfl.gov
Oakland Park	FL	Hurricane Wilma	Waterway debris removal from two waterways following Hurricane Wilma.	N/A	6/27/2006	7/27/2006	$115,000	Waterway Debris Mission	Dave Womax	Public Works Director	(954) 561-3280	davew@oaklandparkfl.org
Weston	FL	Hurricane Wilma	Waterway debris removal from waterways after Hurricane Wilma.	N/A	6/27/2006	7/27/2006	$100,000	Waterway Debris Mission	Brad Kaine	Public Works Director	(954) 410-7269	bkaine@westonfl.org
Weston	FL	Hurricane Wilma	AshBritt collected, processed and disposed of approximately 244,396 cy of disaster debris, utilizing 166 collection trucks for the City of Weston. Debris collected within the City was temporarily stored and processed at AshBritt's Broward County DMS site.	N/A	11/2/2005	3/2/2006	$3,500,000	244,396 cubic yards	Brad Kaine	Public Works Director	9544107269l	bkaine@westonfl.org
Broward County Facilities Dept.	FL	Hurricane Wilma	Removed vegetative debris from Broward County facilities and transported to Broward County based DMS.	N/A	11/1/2005	2/1/2006	$589,007	6,594 cubic yards	Sherrie Dunleavy		(954) 357-5612	sdunleavey@broward.org
Miramar	FL	Hurricane Wilma	Collected debris from the right of way.	N/A	11/1/2005	12/15/2005	$125,800	9,866 cubic yards	Ralph Trapani	Solid Waste Manager	(954) 883-6832	rtrapani@ci.miramar.fl.us
St. Lucie County	FL	Hurricane Wilma	Collected debris from the right of way and transported to a DMS. Due to citrus canker being present in the area, vehicles were sprayed upon arrival to the DMS.	N/A	10/31/2005	1/11/2006	$2,684,092	100,481 cubic yards	John Frank	Engineering	(772) 462-2097	FrankJ@stlucieco.gov
Port St. Lucie	FL	Hurricane Wilma	Collected debris from the right of way and transported to a DMS. Due to citrus canker being present in the area, vehicles were sprayed upon arrival to the DMS.	N/A	10/31/2005	12/20/2005	$2,501,663	104,633 cubic yards	Larry Nadeau		(772) 871-5104	LNadeau@cityofpsl.com
Sunrise	FL	Hurricane Wilma	AshBritt collected and processed 199,548 cy of disaster debris, utilizing 163 trucks. Overall, 5,609 loads were managed for both debris collection and disposal. Debris was disposed of at 3 final disposal sites.	N/A	10/29/2005	4/20/2006	$2,900,000	199,548 cubic yards	Richard Salamon		(954) 801-1313	rsalamon@cityofsunrise.org
Parkland	FL	Hurricane Wilma	AshBritt collected and processed 244,911 cy of disaster debris, while disposing of over 62,000 cy of reduced vegetative waste and C&D. AshBritt managed one DMS site. Debris was reduced by grinding. Over 7,240 loads were managed for both debris collection and disposal, utilizing 88 collection trucks and 68 disposal trucks. Debris was disposed of at two final disposal sites.	N/A	10/29/2005	3/2/2006	$6,000,000	244,911 cubic yards	Jim Berkman		(954) 757-4121	jberkman@cityofparkland.org
Boca Raton	FL	Hurricane Wilma	AshBritt collected and processed over 640,000 cy of disaster debris, while disposing of over 215,816 cy of reduced vegetative waste and C&D. AshBritt managed 1 DMS site. Debris was reduced by grinding. Over 18,250 loads were managed for both debris collection and disposal, utilizing 172 collection trucks and 128 disposal trucks. Debris was disposed of at 2 final disposal sites.	N/A	10/29/2005	2/12/2006	$16,900,000	642,274 cubic yards	Judy Ahern	Operations Manager	(561) 416-3384	jahern@ci.boca-raton.fl.us
Coral Gables	FL	Hurricane Wilma	AshBritt collected and processed 213,948 cy of disaster debris, while disposing of over 56,400 cy of reduced vegetative waste and C&D. AshBritt managed 2 DMS sites. Debris was reduced by grinding. 4,950 loads were managed for both debris collection and disposal, utilizing 55 collection trucks and 51 disposal trucks. Debris was disposed of at 2 final disposal sites.	N/A	10/29/2005	1/29/2006	$6,057,000	213,948 cubic yards	Dan Keys	Director Public Services	(305) 460-5130	dkeys@coralgables.com
Broward County	FL	Hurricane Wilma	AshBritt collected/hauled a combined 228,000 cy of debris for Broward County, Broward Facilities, and Broward Highways and Bridges, using 187 trucks. We also managed 2 County TDSR sites, each of which accepted debris from municipalities within the County, including debris collected from other contractors. AshBritt was responsible for processing, reducing and disposing a total of 2,393,299 cy of debris, utilizing over 450	N/A	10/28/2005	2/25/2006	$28,005,753	204,105 cubic yards	Rahm Tewari		(954) 577-2394	RTEWARI@broward.org
Plantation	FL	Hurricane Wilma	Cut and toss, removal and disposal, and mechanical dredging of hazardous trees and other debris in designated areas in and adjacent to canals, and other items as specified. Repair and restoration of affected areas.	N/A	10/28/2005	2/12/2006	$7,274,000	Waterway Debris Mission	Frank DeCelles	Public Works Director	(954) 452-2536	FDeCelles@plantation.org

Client	ST.	Event	Description of Services Provided	Response Time	Start Date	End Date	Final Project Cost	Contract Details	Point of Contact	Title	Phone Number	Email
Plantation	FL	Hurricane Wilma	AshBritt collected, processed and disposed of 366,551 cy of disaster debris, utilizing 160 collection trucks for the City of Plantation. 12,681 loads of debris were collected and hauled. Debris collected within the City was temporarily stored and processed at AshBritt's Broward County DMS site.	N/A	10/28/2005	2/1/2006	$7,274,000	366,551 cubic yards	Frank DeCelles	Director of Public Works	(954) 452-2536	fdecelles@plantation.org
Davie	FL	Hurricane Wilma	AshBritt collected 593,789 cy of disaster debris, utilizing 180 trucks. Overall, 16,617 loads were managed for debris collection. Debris was stored and processed at AshBritt's Broward County DMS site.	N/A	10/23/2005	2/18/2006	$8,436,000	593,789 cubic yards	Bruce Bernard	Public Works Director	(954) 797-1245	Bruce_bernard@davie-fl.gov
Collier County	FL	Hurricane Wilma	AshBritt collected and processed 1,278,000 cy of disaster debris from the right of way in Collier County, Marco Island and The City of Naples while disposing of 344,000 cy of reduced vegetative waste and C&D. AshBritt managed 6 DMS sites. Debris was reduced by grinding and compaction. Overall, more than 34,000 loads were managed for both debris collection and disposal, utilizing 614 collection trucks and 216 disposal trucks. Debris was disposed of at 11 final disposal sites, many of which were for beneficial use application of reduced vegetative debris (agricultural and power cogeneration). AshBritt also supplied emergency power, emergency containment for petroleum releases, and vacuum truck service to the County.	N/A	10/23/2005	2/16/2006	$24,300,000	1,278,000 cubic yards	Daniel Rodriguez	SWM Department	(239) 732-2508	danrodriguez@colliergov.net
Oakland Park	FL	Hurricane Wilma	Right of way debris collection, debris reduction, haul out and disposal.	N/A	10/1/2005	2/1/2006	$4,026,352	151,906 cubic yards	Dave Womax	Public Works Director	(954) 561-3280	davew@oaklandparkfl.org
Cooper City	FL	Hurricane Wilma	Collected debris from the right of way and transported to Broward County DMS. Removed hazardous leaners and hangers.	N/A	10/1/2005	2/1/2006	$3,659,105	217,464 cubic yards	Carl Miller	Director of Public Works	(954) 434-2300	cmiller@coopercityfl.org
Dania Beach	FL	Hurricane Wilma	Collected debris from the right of way and transported to Broward County DMS.	N/A	10/1/2005	2/1/2006	$1,488,572	98,144 cubic yards	Leo Williams	Public Works Director	(954) 651-5031	
Miami Beach	FL	Hurricane Wilma	ROW debris collection including vegetative and C&D material. Operated a DMS, hauled out reduced material and disposed of it.	N/A	10/1/2005	2/1/2006	$331,271	135,825 cubic yards	Fred Beckman	Director of Public Works	(305) 673-7080	fbeckmann@miamibeachfl.gov
Homestead	FL	Hurricane Wilma	Collected debris from the ROW, managed a DMS and reduced debris.	N/A	10/1/2005	12/1/2005	$1,788,697	78,836 cubic yards	Julio Brea	Public Works Director	(305) 224-4772	jbrea@cityofhomestead.com
Gulfstream	FL	Hurricane Wilma	Collected debris from the right of way.	N/A	10/1/2005	12/1/2005	$180,459	10,670 cubic yards	Bill Thrasher	Administrator	(561) 276-5116	bthrasher@gulf-stream.org
Broward County Highways and Bridges Dept.	FL	Hurricane Wilma	Collected debris from the right of way and transported to Broward County DMS.	N/A	10/1/2005	11/1/2005	$481,148	26,704 cubic yards	Landry Elliott	Highways and Bridges Department Manager	(954) 974-4100	lelliott@broward.org
Homestead	FL	Hurricane Katrina	Collected debris from the right of way and transported to DMS. Operated DMS to reduce and haul off the material.	N/A	9/6/2005	9/16/2005	$273,766	12,834 cubic yards	Julio Brea	Public Works Director	(305) 224-4772	jbrea@cityofhomestead.com
Davie	FL	Hurricane Katrina	Collected debris from the right of way and transported to Broward County DMS for reduction and disposal.	N/A	9/1/2005	9/15/2005	$549,321	43,280 cubic yards	Bruce Bernard	Public Works Director	(954) 797-1245	Bruce_bernard@davie-fl.gov
US Army Corps of Engineers	Multi	Hurricane Katrina	AshBritt was the Initial Response contractor for both Louisiana (LA) and Mississippi (MS). Within the first 30 days following contract activation, AshBritt initiated debris removal operations in 11 LA jurisdictions assigned by task order from the USACE and was tasked to service 16 separate jurisdictions in MS, covering over 8,400 square miles and over 175 miles inland. AshBritt identified and designated collection zones in each jurisdiction. We sourced, retained and assigned subcontractors for all collection zones. Of vital importance to the mission, AshBritt provided emergency quarters and hygiene facilities for more than 300 government personnel, as well as established a commissary that served more than 10,000 meals. In LA, we provided over 50,000 gallons of emergency diesel fuel for initial operations, avoiding any equipment downtime. We also developed and staffed 26 TDSR sites throughout the affected areas and had collected and hauled over 1,000,000 cy of debris in less than 5 weeks. Additionally, we removed 19 tons of putrefied food from commercial cold storage facilities in Orleans Parish. In MS, we collected, hauled and processed approximately 21 million cubic yards of vegetative debris and wreckage, staffing, managing and operating 52 temporary debris processing sites. Specifically, we hauled over 700,000 loads of debris, using approximately 12,400	N/A	9/1/2005	8/28/2006	$650,000,000	21,500,000 cubic yards	Joan Arnold	Contracting Officer	(337) 281-5092	missy.k.arnold@mvk02.usace.army.mil
Weston	FL	Hurricane Katrina	Collected debris from the right of way and transported to debris management site.	N/A	8/30/2005	9/23/2005	$12,602	1,980 cubic yards	Brad Kaine	Director of Public Works	(954) 410-7269	bkaine@westonfl.org
Broward County	FL	Hurricane Katrina	Collected debris from the right of way in unincorporated Broward County. Operated central DMS for Broward County.	N/A	8/30/2005	9/21/2005	$3,083,848	24,020 cubic yards	Peter Foye	Waste and Recycling Division	(954) 765-4202	pfoye@broward.org
Miami Lakes	FL	Hurricane Katrina	Collected debris from the right of way and transported directly to the final disposal site.	N/A	8/30/2005	9/3/2005	$105,006	9,097 cubic yards	Alex Rey	Town Manager	(305) 364-6100	
Cooper City	FL	Hurricane Katrina	Collected debris on the ROW and transported to Broward County DMS for processing and disposal.	N/A	8/29/2005	10/10/2005	$286,204	13,315 cubic yards	Carl Miller	Director Public Works	(954) 434-2300	cmiller@coopercityfl.org
Dania Beach	FL	Hurricane Katrina	Collected debris from the right of way and transported to Broward County DMS for reduction and disposal.	N/A	8/29/2005	10/3/2005	$385,460	25,235 cubic yards	Leo Williams	Public Works Director	(954) 651-5031	lwilliams@ci.dania-beach.fl.us
Plantation	FL	Hurricane Katrina	Collected debris from the right of way and transported to Broward County DMS where material was reduced and disposed of.	N/A	8/29/2005	9/21/2005	$843,676	59,084 cubic yards	Frank DeCelles	Director of Public Works	(954) 452-2536	fdecelles@plantation.org
Oakland Park	FL	Hurricane Katrina	Collected debris from the right of way and transported to DMS where material was reduced and disposed of.	N/A	8/29/2005	9/10/2005	$139,386	9,859 cubic yards	Dave Womax	Public Works Director	(954) 561-3280	davew@oaklandparkfl.org
Miami Beach	FL	Hurricane Katrina	Collected debris from the ROW and transported to DMS. Reduced debris at DMS and hauled off resulting material for disposal.	N/A	8/28/2005	9/20/2005	$1,274,258	42,392 cubic yards	Fred Beckman	Director of Public Works.	(305) 673-7080	fbeckmann@miamibeachfl.gov
Coral Gables	FL	Hurricane Katrina	AshBritt collected and processed 152,680 cy of disaster debris, while disposing of over 55,000 cy of reduced vegetative waste and C&D. AshBritt managed 1 TDSR site. Debris was reduced by grinding. Overall, over 4,002 loads were managed for both debris collection and disposal, utilizing 51 collection trucks and 29 disposal trucks. Debris was disposed of at 2 final disposal sites.	N/A	8/26/2005	10/7/2005	$4,450,000	152,680 cubic yards	Dan Keys		(305) 460-5130	dkeys@coralgables.com

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Escambia County	FL	Hurricane Ivan	Hazardous Tree Removal/Waterway Clearing. Hazardous tree mitigation removal, loading, burning and disposal. Vegetative debris removal via mechanical, hydraulic dredging. Repair and restoration of effected areas.	N/A	8/1/2005	9/1/2005	$3,500,000	Debris Management & Waterway Debris Mission	Bob McLaughlin	8505954946	(850) 595-4946	bob_mclaughlin@co.escambia.fl.us
Escambia County	FL	Hurricane Dennis	AshBritt collected and processed 699,936 cy of disaster debris, while disposing of over 299,000 cy of reduced vegetative waste and C&D. AshBritt managed 3 TDSR sites. Debris was reduced by grinding and burning. Overall, 20,665 loads were managed for both debris collection and disposal, utilizing 161 collection trucks and 73 disposal trucks. Debris was disposed of at 9 final disposal sites. A significant portion of reduced vegetative debris was diverted for beneficial use.	N/A	7/13/2005	10/19/2005	$10,400,000	699,936 cubic yards	Bob McLaughlin		(850) 595-4946	bob_mclaughlin@co.escambia.fl.us
Jefferson Parrish	LA	Hurricane Cindy	Initially provided hourly debris clearance services following landfall of Hurricane Cindy. Shifted to DMS management and debris reduction shortly thereafter.	N/A	7/5/2005	7/31/2005	$694,555	73,225 cubic yards	Dino Bonano		736-6615	DBonano@JeffParish.net
Escambia County	FL	Hurricane Ivan	Hazardous Tree Removal/Waterway Clearing. Cleared vegetative debris generated from Hurricane Ivan from Three Old Fannie Road Bridge, Pine Barren Creek, and Thompson Bayou via mechanical, hydraulic dredging.	N/A	6/27/2005	7/27/2005	$220,612	Debris Management & Waterway Debris Mission	Bob McLaughlin	County Administrator	(850) 595-4947	bob_mclaughlin@co.escambia.fl.us
San Diego County	CA	Fire Safety and Fuels Reduction/Hazard Mitigation	Removal, processing and lawful disposal of approximately 110,000 dead, dying and/or infested trees (Bark Beetle) over a 1,500 acre area. Work conducted using experienced manpower and heavy equipment and cranes via felling, climbing, chipping, and hauling to an approved final disposal sites.	N/A	6/1/2005	7/30/2005	$2,500,000	Mitigation Services	Tamara Ford	Purchasing	858 6942646	
Escambia County	FL	Hurricane Ivan	AshBritt collected and processed 2,356,984 cy of disaster debris, while disposing of over 1,053,000 cy of reduced vegetative waste and C&D. AshBritt managed 4 TDSR sites and 3 citizen drop-off sites. Debris was reduced by grinding, compaction and burning. Overall, 95,631 loads were managed for both debris collection and disposal, utilizing over 700 collection trucks and 350 disposal trucks. Debris was disposed of at 16 final disposal sites. A significant portion of reduced vegetative debris was diverted for	N/A	9/22/2004	5/31/2005	$44,000,000	2,356,984 cubic yards	Bob McLaughlin	County Administrator	(850) 595-4947	bob_mclaughlin@co.escambia.fl.us
Brevard County	FL	Hurricane Frances	AshBritt collected 377,560 cy of disaster debris, utilizing 215 trucks. Overall, 12,687 loads were collected and hauled to 6 final destination sites.	N/A	9/22/2004	11/30/2004	$8,250,000	377,560 cubic yards	Euri Rodriguez		321 6332042	euripides.rodriguez@brevardcounty.us
Fort Pierce	FL	Hurricane Frances	AshBritt collected and processed 253,668 cy of disaster debris, while disposing of approximately 219,609 cy of reduced vegetative waste and C&D. AshBritt managed 3 TDSR sites. Debris was reduced by grinding and compaction. Overall, 9,027 loads were managed for both debris collection and disposal, utilizing 191 collection trucks and 120 disposal trucks. Debris was disposed of at 3 final disposal sites.	N/A	9/18/2004	1/5/2005	$6,300,000	253,668 cubic yards	Bob Hood		772 4602200	bhood@city-ftpierce.com
Boca Raton	FL	Hurricane Frances	AshBritt collected 151,338 cy of disaster debris, utilizing 71 trucks. 1,239 loads were collected and hauled to 2 TDSR sites. Over 5,150 cy of debris was disposed of using 26 trucks.	N/A	9/7/2004	11/11/2004	$4,200,000	151,339 cubic yards	Judy Ahern	Operations Manager	561 4163384	jahern@ci.boca-raton.fl.us
Port St. Lucie	FL	Hurricane Frances	AshBritt collected and processed 533,407 cy of disaster debris, while disposing of over 150,000 cy of reduced vegetative waste and C&D. AshBritt managed 3 TDSR sites. Debris was reduced by grinding, compaction and burning. Overall, 18,100 loads were managed for both debris collection and disposal, utilizing over 200 collection trucks and 150 disposal trucks. Debris was disposed of at 5 final disposal sites. Portions of reduced vegetative debris were diverted for beneficial agricultural use and fuel source.	N/A	9/6/2004	4/20/2005	$14,400,000	533,407 cubic yards	Larry Nadeau	Emergency Management Director	772 8715100	lnadeau@cityofpsl.com
St. Lucie County	FL	Hurricane Frances	AshBritt collected 307,987 cy of disaster debris, utilizing 200 trucks. Overall, 9,239 loads were collected and hauled to 4 final destination sites.	N/A	9/6/2004	1/16/2005	$8,800,000	307,987 cubic yards	Don West	Public Works Director	(772) 462-2728 Ext 1707	buchananl@stlucieco.org
Orange County	FL	Hurricane Charley	AshBritt collected and processed 1,004,512 cy of disaster debris, while disposing of approximately 135,400 cy of reduced vegetative waste and C&D. AshBritt managed 7 TDSR sites. Debris was reduced by grinding and compaction. Overall, 41,683 loads were managed for both debris collection and disposal, utilizing over 500 collection trucks and 200 disposal trucks. Debris was disposed of at 5 final disposal sites. Portions of reduced vegetative debris were diverted for beneficial agricultural use and fuel source. In addition, AshBritt conducted emergency pumping operations and Vac truck catch basin and sewer	N/A	8/16/2004	3/31/2005	$25,300,000	1,004,512 cubic yards	Mark Massaro	Public Works Director	(407) 836-7900	mark.massaro@ocfl.net
Orlando	FL	Hurricane Charley	AshBritt collected and processed 404,215 cy of disaster debris, while disposing of approximately 112,000 cy of reduced vegetative waste and C&D. AshBritt managed 3 TDSR sites. Debris was reduced by grinding, compaction and burning. Overall, 16,764 loads were managed for both debris collection and disposal, utilizing over 350 collection trucks and 150 disposal trucks. Debris was disposed of at 3 final disposal sites. Portions of reduced vegetative debris were diverted for beneficial agricultural use and fuel source.	N/A	8/16/2004	2/26/2005	$8,800,000	404,215 cubic yards	Mike Carroll	Solid Waste Director	(407) 246-2314	mike.carroll@ci.orlando.fl.us
Charlotte County	FL	Hurricane Charley	AshBritt collected and processed 1,865,459 cy of disaster debris, while disposing of over 300,000 cy of reduced vegetative waste and C&D. AshBritt managed 4 TDSR sites. Debris was reduced by grinding, compaction and burning. Overall, 77,623 loads were managed for both debris collection and disposal, utilizing over 600 collection trucks and 200 disposal trucks. Debris was disposed of at 3 final disposal sites. Portions of reduced vegetative debris were diverted for beneficial agricultural use and fuel source. Additionally, AshBritt provided emergency dry-in services and roof tarping support for	N/A	8/15/2004	6/25/2005	$57,000,000	1,865,459 cubic yards	Alan Holbach	Maintenance Operations	(941) 575-3624	alan.holbach@charlottefl.com
Chowan County	NC	Hurricane Isabel	AshBritt conducted emergency response road clearance and debris collection for the County during the 70 hour emergency period. AshBritt collected 28,000 cy of debris, while disposing of 9,500 cy of reduced vegetative waste and C&D. Overall, 945 loads were managed for both debris collection and disposal, utilizing over 59 collection trucks.	N/A	9/1/2003	9/10/2003	$313,281	28,000 cubic yards	Patricia Madry		(252) 482-4365	patty.madry@ncmail.net

Client	ST.	Event	Description of Services Provided	Response Time	Start Date	End Date	Final Project Cost	Contract Details	Point of Contact	Title	Phone Number	Email
Edenton	NC	Hurricane Isabel	AshBritt conducted emergency response road clearance and debris collection for the City during the 70 hour emergency period. AshBritt collected 25,000 cy of debris, while disposing of 8,500 cy of reduced vegetative waste and C&D. Overall, 840 loads were managed for both debris collection and disposal, utilizing over 52 collection trucks.	N/A	9/1/2003	9/10/2003	$269,509	25,000 cubic yards	Ann Marie Knighton		(704) 866-6775	anne-marie.knighton@ncmail.net
Hampton	VA	Hurricane Isabel	AshBritt collected and processed approximately 2,200,000 cy of disaster debris, while disposing of over 750,000 cy of reduced vegetative waste and C&D. AshBritt managed 1 massive TDSR site in excess of 100 acres. Debris was reduced by grinding, compaction and burning. Overall, 6875 loads were managed for both debris collection and disposal, utilizing over 190 collection trucks and 85 disposal trucks. In addition, AshBritt removed over 1,400 hazardous trees under the imminent danger tree program, removed debris from sewers and catch basins throughout the City, provided emergency power to municipal buildings and lift stations, provided propane delivery as generator fuel the City EOC, provided technical assistance to the City as it relates to the Public Assistance	N/A	9/1/2003	3/1/2004	$23,809,544	552,484 cubic yards	Ted Henifin	Hampton Roads Sanitation District General Manager	(757) 727-6020	thenifin@hrsd.com
Hampton	VA	Imminent Danger Tree Program	Project Description: Mitigation, removal and disposal of hazardous hanging limbs, leaning trees, tree felling, stump excavation, tree and root grubbing, and site restoration.	N/A	9/1/2003	3/1/2004	$1,500,000	Debris Management	Ted Henifen	Hampton Roads Sanitation District General Manager	(757) 727-6346	thenifin@hrsd.com
Sumter	SC	Ice Storm	AshBritt collected and processed approximately 76,000 cy of disaster debris, while disposing of over 25,000 cy of reduced vegetative waste and C&D. AshBritt managed 3 TDSR sites. Debris was reduced by grinding, compaction and burning. Overall, 2,500 loads were managed for both debris collection and disposal, utilizing over 45 collection trucks. Portions of reduced vegetative debris were diverted for beneficial agricultural use and fuel source. Provided technical assistance to the City as it relates to the Public Assistance program categories A-G.	N/A	1/1/2003	3/1/2003	$837,035	76,000 cubic yards	Bobby Galloway		(803) 436-2329	
Sumter County	SC	Ice Storm	AshBritt collected and processed approximately 32,000 cy of disaster debris, while disposing of over 10,700 cy of reduced vegetative waste and C&D. AshBritt managed 3 TDSR sites. Debris was reduced by grinding, compaction and burning. Overall, 1,100 loads were managed for both debris collection and disposal, utilizing over 27 collection trucks. Portions of reduced vegetative debris were diverted for beneficial agricultural use and fuel source. Provided technical assistance to the County as it relates to the Public Assistance program categories A-G.	N/A	1/1/2003	3/1/2003	$355,270	32,000 cubic yards	Bobby Galloway		(803) 436-2329	
Gastonia	NC	Ice Storm	AshBritt collected approximately 59,000 cy of disaster debris, utilizing 74 trucks. 1,239 loads were collected and hauled to 2 TDSR sites. Over 5,150 cy of debris were disposed of using 22 trucks.	N/A	12/1/2002	2/1/2003	$651,257	59,000 cubic yards	David Mitchell		(704) 866-6775	
Huntersville	NC	Ice Storm	AshBritt collected approximately 14,000 cy of disaster debris, utilizing 21 trucks. 466 loads were collected and hauled to 2 TDSR sites. Over 529 cy of debris were disposed of in an Final Disposal Site (FDS).	N/A	12/1/2002	2/1/2003	$158,796	14,000 cubic yards	Mark Settlemeyer		(704) 875-6541	
Cornelius	NC	Ice Storm	AshBritt collected approximately 14,000 cy of disaster debris, utilizing 26 trucks. 481 loads were collected and hauled to 1 TDSR sites. Over 541 cy of debris was disposed in	N/A	12/1/2002	2/1/2003	$155,749	14,000 cubic yards	Matthew Bulick		(704) 895-5212	
Southern Pines	NC	Ice Storm	AshBritt collected approximately 13,000 cy of disaster debris, utilizing 22 trucks. 406 loads were collected and hauled to 1 FDS site.	N/A	12/1/2002	12/30/2002	$147,865	13,000 cubic yards	Tim Allen		(910) 692-1983	allen@southernpines.net
Iberia Parish	LA	Hurricane Lili	AshBritt collected over 300,000 cubic yards of disaster debris including C&D and vegetation. Performed over 400 right-of-entries.	N/A	9/1/2002	11/1/2002	$3,464,926	315,000 cubic yards	Will Langlinais	Parish President	(337) 365-8246	llanglinais@iberiaparishgovernment.cor
Acadia Parish	LA	Hurricane Lili	AshBritt collected approximately 113,000 cy of disaster debris, consisting of vegetative and mixed debris. We assisted the Parish with emergency push operations and conducted hazardous stump and tree removal.	N/A	9/1/2002	11/1/2002	$1,244,284	113,000 cubic yards	John Quebodeaux		(337) 783-4357	
Scott	LA	Hurricane Lili	Managed recovery operations for City of Scott, LA including emergency road clearance and ROW debris collection.	N/A	9/1/2002	10/1/2002	$216,055	20,000 cubic yards	Hazel Myers		(337) 233-4130	hmyers@xspedius.net
Charles County	MD	EF5 Tornado	AshBritt removed more than 90,000 cy of disaster debris and in excess of 2,000 stumps.	N/A	5/1/2002	8/1/2002	$1,052,598	96,000 cubic yards	Stephen Staples		(301) 932-3450	stapless@charlescounty.org
LaPlata	MD	EF5 Tornado	Removed approximately 35,000 cy of disaster debris and 2,000 stumps.	N/A	5/1/2002	8/1/2002	$382,297	35,000 cubic yards	Robert Miller	Maryland Environmental Services	(410) 974-7254	
Kay County	OK	Ice Storm	AshBritt removed in excess of 150,000 cy of disaster debris. Debris was only vegetation. Significant hazardous tree work.	N/A	2/1/2002	6/1/2002	$1,734,987	158,000 cubic yards	Dee Scheiber		(580) 765-3237	
Blackwell	OK	Ice Storm	ROW Debris Collection/Disposal	N/A	2/1/2002	6/1/2002	$460,012	42,000 cubic yards	Terry Bonewell		(580) 363-7250	
Ponca	OK	Ice Storm	AshBritt removed in excess of 215,000 cy of disaster debris. Debris was mostly vegetative. Significant hazardous tree work performed.	N/A	2/1/2002	3/1/2002	$2,413,651	219,000 cubic yards	Gary Martin	City Manager	(580) 767-0339	citymanager@poncacity.net
Newkirk	OK	Ice Storm	AshBritt removed in excess of 45,000 cy of disaster debris. Debris was mostly vegetative. Hazardous tree work performed.	N/A	2/1/2002	3/1/2002	$508,635	46,000 cubic yards	Harold Harris		(580) 362-2117	blackwell-eoc@4grc.com
Bowie County	TX	Ice Storm	ROW Debris Collection/Disposal	N/A	12/1/2000	5/1/2001	$4,045,500	368,000 cubic yards	Judge J. Carlow	Judge	(903) 628-6718	
New Boston	TX	Ice Storm	ROW Debris Collection/Disposal	N/A	12/1/2000	5/1/2001	$511,826	47,000 cubic yards	Mayor J. Branson		(903) 628-5569	
Wake Village	TX	Ice Storm	ROW Debris Collection/Disposal	N/A	12/1/2000	5/1/2001	$363,969	33,000 cubic yards	Bob Long		(903) 838-0515	
Southern Pines	NC	Ice Storm	ROW Debris Collection/Disposal	N/A	2/1/2000	4/1/2000	$497,035	45,000 cubic yards	Tim Allen		(910) 692-1983	
Palm Beach County	FL	Hurricane Irene	ROW Debris Collection/Disposal	N/A	11/1/1999	12/16/1999	$1,280,740	116,000 cubic yards	John Archambo	Director of Collection Services	(561) 640-4000	jarchambo@swa.org
Brevard County	FL	Hurricane Irene	ROW Debris Collection/Disposal	N/A	11/1/1999	12/16/1999	$558,000	51,000 cubic yards	Peter Jurgel		(407) 984-8170	
Jupiter	FL	Hurricane Irene	ROW Debris Collection/Disposal	N/A	11/1/1999	12/1/1999	$246,000	22,000 cubic yards	Jeff Sabin		(561) 545-1327	
Boca Raton	FL	Hurricane Irene	ROW Debris Collection/Disposal	N/A	11/1/1999	12/1/1999	$174,551	16,000 cubic yards	Dan Moretti		(561) 393-7700	
Brevard County	FL	Hurricane Floyd	ROW Debris Collection/Disposal	N/A	9/1/1999	10/16/1999	$634,000	58,000 cubic yards	Peter Jurgel		(407) 984-8170	
Enfield	NC	Hurricane Floyd	ROW Debris Collection/Disposal	N/A	9/1/1999	10/1/1999	$315,000	29,000 cubic yards	Kim Harrison		(252) 445-3146	
Bladenboro	NC	Hurricane Floyd	ROW Debris Collection/Disposal	N/A	9/1/1999	10/1/1999	$68,000	6,000 cubic yards	Delane Jackson		(910) 863-3655	

Client	ST.	Event	Description of Services Provided	Response Time	Start Date	End Date	Final Project Cost	Contract Details	Point of Contact	Title	Phone Number	Email
Scotlandneck	NC	Hurricane Floyd	ROW Debris Collection/Disposal	N/A	9/1/1999	10/1/1999	$25,000	2,000 cubic yards	Russell Tudor		(252) 826-3152	
Midwest City	OK	EF5 Tornado	ROW Debris Collection/Disposal	N/A	5/1/1999	7/1/1999	$2,730,998	248,000 cubic yards	Tom Canfield		(405) 739-1207	
Newcastle	OK	EF5 Tornado	ROW Debris Collection/Disposal	N/A	5/1/1999	7/1/1999	$2,154,900	196,000 cubic yards	Liz Cooley		(405) 478-8833	
Monroe County	FL	Tropical Storm Mitch	ROW Debris Collection/Disposal	N/A	11/1/1998	5/1/1999	$2,500,000	227,000 cubic yards	Clark Lake	Director of Public Works	(305) 292-4432	
Monroe County	FL	Hurricane Georges	ROW Debris Collection/Disposal	N/A	9/1/1998	3/1/1999	$15,300,000	1,391,000 cubic	Clark Lake	Director of Public Works	(305) 292-4432	
Norfolk	VA	Hurricane Bonnie	ROW Debris Collection/Disposal	N/A	8/1/1998	10/1/1998	$1,100,000	100,000 cubic yards	Victor Sibal		(757) 664-4699	
DeKalb and Gwinnett Counties	GA	EF3 Tornado	ROW Debris Collection/Disposal	N/A	4/1/1998	9/1/1998	$3,500,000	318,000 cubic yards	Tom Black	Director of Public Works	(404) 371-4778	
Kissimmee	FL	EF2 Tornado	ROW Debris Collection/Disposal	N/A	1/1/1998	2/1/1998	$650,000	59,000 cubic yards	Chuck O'Hara		(407) 240-0044	
Raleigh	NC	Hurricane Fran	ROW Debris Collection/Disposal	N/A	9/1/1996	3/1/1997	$8,500,000	773,000 cubic yards	Director		(423) 688-8342	
Pensacola	FL	Hurricane Opal	ROW Debris Collection/Disposal	N/A	10/1/1995	4/1/1996	$1,700,000	155,000 cubic yards	Bragg Farmer		(850) 301-2801	
Pensacola	FL	Hurricane Erin	ROW Debris Collection/Disposal	N/A	8/1/1995	2/1/1996	$1,350,000	123,000 cubic yards	Bragg Farmer		(850) 301-2801	
Memphis	TN	Ice Storm	ROW Debris Collection/Disposal	N/A	10/1/1993	3/1/1994	$950,000	86,000 cubic yards			(901) 576-6851	

Ability to Manage Activation of Multiple Contracts

AshBritt has experience in successfully completing multiple mission activations throughout the U.S. across multiple states since our inception. Below is a clear representation of our proven capability and experience.

- 11 Jurisdictions in response to Hurricane Michael in 2018 (13,000,000 cubic yards to date)
- 4 Jurisdictions in response to USACE Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur Fire in 2017 (1,250,000 cubic yards/770,000 Tons)
- 70 Jurisdictions in response to Hurricane Irma in 2017 (10,700,000 cubic yards)
- 14 Jurisdictions in response to Hurricane Harvey in 2017 (1,700,000 cubic yards)
- 24 Jurisdictions in response to Hurricane Matthew in 2016 (5,700,000 cubic yards)
- 60 Jurisdictions in response to Hurricane Sandy in 2012 (3,500,000 cubic yards)
- 32 Jurisdictions in response to the MA Severe Storm and Snow Storm in 2011 (1,700,000 cubic yards)
- 17 Jurisdictions in response to CT Severe Storm and Snow Storm in 2011 (1,800,000 cubic yards)
- 24 Jurisdictions in response to Hurricane Wilma in 2005 – (4,800,000 cubic yards)
- 27 Jurisdictions in response to Hurricane Katrina in 2005 – 2006 (21,500,000 cubic yards)
- 8 Jurisdictions in response to Hurricane Charley, Frances, Jeanne – 2004 (4,800,000 cubic yards)

AshBritt's capacity to manage multiple contractual obligations in the event of a regional or statewide disaster for debris removal, management, and disposal services is evidenced above. Through our strict reporting and documentation guidelines and experience of conducting regional and statewide operations, AshBritt has gained the necessary capabilities and experience to handle multiple activations.

Our team is prepared to manage multiple contractual obligations simultaneously and at dispersed locations. Our many years of experience and successful performance in emergency response activities demonstrate AshBritt's effective integration and application of actual cost, schedule, and performance control standards. We understand it is imperative to oversee and integrate schedule and cost factors in the completion of all tasks. The procedures we have successfully utilized in the past will be applied to this effort.

We understand that overseeing a geographically dispersed portfolio of sites can create some unusual challenges. These challenges include communications, maintaining accurate information about facility requirements across the portfolio, and promoting consistent standards for evaluating needs. Keeping accurate, up-to-date information about the conditions of all sites is critical. We collect and archive all necessary information in a central database. For each location, we further breakout the level of data gathered according to its mission importance and condition. At the most fundamental level, we capture information such as location, use, facilities, and site size. At the sites, data analysis will improve the operational and financial management of the overall program. AshBritt will review existing alternate sites for debris management use during this contract.

Use of best professional judgment will be necessary to determine the ultimate disposition of collected material. We consider the number, type of sites, and transportation access that may be required. If more than one entity plans to use the site, the *wastes cannot be commingled and have to be delineated and separate from each other.* We suggest that each responsible party has a debris plan outlining how the debris should be handled and if it should be segregated curbside or at the DMS.

From logistical management to subcontractor management, and all other facets of debris management, AshBritt has proven that it is the leader in managing multiple large events throughout various regions of the United States.

References

AshBritt maintains a professional, positive relationship with all our clients. Below is a list of references for similar projects that can attest to our knowledge, quality of work, timeliness, diligence, and flexibility for disaster recovery and debris management services. Further, please feel free to contact any of our current or past clients as listed in our Experience Table for a reference and a more detailed account of our specific performance.

Collier County, FL – Dan Rodriguez, Director of Public Utilities
Phone: (239) 252-8330
Fax: (239) 252-3991
Email: Dan.Rodriguez@colliercountyfl.gov
Address: 3339 Tamiami Trail East, Suite 302, Naples, FL 34112
Project Term: SEPT 20, 2017 – 6/27/2018
Project Details: Hurricane Irma – 3,600,000 CY
Project Cost: $60,000,000
Reimbursed Amount: Project Worksheet still pending
Contract Dates: 01/12/2016 – 01/12/2021
AshBritt Key Personnel Responsible: Matt Gierden

Bay County, FL – Don Murray, General Services Director
Phone: (850) 248-8732
Email: dmurray@baycountyfl.gov
Address: 5304 Majette Tower Road
Panama City, FL 32404
Project Term: OCT. 11, 2018 – Ongoing
Project Details: Hurricane Michael – 8,500,000+ CY
Project Cost: $150,000,000 still ongoing
Reimbursed Amount: Project Worksheet still pending
Contract Dates: 07/21/2016 – 12/31/2021
AshBritt Key Personnel Responsible: Matt Gierden

City of Callaway – Eddie Cook, City Manager
Phone: (501) 605-2752
Email: citymanager@cityofcallaway.com
Address: 6601 East Hwy. 22
Callaway, FL 32404
Project Term: OCT. 11, 2018 – Ongoing Project Details: Hurricane Michael – 1,000,000+ CY
Project Cost: $15,000,000 still ongoing
Reimbursed Amount: Project Worksheet still pending
Contract Dates: 10/11/2018 – 12/31/2023
AshBritt Key Personnel Responsible: Matt Gierden, Bob Hewett

State of Connecticut – Dana Conover, Public Assistance Coordinator
Phone: (860) 883-3904
Fax: (850) 256-0877
Email: Dana.Conover@ct.gov
Address: DEMHS at DESPP - 111 Country Club Road Fl 3C Middletown, CT 06457
Project Term: October 29, 2011 – March 12, 2012
Project Details: Connecticut Severe Storm 2011 - 1,835,101 CY
Project Cost: $73,538,607
Reimbursed Amount: 100%
Contract Dates: 07/02/2014 – 06/30/2021
AshBritt Key Personnel Responsible: John Noble

Victoria, TX – Darryl, Lesak, Director of Environmental Services
Phone: (361) 485-3230
Fax: (361) 485-3534
Email: dlesak@victoriatx.org
Address: 700 Main Center, Victoria, TX 77901
Project Term: AUG 26, 2017 – DEC 12, 2017
Project Details: Hurricane Harvey - 393,000 CY
Project Cost: $5,743,700
Reimbursed Amount: Project Worksheet still pending
Contract Dates: 06/22/2015 – 06/22/2020
AshBritt Key Personnel Responsible: Rob Ray

Chatham County, GA – Marc Ginsberg, Debris Operations Project Manager
Phone: (912) 652-6867
Fax: (912) 652-6845
Email: MBGinsbe@chathamcounty.org
Address: 7226 Varnedoe Dr. PO Box 8161 Savannah, GA 31412
Project Term: OCT 18, 2016 – FEB 23, 2017
Project Details: Hurricane Matthew – 1,620,000 CY
Project Cost: $23,023,000
Reimbursed Amount: Project Worksheet still pending
Contract Dates: 10/11/2016 - 10/11/2019
AshBritt Key Personnel Responsible: Dow Knight

Reference Letters

**** Please see the following pages for AshBritt's Reference Letters ****

Collier County

Administrative Services Department
Bureau of Emergency Services Division

February 28, 2018

Ash Britt
Matt Gierden
Regional Manager
565 E. Eillsboro Blvd
Deerfield Beach, Fl 33441

Matt

Dear Manager Gierden:

I would like to take a moment to thank you and all your employees for going above and beyond your duties during hurricane Irma. Now that Collier County is under "blue skies" and things are slowly returning to normal, my staff, I and the citizens of Collier County graciously appreciate your generous support and assistance before, during and after hurricane Irma.

As the Director of Emergency Management, it is such a great feeling to know how resilient our community really is, and how everyone came out to support one another, especially during the trying times that presented during this devastating storm.

The generosity and support that you and your organization provided is greatly appreciated. It is businesses such as yours that have made Collier County a strong community that recovered quickly from this devastating storm. Collier County is a great place to live, work, and play, and through your hard work and support you have been a part of that effort.

Again, on behalf of my staff, I and the citizens of Collier County, thank you for your generosity of time, assistance and continued support.

Sincerely,

Dan E. Summers, CEM, FPEM
Director
Collier County Emergency Services

Collier County

Certificate of Appreciation to

Ash Britt

For your generous and professional assistance to the citizens of Collier County during Hurricane Irma
September 10, 2017

Leo E. Ochs, Jr., County Manager
Dan E. Summers, Collier County Emergency Management

Bureau of Emergency Services
BES
Emergency Management

SWA
SOLID WASTE AUTHORITY
YOUR PARTNER FOR
SOLID WASTE SOLUTIONS

February 21, 2018

To: Whom it May Concern

From: John Archambo, Director
Customer Relations

Subject: Ashbritt, Inc. Emergency Debris Management Services

Palm Beach County was impacted by Hurricane Irma on Sunday, September 10, 2017, which generated approximately 3 million cubic yards of storm debris to be collected, reduced and transported to a final disposal (recycling) destination.

The Solid Waste Authority of Palm Beach County (SWA) is the agency responsible for the cleanup of storm debris impacting the County. Ashbritt, Inc. played a key role removing, processing and transporting eligible storm debris material to a final destination in a very safe and timely manner. They also operated temporary debris disposal sites in a safe and efficient manner.

Ashbritt, Inc.'s constant communication before, during and after Hurricane Irma provided a true sense of confidence in the task before us. They are a proven and experienced disaster response team that will exceed a customer's expectations at every turn. Ashbritt, Inc.always provides a very high quality team of managers that communicate and organize an outstanding cleanup effort.

The Ashbritt, Inc.team are also well aware of all FEMA eligibility requirements, responding immediately to any and all challenges presented during a natural disaster.

It is truly a pleasure working with the Ashbritt, Inc.team and I can assure you this company will not disappoint.

You may feel free to contact me at 561-697-2700, ext 4725 if you require any further information.

7501 North Jog Road, West Palm Beach, Florida 33412 • (561) 640-4000 • FAX (561) 640-3400
Customer Information Services: (561) 697-2700 • Toll-Free: 1 (866) 792-4636

Recycled Paper

MIRACK CONSTRUCTION

January 10, 2018

RE: Letter of Recommendation for

AshBritt, Inc.
ATTN: Brittany Perkins, Chief Executive Officer
565 East Hillsboro Boulevard
Deerfield Beach, FL 33441

To Whom It May Concern:

Mirack Construction, Inc. (Mirack) is writing to recommend AshBrit, Inc. (AshBrit) as a General Contractor based on our recent experience on the Santa Rosa Fire Cleanup Project. Founded in 2009, Mirack is a Minority-Owned Small Disadvantaged SBA 8(a) and CALTRANS certified DBE general contractor. With a highly skilled and experienced staff of 35 full time employees, Mirack has completed over 100 contracts to date, contracts including Multiple Award Construction Contacts (MACCs and MATOCs) for the U.S. Army Corps of Engineers, Department of Homeland Security, U.S. Navy, U.S. Air Force and the Department of Veterans Affairs. Mirack is a licensed contractor, local to the State of California, and is currently on its fifth year in the SBA 8(a) program.

AshBritt sought and incorporated my business into its work in Northern California and provided Mirack the opportunity for small business to compete immediately adjacent to big business throughout the Santa Rosa debris recovery efforts. The Northern California debris recovery project has been an economic development driver for Mirack. We have been able to deeply invest in safety gear, demolition equipment and personnel training where Mirack can now provide a very substantial emergency response effort.

AshBritt insisted on Safety First and encouraged the strictest guidelines in the industry. Ashbritt's Safety Officers were hands-on and displayed a real concern for Mirack's employees and overall public safety. Operational and upper management always had an open-door policy for Mirack, including Saturday and Sundays. They also encouraged Mirack to pay forward our opportunity by fostering the participation of Veterans and local fire victims. AshBritt orchestrated a win-win by fitting contractors with particular attributes for specific properties, avoided unnecessary congestion, and overall created a safe and productive project. As work progressed and field operations gained unique local experience, Ashbritt was very open to suggestions and responsive to changing conditions. AshBritt's record keeping was outstanding (matched every ticket), and payment to Mirack was timely.

We look forward to maintaining a productive and successful relationship. It was a great pleasure to be part of the AshBritt/Corps/FEMA Team and I am very pleased to offer the highest recommendation for AshBritt, Inc.

Sincerely,

Anthony C. Cortabitarte
President

CITY OF HOLLY HILL

The City with a Heart

1065 Ridgewood Avenue ♥ Holly Hill, Florida 32117

www.hollyhillfl.org

Building, Zoning, Licensing & Inspections
386-248-9442
Fax 386-248-9498

City Clerk
386-248-9441
Fax 386-248-9448

City Manager
386-248-9425
Fax 386-248-9448

Economic Development
386-248-9444
Fax 386-248-9446

Finance
386-248-9427
Fax 386-248-9497

Human Resources
386-248-9440
Fax 386-248-9448

Information Technology
386-248-9459
Fax 386-248-9448

Public Works
386-248-9463
Fax 386-248-9499

Utility Billing
386-248-9432
Fax 386-248-9458

Mayor & City Commission
386-248-9441
Fax 386-248-9448

July 13, 2017

Mr. Ralph Dahlgren
Ash Britt Environmental
565 East Hillsboro Blvd.
Deerfield Beach, Florida 33441

Re: Letter of Recommendation

Dear Ralph,

I want to take this opportunity to thank you and all those involved with Ash Britt Environmental for the fantastic job done cleaning up our City as a result of Hurricane Matthew.

Prior to the storms arrival on Friday October 7, 2016, you maintained contact with me to let me know you were closely monitoring Matthew's storm track and that Ash Britt Environmental was ready and prepared to assist our City when called upon. As it became evident that Holly Hill was in the direct path of the storm, our contract with you was activated and true to your word you arrived the next day.

Beginning with the 72 hour push and continuing right on through until the last limb was picked up, Ash Britt Environmental was on the job every single day. For more than 3 months, working 7 days a week sun up to sun down, your crews worked diligently removing debris expeditiously and efficiently. The debris was hauled to our Debris Management Site (DMS) where it was ground and chipped to be hauled to its final resting place. I especially want to thank Mr. John Nobile Sr. for his efforts overseeing the DMS operations and his coordination with City Staff working to clean our City.

I greatly appreciate the hard work and dedication of Ash Britt Environmental assisting in our recovery from Hurricane Matthew and would not hesitate to utilize your services again if necessary. Thanks again for everything you do!

Sincerely,

Mark T. Juliano, PWLF
Public Works Director
The City of Holly

BEAUFORT COUNTY PUBLIC WORKS
Solid Waste and Recycling
120 Shanklin Road
Beaufort, South Carolina 29906
Voice (843) 255-2800 Facsimile (843) 255-9435

July 17, 2017

Mr. John Noble
Ashbritt Environmental Inc.
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

Dear Mr.Noble:

I am writing to express my appreciation for the performance of the entire team from Ashbritt in the marine debris removal operations for Hurricane Matthew. As our marine debris removal firm the level of support and professional performance provided has been outstanding. My direct points of contact with your firm were Project managers Dan Strode at the beginning and Blake Riley. Both supported the County in an outstanding manner. They are both professional in all respects and helped to establish a high standard for compliance. On a personal level, Blake was extremely responsive to answer any questions and provide the assistance I required. As the Debris Manager I am not exaggerating when I state that without his diligence, knowledge, and ability to gain the cooperation within the team we would not have been as effective. I am sure you are aware of the challenges presented in just dealing with 6-8 foot tide changes every 6 hours. All observers of our operation remarked that "Beaufort County had their operation together". Blake played a huge part in making that happen.

Providing Ralph Dahlgren to assist with the process allowed the County to get a jump on a difficult task. Ralph provided essential high level technical support and coordination for the debris removal operation. His experience and knowledge enabled the entire team to work seamlessly. His professionalism, personality and ability to communicate with our citizens kept things moving smoothly. Ralph handled the most difficult situations with ease which I sincerely appreciated. His ability "To Make the Noise Stop" was exceptional. I would also be remiss if I did not mention your safety officer Brett Postelli who did an outstanding job in all respects.

Bottom line, Ashbritt did an exceptional job and I am thankful for each member of your team. You completed a very difficult project with superlative results and continue to provide us with excellent customer service. I am forwarding a copy of this letter to our Administration and Purchasing Department for future reference.

Regards

James S. Minor Jr.

JAMES S. MINOR, JR
SOLID WASTE / DEBRIS MANAGER

JAMES W. CAMPO, CFP
Mayor

PAUL LUGER
Vice Mayor

VINCENT N. BARILE
Commissioner

FRANK FENDER
Commissioner

DAN MORRIS
Commissioner

TOWN OF SEWALL'S POINT

PAMELA MAC'KIE WALKER
Town Manager

LAKISHA Q. BURCH, CMC
Town Clerk

TINA CIECHANOWSKI
Chief of Police

JOHN ADAMS
Building & Facilities Director

April 21, 2017

Mr. Randal Perkins
AshBritt Environmental
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

Re: Mr. Chris Holsinger

Dear Mr. Perkins:

As you know, the Town of Sewall's Point recently utilized the services of AshBritt Environmental for the cleanup of our town following Hurricane Matthew. We are very grateful for the services performed by your company, but particularly appreciate of the guidance and expertise we received from Mr. Chris Holsinger.

Having served in various executive capacities in local and regional government agencies for many years, I have had the opportunity to work with many knowledgeable professionals in a wide variety of capacities. Mr. Holsinger's expertise and proficiency, however, were notably remarkable. In every conversation with Chris, with every problem or concern that arose, Chris had the solution. And not only did he know the answer, he could quote the section and verse of the code that supported his position.

In the pitfall-laden world of FEMA reimbursement, having a person with the knowledge and expertise of Chris Holsinger was immeasurably reassuring. I could not let the opportunity pass to commend you for providing such outstanding service to the Town of Sewall's Point, and to congratulate you on having a consummate professional in the person of Chris Holsinger representing your company during the challenging times of disaster recovery.

Very truly yours,

Pamela Mac'Kie Walker
Town Manager

One South Sewall's Point Road, Sewall's Point, Florida 34996
Town Hall (772) 287-2455 • Fax (772) 220-4765 • E-Mail: pwalker@sewallspoint.org
Police Department (772) 781-3378 • Fax (772) 286-7669 • E-Mail: sppd@sewallspoint.org

SCDOT
South Carolina
Department of Transportation

March 17, 2017

AshBritt, Inc.
565 E. Hillsboro Blvd.
Deerfield Beach, Florida 33441

Subject: AshBritt's Past Performance Providing Disaster Debris Management to the South Carolina Department of Transportation

To Whom It May Concern:

In October of 2016, Hurricane Matthew brought high winds and heavy rainfall to South Carolina. The effects of this hurricane resulted in flooding and wind damage resulting in many downed trees; breached dams; and rivers that burst their banks washing away roads, bridges, and flooding homes. As a result, the South Carolina Department of Transportation (SCDOT) activated AshBritt's pre-positioned contract for Disaster Recovery Assistance to provide debris management services to Dillon, Dorchester, and Marlboro counties.

AshBritt quickly mobilized and began debris management operations. The project team was accessible, responsive, knowledgeable, and professionally implemented a recovery plan. The AshBritt team has been flexible and able to address evolving project plans, and successfully executed the scope of work in each assigned county.

We appreciate AshBritt's continued support with post-event clean-up and are pleased to have them as a part of our disaster response and recovery team. Please feel free to use this letter as a positive recommendation attesting to AshBritt's ability to successfully provide disaster debris management services.

Sincerely,

David B. Cook, PE
State Maintenance Engineer
(803) 737-1290

February 24, 2017

Dear Sir/ Madam,

I am writing this letter to recommend the services of AshBritt. During this past hurricane season we were hit by Hurricane Matthew. It had a serious impact on our community and brought significant damage to the City.

From the beginning, AshBritt was knowledgeable and helpful with many aspects of reimbursement through FEMA. Specifically, Dow Knight made sure we were on the path to have things done right the first time. He assisted greatly in the finalization of our contract and worked tirelessly to get the ball rolling.

AshBritt sent professionals to work in our community. They were adamant about being notified of any concerns and never complained when we sent more work their way. Project managers were diligent about checking in and keeping us up to date with progress. AshBritt fulfilled each detail of their contract and went above and beyond with their service. If you need a disaster professional, then I would highly recommend them to you.

Best Regards,

Matthew E. Saxon

Matthew E. Saxon

Assistant City Manager

City of Pooler

CHATHAM COUNTY
DEPARTMENT OF PUBLIC WORKS

Robert W. Drewry
Director

William E. Wright
Deputy Director

March 30, 2017

Mr. John Noble
AshBritt Inc.
565 E. Hillsboro Boulevard
Deerfield Beach, FL 33441

Dear Mr.Noble,

On October 11, 2016 Chatham County issued your Notice to Proceed to remove debris as a result of Hurricane Matthew. Your company deployed resources immediately and when all was said and done, AshBritt collected and processed more than 1.6M cubic yards of vegetative debris over a 130 day period. The volume of debris from this storm far exceeded our expectations.

Chatham County was extremely pleased with the response from AshBritt. Project Manager Dow Knight was always professional, thorough, organized and responsive. As you know, demands and expectations from the public are high during difficult situations. Under immense pressure AshBritt remained respectful and steadfast from beginning to end.

On behalf of Chatham County, I thank you for the work AshBritt performed for our citizenry and I appreciate the significant amount of work it took to complete this project.

Sincerely,

Robert W. Drewry

"Dedicated and Committed"

P.O. Box 8161• Savannah, GA • 31412 • (912) 652-6840 • FAX (912) 652-6845
http://publicworks.chathamcounty.org

CHATHAM COUNTY
DEPARTMENT OF PUBLIC WORKS
AND PARK SERVICES

Robert w. Drewry
Director

William Wright
Deputy Director

February 9, 2017

Ash Britt

Re: Gratitude and Thanks

Ash Britt:

I am writing this letter to express my gratitude. Now that this experience is all but behind us, I have had a moment to reflect back at the work that you (Dow Knight) and Ash Britt have accomplished. I truly believe that Chatham County fared well due to you and the Ash Britt's teams extraordinary efforts. I know that it is truly a team effort. After seeing you and your crew in action it is easy to understand why you are regarded with such high standards. You have a way of working with everyone from the guys in the field all of the way up the department heads and even the commissioners when called upon.

It is evident that you are a seasoned vet and very knowledgeable within your area of expertise. It has been a pleasure working with you and Ash Britt. Although I hope that the County doesn't have to go through this again, I know that as long as Ash Britt and you are onboard the County will have nothing less than expedient first class service.

Thanks for all that you did for Chatham County and good luck with all of your endeavors.

Sincerely,
Marc Ginsberg
Debris Operations Project Manager
Chatham County Public Works

7226 Varnedoe Drive • P.O. Box 8161 • Savannah, Ga 31412-8161 • (912) 652-6840 • FAX (912) 652-6845

St. Johns County Board of County Commissioners

Public Works | Engineering Division

January 13, 2017

RE: Recommendation – AshBritt Environmental, Inc.

AshBritt Environmental, Inc.
565 East Hillsboro Blvd. Deerfield Beach, FL 33441
Re: Hurricane Matthew 2016 - 2017

I would be remiss if we did not take the time to commend your company and express how grateful and appreciative we are of the amazing operation your company ran here during Hurricane Matthew from October 2016 – January 2017

Ash Britt provided outstanding service during a time of urgency for our county after it was impacted by Hurricane Matthew. AshBritt Environmental worked quickly and efficiently to remove debris on the Right of Way, as well as worked diligently and carefully during a beach clean-up mission from the storm. AshBritt Environmental helped St. Johns County provide the most efficient and expeditious debris removal services to its residents.

Your assistance in our time of need meant a great deal not only to our Department but to our community as well. The clean-up efforts were overwhelming yet the competency, structure and organizational skills displayed by Ash Britt were excellent and helped our county return to its normal state as quickly as possible.

Sincerely,

Greg Caldwell, MPA
St. Johns County Public Works Department
Assistant Public Works Director
gcaldwell@sjcfl.us
Office: (904) 209-0132
Mobile: (904) 669-5221

Collier County

Public Utilities Department

Solid & Hazardous Waste Management Division

Company Name: ASHBRITT, INC.

Comments:

The Board of County Commissioners approved AshBritt, Inc. (AshBritt) as our primary contractor to provide disaster debris management and removal services for the 2016 hurricane season. AshBritt has been under contract with Collier County for eleven years.

Following Hurricane Wilma in 2005, AshBritt provided exceptional and professional post-disaster debris collection, monitoring, and disposal services. The county was divided into 58 work zones. Debris was collected and disposed of in full compliance with FEMA rules and regulations, qualifying Collier County for maximum reimbursement of federal and state emergency funds. The county's four temporary debris staging sites were reviewed and surveyed. A complete restoration of all four sites was done in a timely manner.

The collection and monitoring of approximately 1 million cubic yards of Hurricane Wilma-generated debris was completed in 45 days, with the debris staging sites cleared shortly thereafter. AshBritt provided an excellent FEMA liaison and worked effectively with FEMA representatives, operating within FEMA's guidelines to optimize the county's eligibility for reimbursement. AshBritt's cradle-to-grave contract price included stumps, collection, processing, and disposal. Following the project's final audit, Collier County received a reimbursement of $24 million, with only $1,000 ineligible.

AshBritt also provided exceptional and professional debris collection and removal services following Tropical Storm Fay in 2008, collecting and disposing of an estimated 20,000 cubic yards of debris at an estimated cost of $403,571.

AshBritt was deployed on January 17, 2016 for a severe wind storm event that unexpectedly hit Collier County during the pre-dawn hours of that day. AshBritt was outstanding and had skillful staffing quickly mobilizing the debris collection and removal, collecting and disposing of an estimated 25,000 cubic yards of debris at an estimated cost of $450,000.

Collier County Solid & Hazardous Waste Management

By: Sue Zimmerman

Sue Zimmerman, CPM, Planner

Colleton County
Office of the County Engineer
403 E. Washington St, Suite B
Walterboro, South Carolina 29488
Phone: 843-782-3104

October 6, 2014

Mr. Matt Gierden, Vice President
AshBritt, Inc
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

RE: Winter Storm PAX 2014

Dear Mr. Gierden,

On behalf of Colleton County, I extend our thank you and appreciation for the services provided by AshBritt, Inc amidst our time of emergency during the Winter Storm PAX which occurred in February 2014. In addition to the immediate disaster relief, I thank you for the continued clean-up efforts and coordination that took place over the following weeks.

It has been a long time since the County has experienced a natural disaster of this magnitude. Most of the personnel in leadership roles that were present during the last disaster are no longer with the County. Needless to say, there was a steep learning curve for us current County employees tasked with leading the relief efforts. I am most grateful and appreciative how AshBritt came along side our staff with support and direction, helping us navigate the detailed FEMA procedures required in order to later seek potential federal aid reimbursements for our clean-up efforts.

In addition to the debris management services, I am thankful for the coordination effort extended by AshBritt as we worked through payment. Colleton County is a large rural county with a small operating budget. The disaster and clean-up efforts from Winter Storm PAX were not a planned expenditure. AshBritt worked with the County as we sought federal reimbursement and reallocated funds from the operating budget to cover the incurred expenses.

In all, we are pleased with the excellent services provided and are confident we can rely on AshBritt in the wake of any future disaster.

Sincerely,

Jared Fralix

Jared Fralix, PE
County Engineer

Georgetown County
Department of Public Services
Innovative Leadership & Teamwork!

June 11, 2014

Mr. Matt Gierden, Vice President
AshBritt, Inc.
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

Re: Winter Storm PAX 2014

Dear Mr. Gierden:

Georgetown County would be remiss if we did not take the time to commend your company and express how grateful and appreciative we are of the amazing operation your company ran here during Winter Storm PAX in February 2014.

AshBritt provided outstanding service during a time of urgency for our county after it was impacted by damaging snow and ice. AshBritt worked quickly and efficiently to remove broken limbs and roadside debris, as well as worked diligently and carefully at cutting dangerous limbs left in trees from the storm. AshBritt helped us ensure and provide the most efficient and expeditious debris removal services to Georgetown County and its residents. Your assistance in our time of need meant a great deal not only to our Department but to our community as well. The clean-up efforts were overwhelming yet the competency, structure and organizational skills displayed by AshBritt were excellent and helped our county return to its normal state as quickly as possible.

Beyond Winter Storm PAX, AshBritt has provided excellent training services to us in the past and I feel confident that we can rely on AshBritt in the future. Thank you again for all of your support and efforts to keep our county safe.

Sincerely,

Ray C. Funnye, Director
Department of Public Services

Administration
108 Screven Street • PO Drawer 421270 • Georgetown, SC 29440
Phone: 843-545-3325 • Fax: 843-545-3648 • email: rcfunnye@gtcounty.org

CARL W. BLOCK
County Administrator

OFFICE OF THE
OCEAN COUNTY ADMINISTRATOR
P.O. BOX 2191 ★ 101 HOOPER AVENUE ★ ADMINISTRATION BUILDING
TOMS RIVER, NEW JERSEY 08754-2191

Telephone
(732) 929-2055
(732) 929-2147

July 15, 2013

Ash Britt Environmental
565 E. Hillsboro Blvd.
Deerfield Beach, FL 33441

To Whom It May Concern:

The Ash Britt Corporation was hired by Ocean County in November of 2012 to remove right-of-way debris and vegetative debris. Once contracted, they mobilized in a quick and efficient manner operating over 300 trucks per day, removing the right of way debris seven days a week. In total, they removed between one and a half to two million cubic yards of debris. Some of the constraints they faced, as in many major hurricanes, were damaged roads and no electricity for weeks in an area of Ocean County virtually destroyed. They were able to keep their operation focused and because of their quick removal of the debris, it allowed our utility companies the opportunity to repair and reenergize electrical lines, gas lines, etc. and for the County and towns to repair streets and roads. They communicated daily with a coordinator from each town that was in the County's Shared Services Agreement as well as the County itself. There were 20 temporary debris management areas they managed which helped organize and expedite the removal with eighteen different mayors plus the County. I received no complaints and only compliments about the efficiency and thoroughness of the physical debris operation. Answering the ultimate question if I was faced with the opportunity of hiring this firm again, yes I would do so.

If you have any further questions, please feel free to contact my office.

Very truly yours,

Carl W. Block
County Administrator

Holmdel Township

4 Crawfords Corner Road • Box 410
Holmdel, New Jersey 07733-0410

Tel: 732-946-2820

Fax: 732-946-0116

December 18, 2012

John Noble, COO
AshBritt, Inc.
565 East Hillsboro Boulevard
Deerfield Beach, FL 33441

Re: Super Storm Sandy Project
Holmdel Township, Monmouth County, NJ

Dear Mr. Noble:

As you know, AshBritt, Inc. was awarded the State Contract for the removal of all vegetative debris from the Township's rights-of-way following Super Storm Sandy. The project was deemed complete and acceptable at close of business December 17, 2012 by our Department of Public Works Superintendent, Jeffrey P. Smith, and your Project Manager, James "Buddy" Lofton.

The Township would be remiss if we did not take the time to advise you how grateful and appreciative we are of the amazing operation Buddy ran here in Holmdel. From the moment Buddy set foot in our municipal building we had the overwhelming sense that we were in good hands and he never disappointed us. For us, this project was overwhelming yet the competency, structure and organizational skills displayed by him was truly amazing to watch.

Our approved DEP site had multiple aspects going on at the same time which could have proved a disaster yet with his strong sense of leadership and diplomacy the project moved on without issue.

Buddy had great praise for the cooperation of our DPW Superintendent, the Deputy Superintendent and the entire DPW staff. Mr. Lofton and the Township of Holmdel developed quite a partnership; one which we believe helped to bring this project to completion ahead of schedule.

Once again, thank you for all your support and assistance.

Very truly yours,

Patrick Impreveduto

Patrick Impreveduto, Mayor
On Behalf of Holmdel Township Committee

Cc: Maureen Doloughty, Interim Township Administrator/Township Clerk
Dow Knight, Vice President
AshBritt, Inc., 700 Highway 70, Lakewood, NJ 08701
James "Buddy" Lofton, Project Manager

L-121812-ADM-Noble AshBritt-PI-df

JOSEPH H. MANCINI
MAYOR
Director of Public Affairs & Safety
JOSEPH P. LATTANZI
COMMISSIONER
Director of Revenue & Finance
RALPH H. BAYARD
COMMISSIONER
Director of Public Works,
Water/Sewer

Phone (609) 361-1000
Fax (609) 494-5421

LYNDA J. WELLS
MUNICIPAL CLERK

6805 Long Beach Boulevard
Brant Beach, New Jersey 08008

Website:
www.longbeachtownship.com

Mr. John Noble, C.O.O.
Ashbritt Environmental, Inc.
565 East Hillsboro Blvd.
Deerfield Beach, Florida 33441

October 31, 2013

Dear Mr. Noble:

As of today, Thursday, October 31, 2013, 3 outflows have been dredged by Ashbritt Environmental, Inc. in Long Beach Township.

On October 29, 2013, Superstorm Sandy came ashore in Long Beach Township. This storm consisted of high winds with an unprecedented storm surge, the dunes were breached by the ocean and in many areas the ocean met the bay. The full moon coupled with the forecast created Superstorm Sandy.

Ashbritt Environmental,Inc. was contracted to dredge the outflows. Their professionalism and experience, under the supervision of Jamie Robbins was outstanding. Jamie, the project manager, organized the dredging of the outflows. Working as a team with Long Beach Township, allowed the outflows to be dredged quickly and efficiently. Jamie's crews were easy to work with on a daily basis.

Jamie's confidence and knowledge in a disaster situation was impressive. We would undoubtedly recommend Ashbritt Environmental, Inc. and their staff to any municipality or agency requiring assistance with disaster recovery services.

Sincerely,

Andrew Baran, CPWM
Assistant Director, Department of Public Works

MANCHESTER TOWNSHIP
OFFICE OF EMERGENCY MANAGEMENT
1 COLONIAL DRIVE
MANCHESTER, NJ 08759
(732) 657-2009 x 4604 FAX (732) 657-8657

Coordinator: Arthur Abline e-mail aabline@manchestertwp.com
Deputy Coordinator: Marisa Wilkins e-mail mwilkins@manchestertwp.com

Website: http://www.manchestertwp.com

January 25, 2013

Mr. Bob Rolette
Ashbritt Environmental
565 East Hillsboro Blvd.
Deerfield Beach, Florida 33441

Re: Super Storm Sandy Vegetative Debris Removal

Dear Sir,

The Township of Manchester would like to acknowledge the completion of storm debris cleanup in the Township in accordance with the terms of the contract with the County of Ocean.

In addition, on behalf of the Township of Manchester, we would like to take this opportunity to thank you personally as the project manager for the work you did in removing the debris from Manchester Township following Super Storm Sandy. Although the County of Ocean issued the contracts, your cooperation to our suggestions and requests during the cleanup process were above reproach.

Thank you,

Elena Zsoldos
Business Administrator
Manchester Township

Arthur Abline
Emergency Management Coordinator
Manchester Township

CC: Mike Calavan. Tru North

Not an official document if watermark is not present

Township of Princeton

Municipal Building
400 Witherspoon Street
Princeton, NJ 08540-3496

Department of Public Works
Office of the Engineer
Telephone: (609) 921-7077
Fax: (609) 688-2026

ROBERT V. KISER, P.E.
Township Engineer

December 14, 2012

Ash Britt, Inc.
565 East Hillsboro Boulevard
Dearfield Beach, Florida

Attn: Mr. Terry Jackson

Dear Mr. Jackson,

I wish to thank you and the entire AshBritt firm for your assistance to the Township of Princeton over the past month in picking up the huge amounts of storm debris from the Township's over 100 miles of streets. Without Ash Britts's capable and professional assistance this could never been completed in such a timely manner.

Now that all debris has been picked up I wish to advise you that the AshBritt's crews and related equipment have completed the job and will no longer be needed as of the end of the day today, Friday December 14, 2012.

Thank you again for providing this very timely, well managed and professional service to Princeton Township.

Sincerely,

Robert V. Kiser, P.E.

Cc/rr: Kathy Monzo, Acting Administrator
Don Hansen, Superintendent of Public Works
Tom Crochet, Assistant Superintendent of Public Works
Ash Britt Crew Members

BOROUGH OF SEA BRIGHT

MONMOUTH COUNTY, NEW JERSEY
www.seabrightnj.org

BOROUGH OFFICES
1167 OCEAN AVENUE
SEA BRIGHT, N.J. 07760
TEL: (732) 842-0099
FAX: (732) 741-3116

January 24, 2013

John Noble, COO
AshBritt, Inc.
565 East Hillsboro Boulevard
Deerfield Beach, FL 33441

Re: Super Storm Sandy Debris Removal Operations
Borough of Sea Bright, NJ

Dear Mr. Noble:

As you know, the Borough of Sea Bright, NJ, executed a contract with AshBritt, Inc. for the removal of all C&D debris and sand from the Borough's rights-of-way following Super Storm Sandy. Our Superintendent of Public Works, Mark Philpot and your Project Manager, Michael Wyrick, deemed the project complete and acceptable at close of business January 12, 2012.

Throughout the course of operations, Michael worked closely with Mark and other Borough officials to provide the most efficient and expeditious debris and sand removal services to the Borough and its residents. Consequently, on behalf of the Borough of Sea Bright, I would like to commend you and the AshBritt team on a job well done.

Once again, thank you for all your support and assistance.

Very truly yours,

C. Read Murphy
Councilman, Borough of Sea Bright

Cc: Mayor Dina Long, Borough of Sea Bright
Mark Philpot, Superintendent of Public Works
Michael Wyrick, Project Manager

Telephone
(609) 597-1000 Ext. 8559
Fax
(609) 242-1622

TOWNSHIP OF STAFFORD

OCEAN COUNTY
260 EAST BAY AVE • MANAHAWKIN, NJ • 08050-3329

John Spodofora
Mayor
James Moran
Township
Administrator

January 14, 2013

Mr. Jamie Robbins, Proj. Mgr.
Ashbritt Inc.
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

Dear Mr. Robbins:

I would like to take this opportunity to thank Ashbritt and you personally for the outstanding job you have done in the debris removal process following Hurricane Sandy. As you are aware Stafford Township was devastated by this storm and, although we had made some strides toward recovery before engaging your company, it has been your efforts that have allowed us to turn the corner on the recovery process. Ashbritt has more than met our expectations in the clean-up process but beyond that it is the manner in which they did it that has made all the difference. Throughout the process your company has be thorough, efficient and ever mindful of the effect of this storm on our residents. It has been a pleasure to work with you and with Ashbritt throughout this process. Although I would hope that we would never again face such a tragedy I can say with absolute certainty that should such a tragedy befall Stafford Township again Ashbritt will be my first call for assistance.

It is with great pleasure that after careful inspection by representatives of the Township and yourself we are now able to release Ashbritt from all debris removal responsibilities in Stafford Township. Given that we still hold the permit for the TDMA we still need to close out that operation, however, based on our meeting on Friday the 11th of January I anticipate that we will be able to close out that operation within the week.

Thank you and Ashbritt for all your efforts on behalf of the citizens of Stafford Township. If there is ever anything that we can do to assist you or Ashbritt in the future please do not hesitate to contact me.

Very truly yours,

James A. Moran
Administrator

JAM/jlg

Township of Tewksbury

Department of Public Works
165 Old Turnpike Rd.
Califon, New Jersey 07830
Tel: 908-439-0022
Fax: 908-439-9633

Date: January 30, 2013
To: Bob Hewett of AshBritt
From: Hayden Hull CPWM
Superintendent of Tewksbury Township Public Works
Regarding: Hurricane Sandy ROW & TDMS

Mr. Hewett,

I would like to thank you for a job well done. With your experience, and the experience of the contractors you provided we were able to form a team that expeditiously removed the ROW hazards left to us by Hurricane Sandy. Without the cooperation of the contractors and our DPW staff as monitors I don't think our clean up would have gone so effectively and efficiently.

ROW Hazards

The ROW clean-up has been completed, and to the best of my knowledge there are no outstanding issues AshBritt is responsible for.

Temporary Debris Management Site (TDMS):

Your subcontractor, D & J did a superb job in managing the site. The TDMS has been cleared of all vegetative debris and machinery. The site has been restored to the satisfaction of the Township. At this time I see no outstanding issues AshBritt is responsible for.

With your cooperation and the cooperation of both of our staffs working effectively together, we were able to provide safe and timely passage to our residents, school bus transportation systems and traveling public during a difficult and challenging clean-up effort.

Thank you and your staff for the commendable efforts and cooperation,
Hayden Hull CPWM.

City Hall, Ventnor City, N. J. 08406

Office (609) 823-7965 • Fax (609) 823-8032
e-mail - mbagnell@ventnorcity.org

Office of the Mayor

Michael Bagnell
Mayor

January 8, 2013

Mr. Richard Bensh
Ashbritt
565 East Hillsboro Blvd.
Deerfield Beach, Fl 33441

Dear Mr. Bensh:

I would like to take this opportunity to thank you on behalf of myself, Commissioners Sarno and Kelly for assisting the City of Ventnor with their Sandy Storm debris removal. Your staff worked swiftly to remove the debris from resident properties and for that we thank you.

Sincerely,

Michael Bagnell
Mayor
MB:pjk

STATE OF CONNECTICUT
DEPARTMENT OF EMERGENCY SERVICES & PUBLIC PROTECTION
DIVISION OF EMERGENCY MANAGEMENT & HOMELAND SECURITY

July 9, 2013

Ralph Dahlgren, Sr. Vice President
AshBritt, Inc.
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

RE: Winter Strom Alfred Contract Activation

Dear Mr. Dahlgren:

The State of CT found itself in need of supplemental assistance in order to recover from the damage caused by Winter Storm Alfred on October 29th, 2011. The Connecticut Division of Emergency Management and Homeland Security (DEMHS) would like to sincerely thank you and your team for your timely mobilization in our time of need. Your assistance with damage assessment, record keeping, assisting with the development of a formal scope of work and your operational success once the scope of work was agreed upon were truly remarkable and appreciated. In total, AshBritt supported sixteen municipalities and three state agencies including the Connecticut Department of Transportation during this mission. The right-of-way debris collection, operation of eighteen debris management sites, haul out of the reduced material, disposal/re-use of the reduced material, hazardous hanging limb removal, and hazardous tree removal were handled with operational efficiency.

The State and the Interagency Debris Management Task Force we greatly appreciate the professionalism and effectiveness that AshBritt displayed while working with multiple State agencies and local municipalities. We also appreciate your ongoing annual participation in our training workshops and the support your company provides to the State even when your operations are not required.

While I can't say that we hope to work with you again, as that would mean we would be responding to another natural disaster, I feel confident that AshBritt will continue to be a great partner if the State of Connecticut is ever in need of your services again.

Thank you again for your assistance and support.

Sincerely,

Judy Pahl
Emergency Management Program Specialist
Interagency Debris Management Task Force Co-Leader

25 Sigourney Street, 6th floor, Hartford, CT 06106
Phone: 860.256.0800 / Fax: 860.256.0815
An Affirmative Action/Equal Opportunity Employer

From the Office
Of

Orange County Emergency Management

Carl K. Thibodeaux, Director
Orange County Courthouse
Orange, TX 77630
409-882-7070

Jeff Kelley, EMC
123 South 6th Street
Orange, TX 77630
409-882-7895

July 7, 2009

To Whom It May Concern:

AshBritt was contracted to provide disaster related services to Orange County in 2007. Those services included logistical support such as generators, food, water, ice, as well as debris removal and disposal services.

Orange County sustained severe damage as a result of Hurricane Ike. Some areas of the County received 14 feet of storm surge. During the entire process I was repeatedly impressed by AshBritt's performance. Adrian Parker, our point of contact, arrived at the Emergency Operations Center prior to landfall and remained throughout the entire process working tirelessly to the successful completion of each project.

Every aspect of our disaster response package was required and I can say without hesitation that every item and service was executed by AshBritt in a timely and professional manner. All deadlines were met and in most cases arrived considerably sooner that anticipated. AshBritt provided cut out and drying of all County buildings, records preservation and restoration, debris management (vegetative, C&D, HHW, E-Waste and white goods), along with many other services.

The logistical support provided by AshBritt included generators, food, water, fuel, portable offices, shower units and many other items.

Since enlisting their services, my experience with AshBritt has been extremely positive. They have exceeded all expectations each time I have called upon them to respond. Every call to AshBritt with a question or concern has resulted in immediate response. The yearly training that they provide for us has been invaluable, and has helped me bring together many jurisdictions in our area.

Every AshBritt representative I have been in contact with has shown nothing but the highest degree of professionalism. We have been duly impressed with their services, and would recommend them for any services they offer.

Respectfully,

Jeffrey P. Kelley

Jeff Kelley
Emergency Management Coordinator
Orange County OEM
123 South 6th Street
Orange, Texas 77630
409-882-7895 Office

City of Galveston

Office of Emergency Management

P.O. Box 779 / Galveston, Texas 77553-0779 / (409) 765-3725 / Fax (409) 765-3711 / kellycha@cityofgalveston.org

July 2, 2009

Re: Letter of Recommendation – AshBritt, Inc.

To Whom It May Concern:

I have worked with AshBritt, Inc. for 4+ years. Each year they take the extra steps to visit and train with us at the start of Hurricane Season.

Because of their extra effort and professionalism, I would like to express my gratitude for the excellent service that your company provided during Hurricane Ike last year. We are very pleased with the quality of service and sincerely appreciate your responsiveness.

AshBritt, Inc. provided outstanding project management as well as tremendous resources and excellent services to the City of Galveston during the course of cleaning up after Hurricane Ike. AshBritt's management team has demonstrated excellent professionalism and provided great expertise and knowledge due to their professional experience in the disaster response and recovery industry.

I highly recommend AshBritt for any work relating to disaster recovery services in the cleaning up of storm debris.

If you have any questions, please contact me at 409-765-3725.

Sincerely,

Charlie Kelly

Charlie Kelly
Emergency Management Coordinator

Billy Caraway
County Judge

300 Monroe St.
Kountze, TX 77625
(409) 246-5120

July 17, 2009

Mr. Adrian Parker
AshBritt Regional Manager
401 Lookout Lane
Dickinson, TX 77539

Dear Mr. Parker:

After Hurricane Ike, Hardin County utilized the services of AshBritt, Inc. for debris removal, disposal services, and generators.

Learning many lessons from Rita, we prepared ahead for possible disaster by contracting with AshBritt, a reputable, dependable company, for emergency services. This was beneficial to us as we assumed the great responsibility of helping our citizens cope with yet another hurricane. AshBritt kept in contact with us daily during the recovery period, demonstrating their concern for us at such a difficult time. They honored their commitment to us.

I am pleased to recommend AshBritt, Inc. for any services they may provide.

Sincerely,

Billy Caraway
County Judge
BC/lk

City of Jersey Village

Incorporated 1956
16327 Lakeview, Houston, Texas 77040-1999 Permit Office: 713-466-2110 A Texas Star Community Permit Fax: 713-466-2140

Ashbritt Environmental
480 South Andrews Avenue
Pompano Beach, FL 33069

June 11, 2009

To Whom It May Concern:

The City of Jersey Village would like to take this opportunity to thank you for providing the removal of storm debris for the city following Hurricane Ike. This letter is to serve as confirmation that the contract for debris removal is complete and payment was made in full on February 6, 2009, upon receipt of the final invoice.

We would like to thank you for your service and a job well done.

Sincerely,

Michael Brown
Director of Parks
City of Jersey Village

City of Pass Christian
PO Drawer 368
Pass Christian, MS 39571
Phone (228) 452-3310
Fax (228) 452-5435

Louis Rizzardi, Alderman Ward 1
Joseph Piernas, Alderman Ward 2
Anthony Hall, Alderman Ward 3
Huey Bang, Alderman Ward 4
Philip Wittmann, Alderman-at-Large

Leo "Chipper" McDermott, Mayor

August 28, 2007

Randy Perkins, President
AshBritt, Inc.
480 South Andrews Avenue Suite 103
Pompano Beach, FL 33069

Dear Mr. Perkins:

Here in the City of Pass Christian we remember Katrina two years later in part by thanking those who worked so hard during recovery operation on our behalf. As you recall, as the Chief Administrative Assistant to the Mayor and City Attorney I was the principal person in charge of the debris operation while the former Mayor was ill, unavailable and after he resigned. Mayor McDermott was only elected Mayor at the very end of this debris operation and he has asked and authorized me to send this letter on behalf of the City.

The City of Pass Christian is a satisfied customer of the AshBritt/Army Corps partnership, which helped clean up the wreckage left by Katrina. You truly made a positive difference, not only by completing the work in a professional and timely manner, but as importantly by putting devastated local citizens to work as crew members and employees. It is our understanding from these citizens that men and women from all walks of life, who had lost nearly everything, picked up meaningful work and paychecks by working for AshBritt. At the time, there was nowhere else for them to turn for work and for this we are eternally grateful.

When the City decided not to hire private contractors and go forward with the Army Corps using AshBritt, we hoped (and later found out) that when the work was completed we would not have to endure the same level of scrutiny by other federal and state recovery agencies as other cities and counties have experienced. At this time we barely have the manpower and resources to work on the rebuilding of the public buildings and infrastructure that were all destroyed. We would not have wanted to use these scarce resources to compile, analyze and present documents for audits or other reviews, although we believe the process we followed under the supervision of the Army Corps would more than pass muster of any review.

I again want to express my thanks and appreciation to you for your outstanding accomplishment on our behalf under the most stressful and difficult conditions imaginable. God forbid another disaster in our City requiring your services but based upon your past performance, I would be glad to recommend your company again to work in our community.

With kind regards,

Malcolm F. Jones

Malcolm F. Jones

BOARD OF SUPERVISORS

HANCOCK COUNTY
3068 Longfellow Drive, Bldg. #3
Bay St. Louis, MS 39520
Telephone (228) 467-0172
Fax (228) 466-5994

October 20, 2007

District 1
David Yarborough
813 View Street
Waveland, MS 39576

District 2
President
Rodrick "Rocky" Pullman
P.O. Box 16
Pearlington, MS 39572

District 3
Vice President
Lisa Cowand
1005 Dunbar Avenue
Bay St. Louis, MS 39520

District 4
Steve Seymour
19215 Highway 603
Kiln, MS 39556

District 5
Jay Cuevas
P.O. Box 428
Kiln, MS 39556

Ronald J. Artigues, Jr.
Board Attorney
833 Highway 90
Suite 1
Bay St. Louis, MS 39520

AshBritt, Inc.
Mr. Randy Perkins, President
480 South Andrews Avenue, Suite 103
Pompano Beach, Florida 33069

RE: Hancock County, Mississippi

Dear Randy:

I have been requested by the Hancock County Board of Supervisors to personally thank you, your employees and contractors that served Hancock County in the demolition and debris removal process conducted through the U.S. Army Corps of Engineers following Hurricane Katrina. Hancock County greatly appreciates the demolition and debris removal services performed by your company and was very pleased with the quality of your work and the relationship forged with our citizens. Your company's efforts were crucial in allowing us to begin our recovery process.

Again, on behalf of Hancock County we would like to thank you and your company for the work and effort provided in the wake of Hurricane Katrina. This was a monumental task the scope of which was previously unseen in our country that could not have been completed without you.

Sincerely,

Ronald J. Artigues, Jr.
Board Attorney

COLLIER COUNTY
SOLID WASTE MANAGEMENT DEPARTMENT
3301 East Tamiami Trail • Building H • Naples, Florida 34112 • (239) 732-2508 • Fax (239) 774-9222

August 29, 2006

Mr. John Noble
Division Vice President
AshBritt Environmental, Incorporated
480 South Andrews Avenue, Suite 103
Pompano Beach, FL 33069

Dear Mr. Noble:

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

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

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

Sincerely,

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

C: Mr. Roger Jones, Acting Deputy Director, FEMA

COUNTY OF CHARLOTTE

PUBLIC WORKS DIVISION

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

www.charlottecountyfl.com

May 17, 2005

To Whom it May Concern:

In 2003, Charlotte County Florida entered into a contract with Ashbritt Environmental to provide debris management services in the event of a natural or manmade disaster. That eventuality happened on August 13, 2004 when Hurricane Charley swept through the County.

Ashbritt Environmental personnel were on scene within hours of the passing of the hurricane, helping a stunned and dazed County staff regroup and jump start the recovery process. Ashbritt was called upon to perform emergency protective measures that allowed for our primary EOC and Government Center to be placed back in service within 36 hours after sustaining substantial structural damage.

With Ashbritt's assistance and guidance we were able to quickly establish three TDSRS and start initial debris collection within 48 hours. Within a week, Ashbritt had over 220 trucks with associated equipment loading and hauling debris from throughout the County.

They have worked continuously to ensure that, not only was the debris collected, processed and properly disposed of, it was done as economically as possible and in such a way as to maximize Federal and State reimbursement. Ashbritt provided us with options and information that allowed Charlotte County to make uniformed decisions on how to deal with both storm debris and massive amounts of mobile home wreckage.

No one person or company is responsible for the successful recovery from a natural disaster. We have to work as a team and without concern for individual reward or recognition. Ashbritt demonstrated that they are the consummate team player and the residents of Charlotte County will be eternally grateful for all of their assistance.

It is without hesitation that I wholeheartedly recommend the services of Ashbritt Environmental to local governments for their emergency debris management needs.

Sincerely,

R. Alan Holbach, FPEM
Maintenance & Operations Manager
(941) 575-3624

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

Eric M. Hersh
Mayor

Daniel J. Stermer
Commissioner

Murray Chermak
Commissioner

Mercedes G. Henriksson
Commissioner

Angel Gomez
Commissioner

John R. Flint
City Manager

March 20, 2008

Re: Letter of Recommendation – Ashbritt, Inc.

To Whom It May Concern:

I have had the pleasure of working with Ashbritt, Inc. during the storm seasons of 2004 and 2005 in the two municipalities I was employed in at those times.

Ashbritt, Inc. provided outstanding project management as well as tremendous resources and excellent services to the City of Weston during the course of cleaning up after Hurricane Wilma. Ashbritt's management team has demonstrated excellent professionalism and provided great expertise and knowledge due to their professional experience in the solid waste industry.

I highly recommend Ashbritt for any work relating to solid waste services or disaster recovery services in the cleaning up of storm debris.

If you have any questions, please contact me at (954)385-2600.

Sincerely,

CITY OF WESTON

Brad Kaine
Director of Public Works

#38797

COOPER CITY PUBLIC WORKS

November 2, 2006

Randal Perkins
AshBritt Environmental
480 S Andrews Avenue , Suite 103
Pompano Beach, FL 33069

Re: Hurricane Wilma

Mr. Randal Perkins:

I would like to take this time to thank you and your Company for the fine job it did in the cleanup of Hurricane Wilma. This storm took us all by surprise in the amount of destruction that was caused by the storm, as well as the debris that was generated. As the Public Works Director of Cooper City and the Chair of the South Florida Branch of the American Public Works Association I would personally like to thank AshBritt for a job well done.

I would also like to give credit to the people who have worked directly with Cooper City, as well as with APWA. These are the people who carry the name of your company as well as its good will. They are the ones that either make or break you. They deal with the day to day problems, and they make things happen both during the cleanup, as well as the final closeouts. They are the real heroes of AshBritt, and they are the ones who deserve the most praise. Tim Mooney and Ralph Dahlgren are the members of AshBritt that helped Cooper City complete this task. I personally would like to give them the largest amount of credit. They can make a decision and get things done. I think you know that I have stressed this issue to many of my counter parts in Broward & Dade County through APWA.

Thank you AshBritt, for a job well done.

Sincerely,

Carl Miller
Cooper City Public Works Director
Chairman of the South Florida Branch of the American Public Works Association

C: Ralph Dahlgren, AshBritt
Tim Mooney, AshBritt

9070 S.W. 51st Street
Cooper City, Florida 33328
Ph. 954-434-2300 • Fax 954-433-1365 • E-mai: PublicWorks@Coopercityfl.org

City Of Dania Beach

Department of Public Services
Office of the Superintendent

February 25, 2005

AshBritt, Inc.
Don Madio
Director of Marketing
480 South Andrews Avenue
Pompano Beach, FL 33069

Re: Letter of Reference

To Whom It May Concern:

After a number of years of having a contract with AshBritt for "Disaster Recovery Services" we needed their services during the busy hurricane season of 2004. Even with all the areas of the State of Florida needing services at basically the same time AshBritt was quick to respond and very efficiently provided the help and service we needed, as well as following up to assure our goals and needs were met and completed. I would without hesitation recommend this company to others needing such services and also found Don Madio to be very helpful and thorough in arranging our needs.

Respectfully,

Leo Williams - Superintendent
Public Service Department

P.O. Box 1708, Dania Beach, FL 33004 * Phone (954) 924-3742 * Fax (954) 923-1109

City of Titusville

Solid Waste Division
101 NORTH SINGLETON AVENUE
TITUSVILLE, FLORIDA 32796

February 14, 2005

Mr. Terry Jackson
Division Vice President
AshBritt Environmental
480 South Andrews Avenue
Suite 103
Pompano Beach, FL 33069

RE: LETTER OF RECOMMENDATION

Dear Mr. Jackson:

I wish to express my sincere appreciation for AshBritt's assistance during the recent hurricanes of Fall 2004 that ravaged Brevard County and its cities. The timely response shown by AshBritt ensured a quick start on debris removal operations in the City of Titusville.

I believe AshBritt went above and beyond normal debris removal efforts to assist the City with collection. In addition, the company and its sub contractors displayed both professionalism and efficiency when dealing with our customers.

Without your assistance removal efforts would have taken much longer. Further, there were very few debris removal problems encountered in the process. I know the citizens of Titusville appreciated your efforts and the timely collections because I received many compliments on the work done by AshBritt.

Again, I wish to express my deepest gratitude and satisfaction for a job well done. I will certainly recommend AshBritt to my solid waste counterparts for debris removal collections and operations. I look forward to working with you in the future should the need arise again.

Sincerely,

Hillary H. Arena

Hillary H. Arena
Solid Waste Superintendent

File Copy

COPY

City of Hampton

June 4, 2004

Mr. Brad Kaine
Assistant Director of Public Works
The City of Parkland
6600 University Drive
Parkland, FL 33067

Re: Letter of Recommendation for AshBritt Environmental

Dear Mr. Kaine,

It is with great pleasure and without reservation that I write this letter of recommendation for AshBritt Environmental. The City of Hampton contracted with AshBritt for debris management services after hurricane Isabel in September 2003. AshBritt provided debris removal services, constructed and managed our temporary debris storage and reduction site, handled our danger tree removal program, preformed right-of-entry work, cleared public property of debris and provided extensive technical support in dealing with FEMA and debris issues in general.

AshBritt was on-site removing debris within 12 hours of my phone call activating their contract The TDSRS was under construction within 24 hours and accepting debris within 36 hours. Their ability to mobilize quickly played a crucial role in our recovery efforts. Their equipment and the equipment brought in by their subcontractors was in excellent condition and able to maintain our 12-hour day, 7 day per week operation for the first 5 weeks of operations.

The technical support AshBritt provided enabled the City of Hampton to minimize the cash flow impact of such a major disaster, by assisting us in obtaining early reimbursement funding from FEMA that continued to flow to the city throughout the recovery operation. To date the City has received over $20 million in reimbursements with no issues regarding eligibility.

I cannot say enough about the professionalism, dedication and quality service Ashbritt provided to the City of Hampton and I highly recommend them for similar work in any jurisdiction.

Sincerely,

Ted Henlin, P.E.
Director of Public Works

DEPARTMENT OF PUBLIC WORKS ADMINISTRATION
(757)727-6346 FAX(757)727-6123
22 LINCOLN STREET, HAMPTON, VIRGINIA 23669

SARASOTA COUNTY
"Dedicated to Quality Service"

November 21, 2001

To Whom It May Concern:

On September 14, 2001, Sarasota County experienced a severe storm, Tropical Storm Gabrielle. As a result of damages sustained from the storm, Sarasota County's Solid Waste unit engaged the services of AshBritt, Inc. for removal of storm debris.

AshBritt, Inc. performed these services from September 20th to November 5th. Mr. Terry Jackson, Vice President of Operations, was the chief company official in charge of the operation. The company performed these services in a professional and competent manner. All aspects of the operation (from mobilization through staging, cleanup, and demobilization) were handled efficiently and effectively. All members of the AshBritt operation were cooperative and exhibited a philosophy of *working together and getting the job done*.

Sarasota County's association with AshBritt, Inc. occurred during a time of duress for the County. However, due to the quality of the AshBritt organization, this trying time was made much easier for both County staff and residents.

As our experience with AshBritt, Inc. was very positive, I high recommend this company to others. The County plans to enter into a long-term contract with AshBritt for removal of storm debris. If you would like additional information, please feel free to contact me at (941) 364-4400 extension 5708.

Sincerely,

Anita Largent
Solid Waste General Manager

ENVIRONMENTAL SERVICES, Solid Waste • 2817 Cattlemen Road, Sarasota, FL 34233
Tel 941-364-4400 • Fax 941-373-7617

COUNTY OF CHARLOTTE

PUBLIC WORKS DIVISION

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

October 12, 2006

Mr. Randal R. Perkins, Managing Vice President
AshBritt, Inc.
480 South Andrews Avenue, Suite 103
Pompano Beach, FL 33069

Subject: AshBritt Training

Dear Mr. Perkins:

Just a quick note to let you know how much we appreciated the annual training provided by your staff as part of our pre-positioned contract for response and recovery services. This training is an essential part of our preparedness planning. Having experienced the full brunt of Hurricane Charley, we are uniquely aware of the benefits of training provided by AshBritt.

Your staff does an excellent job of tailoring the training to fit our needs. They understand the various levels of experience that our employees have and ensure that the training sessions provide something for everyone. The instructors' expert subject knowledge and their empathy are major factors in improving our employees' abilities to respond to disasters.

Keep up the good work!

Sincerely,

R. Alan Holbach, FPEM
Maintenance & Operations Manager

It is my pleasure to offer comments relative to training provided by Ashbritt.

"Living and working in Florida, we must constantly plan and prepare for disasters. Since we partnered with Ashbritt, the networking and training we have been a beneficiary of has given Manatee County a sense of readiness we could not have achieved on our own. The personal, hands on relationship has given Manatee County the necessary preparedness we could not find anywhere else. The training allowed us to discuss in detail, lessons learned and best practice approaches to use in a disaster, where Ashbritt has a vast amount of experience."

THANKS.....JOHN

John R. Barnott
Administrator
Utilities Customer Service
4410 66th Street W
Bradenton, Fl 34210
941-792-8811 x-5210
941-795-3479 - Fax

Our Mission "Serving our customers with leadership and innovative direction to deliver exceptional services."

Written communications to or from government officials are public records available to the public upon request, therefore your e-mail may be subject to public disclosure.

AshBritt's training program was a great success with our city staff. The City of Winter Park supervisory staff had been involved with the hurricanes of 2004 and had learned on the run. Your training sessions provided us with a sense of security and level of comfort we had not experienced before with our Emergency Management Contractor. The instructor, Tom Credle, was extremely knowledgeable and entertaining. I can't thank you and the AshBritt staff enough for helping us prepare for something I hope we never have to use. Thanks again.

John Holland, Director

TAB E. *Required Forms*

**** Please see the following pages for AshBritt's Required Forms ****

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #3 – Q&A Clarification

T: (843) 724-7314
F: (843) 720-3872

DATE: August 5, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #3 to the solicitation is being made for the following reasons:

Q-1 **Can you please elaborate upon your answer on addendum 2 relative to disposal fees where you state "we are not eligible for this during an event." pass thru costs pertaining to disposal fees are not only FEMA eligible, a pass thru mechanism is common and preferred. Contractors performing load and haul activity have no control over movement of disposal fees by landfills; therefore, a "pass through" is the only equitable way to treat disposal fees. Depending on clarification of your initial answer, we respectfully request that you consider your response to addendum 2.**

A-1 We meant that we are not eligible to use the county landfill on Bee's Ferry Rd during an event and you would need to include disposal fees.

Q-2 **Often there are different disposal fees associated with Vegetative Debris & C&D Debris. Will the City consider modifying line item 7 to add for haul out of reduce vegetative debris as a line item and haul out of reduced C&D Debris as a separate line item. If not can we list two separate rates one for veg and one for C&D Debris on line item 7. If listing both rates for line item 7 are we to include both rates in the grand total of all unit rates?**

A-2 Please list the two as separate rates and include in the grand total of all unit rates.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

Signature of Acknowledgement

08/06/2019
Date

AshBritt, Inc.
Company Name

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #2 – Q&A Clarification

T: (843) 724-7314
F: (843) 720-3872

DATE: August 1, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #2 to the solicitation is being made for the following reasons:

Q-1 **The Scope of Work Number 2.12 found on page 32 of the RFP clearly states that disposal fees/tipping will be a pass through expense. This typically means that disposal fees are not included in the proposed rates. Tip fees typically negotiated at a discounted rate from the posted daily gate rate post-event. The City will not be able to benefit from possible lower disposal fees if disposal fees are to be included in the proposed rates. We will also not be able to guarantee disposal rates for the term of the contract.**

How will the City treat increased disposal fees should the contract be activated and landfill rates are increased?
Please confirm that the City is now requesting disposal fees to be included in the proposed rates and not to be treated as a pass through expense.

A-1 There will be no pass through fees as we are not eligible for this during an event. Please include all disposal fees.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

Signature of Acknowledgement

08/06/2019
Date

AshBritt, Inc.
Company Name

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

ADDENDUM #1 – Q&A

T: (843) 724-7314
F: (843) 720-3872

DATE: August 1, 2019

TO: All Bidders

FROM: Robin Barrett-Robinson

RE: 19-P019R – Storm Debris Removal Services

This addendum #1 to the solicitation is being made for the following reasons:

Q-1 **Regarding RFP #19-P019R, are we to add disposal fees to our price proposal or are tipping fees a passthrough?**

A-1 Yes, Please include disposal fees in the quote.

Q-2 **Please explain specifically how the pricing of one proposal will be evaluated against the pricing from another proposal, including the answer to these questions:**

a. **Will Schedule 1 – Hourly Equipment and Labor Price Schedule be evaluated?**

b. **Will each pricing proposal be analyzed and refined to become one total number which can then be compared to the other proposals?**

c. **Will extended totals (unit price multiplied by estimated quantity) be used to evaluate pricing, and if so, what estimated quantities and what line items will be used to derive the extended totals that will be evaluated?**

d. **Will all pricing line items be evaluated equally or will some line items receive more importance in the evaluation?**

A-2 A. Yes
B. Yes
C. No
D. Yes

Q-3 Who will provide the locations of the Debris Management sites (DMS)?

A-3 The City of Charleston has a list of approved sites for storage and Grinding and will provide

Q-4 Is there an existing contract similar to this in place or previously in place? Are the bid tabulations available?

A-4 This will be the first contract like this for the City.

Q-5 Does the City have a Debris Management Plan? If so, how can we obtain a copy?

A-5 No. Currently there is no plan.

Q-6 Has the City identified any DMS? If so, where are they located?

A-6 McMahon Playgound, Charleston Peninsula – Storage and Grinding
Bees Landing Recreational Complex, West Ashley – Storage and Grinding
Ackerman Park, West Ashley – Storage and Grinding
West Ashley Park, West Ashley – Storage and Grinding
Harmon and Herbert St, Charleston Peninsula – Storage and Grinding
Johns Island Park, Johns Island – Storage and Grinding
Governors Park, Daniel Island – Storage and Grinding

Q-7 Which landfill will be the final destination for C&D Debris?

A-7 TBD

Q-8 P.2 states that all pages that require a signature must be included with the bid. Do we include the No Bid for with N/A at the top with no signature to be compliant with the above?

A-8 Any forms that are not applicable to you, do not have to be turned in. Example: No Bid Form, Affidavits that don't apply to you for this RFP.

Q-9 Will Schedule 1 Hourly Equipment and Labor Price Schedule be included in the evaluation in terms of cost? Does it carry the same weight as Schedule 2 Unit Rate Price Schedule? Will all line items be used to form a grand total of unit rates and that number be used to evaluate the proposals in terms of cost?

A-9 Everything will be considered. Please see question 2.

Q-10 Are we to add all line items in Schedule 1 and 2 to form a sum of all unit rates to be used on page 45 for the Total Estimated Contract Price?

A-10 You should include this in the cost of your per unit price that you provide us on page 45.

Q-11 Will the City consider providing the Fee Schedule in a Table Format or an Excel spreadsheet so the line item pricing does not get confused between the various line items?

A-11 No they city will not provide this.

Q-12 Schedule 2 – Line items 1 – 15 asks for an estimated quantity of each unit – are we to enter a value here? Are we to use a value of 1?

A-12 Yes, please base it off of 1.

Q-13 In regard to the "Schedule 2 – Unit Price Schedule" located on page 43 & 44: In order to provide the most accurate quote, would you please provide the location(s) that the City of Charleston will be using as a City approved DMS or other approved designated disposal facility to address the items described in #1, #2, #7, #10, #11, #12, #13, #14, #15 of "Schedule 2 – Unit Price Schedule"?

A-13 Please see answer to question 6 for locations.

If you have any questions, please feel free to call 843-724-7314. Thank you in advance for your cooperation.

Signature of Acknowledgement

08/06/2019
Date

AshBritt, Inc.
Company Name

The City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, South Carolina 29401
P) 843-724-7312 F) 843-720-3872
www.charleston-sc.gov

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson
Vendor Name: AshBritt, Inc.	**FEIN/SS#:** 65-0364711
Vendor Address: 565 E. Hillsboro Blvd.	
City – State – Zip: Deerfield Beach, Fl 33442	
Telephone Number: (954) 725-6992	**Fax Number:** (954) 725-6991
Minority or Women Owned Business: Are you a certified Minority or Women-Owned business in the State of South Carolina? ☐ Yes ☑ No If so, please provide a copy of your certificate with your response	
Authorized Signature: _____ **Title:** SVP **Date:** 08/07/2019	

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this bid and certify that I am authorized to sign this bid for the bidder. **This signed page must be included with bid submission.**

IMPORTANT

1. This solicitation seeks proposals responding to the Scope of Work for a **Storm Debris Removal Service**. This solicitation does not commit the City of Charleston to award a contract, to pay any costs incurred in the preparation of applications submitted, or to procure or contract for the services. The City reserves the right to accept or reject any, all or any part of any proposal received as a result of this Solicitation, or to cancel in part or in its entirety this Solicitation if it is in the best interest of the City to do so. The City shall be the sole judge as to whether proposals submitted meet all requirements contained in this solicitation.

2. Offeror may **mail**, or **hand-deliver** response to the Procurement Division. **Do Not Fax** in the proposal response. Please show the solicitation number on the outside of any mailing package. The City of Charleston assumes no responsibility for unmarked or improperly marked envelopes. If directing any other correspondence to the Procurement Division not related to the solicitation, please do not include the solicitation number on the envelope. If the Bidder chooses not to respond to this solicitation, it is recommended to return the "No Bid Response Form" to our office.

3. **DEADLINE FOR SUBMISSION OF OFFER:** Any proposal or offer received after the Procurement Director or his designee has declared that the time set for opening has arrived, shall be rejected unless the offer has been delivered to the designated purchasing office or the governmental bodies' mail room which services that purchasing office prior to the proposal opening.

4. Questions regarding this solicitation **must be submitted in writing to Robin B. Robinson no later than 1:00pm on July 25, 2019**. Questions may either be faxed to 843-720-3872 or emailed to Robin B. Robinson, robinsonr@charleston-sc.gov.

Proposal Number: 19-P019R	**Proposals will be received until:** August 15, 2019 @ 2:00pm
Proposal Title: Storm Debris Removal Services	
Mailing Date: July 12, 2019	**Direct Inquiries to:** Robin B. Robinson

CERTIFICATE OF FAMILIARITY

The undersigned, having fully familiarized himself with the information contained within this entire solicitation and applicable amendments, submits the attached proposal, and other applicable information to the City, which I verify to be true and correct to the best of my knowledge. I further certify that this proposal response is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a proposal for the same materials, supplies, equipment or services in all respects, fair and without collusion or fraud. I agree to proposal by all conditions of this solicitation and certify that I am authorized to sign this proposal. I further certify all prices submitted shall remain effective for a minimum period of ninety (90) days, unless otherwise stated.

AshBritt, Inc. Company Name As registered with the IRS	Dow Knight Authorized Signature
565 E. Hillsboro Blvd. Correspondence Address	Dow Knight Printed Name
Deerfield Beach, Fl 33441 City, State, Zip	SVP Title
response@ashbritt.com Email	(954) 725-6992 Telephone Number/Toll Free Also (If Available)
565 E. Hillsboro Blvd Remittance Address	(954) 725-6991 Fax Number
Deerfield Beach, Fl 33441 City, State, Zip	08/07/2019 Date
65-0364711 Federal Tax ID (FEIN)/SS Number	Will apply, if awarded SC Sales Tax Number

Minority or Women-Owned Business:

Are you a certified Minority or Women-Owned business in the State of SC?

☐ Yes ☑ No

If so, please provide a copy of your certificate with your response.

Client#: 1095194 ASHBRINC

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 5/21/2019

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

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

PRODUCER
USI Insurance Services, LLC
360 Columbia Drive, Suite 105
West Palm Beach, FL 33409
561 693-0500

CONTACT NAME: Kandi Schmitz
PHONE (A/C, No, Ext): 561-693-0504 FAX (A/C, No): 855-420-6662
E-MAIL ADDRESS: kandi.schmitz@usi.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Starr Surplus Lines Insurance Company	13604
INSURER B : Starr Indemnity & Liability Company	38318
INSURER C : Federal Insurance Company	20281
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
AshBritt, Inc
565 East Hillsboro Blvd
Deerfield Beach, FL 33441

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	
A	X COMMERCIAL GENERAL LIABILITY			100065645191	05/22/2019	05/22/2020	EACH OCCURRENCE	$1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$100,000
							MED EXP (Any one person)	$10,000
							PERSONAL & ADV INJURY	$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$2,000,000
	POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$2,000,000
	OTHER:							$
B	AUTOMOBILE LIABILITY			SISIPCA08263219	05/22/2019	05/22/2020	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	UMBRELLA LIAB / OCCUR			1000336529191	05/22/2019	05/22/2020	EACH OCCURRENCE	$10,000,000
	X EXCESS LIAB / X CLAIMS-MADE						AGGREGATE	$10,000,000
	DED / RETENTION $							$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			1000002788	05/22/2019	05/22/2020	X PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A					E.L. EACH ACCIDENT	$1,000,000
							E.L. DISEASE - EA EMPLOYEE	$1,000,000
							E.L. DISEASE - POLICY LIMIT	$1,000,000
A	Pollution			100065645191	05/22/2019	05/22/2020	1,000,000 per loc	
A	Professional			100065645191	05/22/2019	05/22/2020	$1,000,000 per claim	
C	Equipment			06639855	05/22/2019	05/22/2020	See Desc of Operations	

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

10 Days Notice for non payment; 30 Days Notice for all other.
General Liability, Professional Liability and Pollution includes Primary & Non - Contributory, Additional Insured and Waiver of Subrogation.
Auto policy includes Pollution and Waiver of Subrogation.
Workers Compensation includes Waiver of Subrogation.
(See Attached Descriptions)

CERTIFICATE HOLDER

City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

CANCELLATION

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

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Liberty Mutual
SURETY

Liberty Mutual Surety

Marc Davis
Field Product Line SR UW

805 S. Wheatley Street, Ste 310
Ridgeland, MS 39157
Phone # 1-800-597-6227
Fax # 1-866-548-7538

August 1, 2019

The City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, SC 29401

Re: AshBritt,Inc.

Dear Sir/Madam:

It is the privilege of Liberty Mutual Insurance Company to provide surety support for AshBritt, Inc. for the past 10+ years. In the past, AshBritt, Inc. has successfully completed single projects in the $500,000,000. range with an overall program of $650,000,000 US Dollars.

Should any projects be awarded to and accepted by AshBritt, Inc. we are prepared to provide the required bonds on their behalf. Our support is conditioned upon completion of the underwriting process, including satisfactory review of contract documents, confirmation of financing and our ongoing review of the operational and financial capacity of AshBritt, Inc.

We are pleased to share with you our favorable experience and high regard for AshBritt, Inc. This letter is not an assumption of liability and is issued only as a prequalification reference request from our client. It should be understood that any arrangement for bonds is strictly a matter between AshBritt, Inc. and Liberty Mutual Insurance Company.

Liberty Mutual Insurance Company is listed on the U.S. Treasury Department's Listing of Approved Sureties (2005 Department Circular 570). Liberty Mutual Insurance Company is rate A (Excellent) Financial Size Category XV ($2 Billion or greater) by A.M. Best Company.

Sincerely,

LIBERTY MUTUAL INSURANCE COMPANY

Marc Davis

Marc Davis
Field Product Line SR UW

Bank of America
Merrill Lynch

August 1, 2019

To: The City of Charleston
Procurement Division
75 Calhoun Street, Suite 3500
Charleston, South Carolina 29401

Re: ASHBRITT INC
565 E HILLSBORO BLVD
DEERFIELD BEACH FL 334413543

I, Kimberly Bryson, a Senior Vice President of Bank of America, N.A. ("Bank of America"), confirm that ASHBRITT INC. maintains balances with Bank of America in the eight figures. ASHBRITT INC. has a Low to Mid Eight Figure Line of Credit Facility with Bank of America that has been handled as agreed.

This information is being delivered to you at the request of ASHBRITT INC. Please note that the information set forth in this letter is subject to change without notice, and is provided in strictest confidence to you for this limited purpose and your use only, without any responsibility, guarantee, commitment or liability on the part of Bank of America, its affiliates or any of its or its affiliates' directors, officers or employees. Bank of America cannot provide any credit ratings or opinions of the creditworthiness of Ashbritt, and the above information does not constitute an opinion of Bank of America of the ability of ASHBRITT INC. to successfully perform any obligations under any agreement it may enter into with you, Bank of America or any other entity. Finally, Bank of America undertakes no responsibility to update the information set forth in this letter.

If you have any additional questions, please do not hesitate to contact me.

Regards,

Kimberly Bryson
Senior Vice President
Senior Client Manager
Commercial Banking
Bank of America, N.A.
401 E. Las Olas Blvd., 9th Fl
Fort Lauderdale, Fl 33301
Ph. 954-765-2144
Fax. 866-596-6847

Score-Sheet

Strom Debris Removal Services RFP
Solicitation #: 19-P019R

Date: Oct. 15, 2019

Firm	Scores of Scorers						Total Score
All Green Landscape Services	45	42	25	55	31	17	215
AshBritt	80	80	95	94	85	90	534
Ceres Environmental	60	70	55	82	74	77	418
Crowder Gulf	85	75	80	92	97	91	520
Custom Tree Care	55	56	25	71	48	33	288
Disaster Response Network	70	79	80	85	45	49	408
DRC Emergency Services	55	74	65	75	58	71	398
Phillips & Jordan	85	75	90	87	87	91	515
Southern Disaster Recovery	75	75	85	85	81	63	464
State Tree Services	45	52	25	56	49	40	267
TFR Enterprises	55	57	50	68	55	69	354

Buyer — Date: 10/15/19

Witness — Date: 10/15/19

3g.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Jacob Lindsey DEPT. Planning Department

SUBJECT: WATER IMPACT AND LAND USE ANALYSIS FOR CITY COMPREHENSIVE PLAN

REQUEST: Approval to establish a contract for the Water Impact & Land Use Analysis for the City Comprehensive Plan from Waggonner & Ball, LLC, 2200 Prytania St., New Orleans, LA 70130. #20-P007R

COMMITTEE OF COUNCIL: Ways & Means DATE: May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel				
Cap. Proj. Cmte. Chair				
Planning Department	x			
Procurement Director	x			

FUNDING: Was funding previously approved? Yes No N/A

If yes, provide the following Dept./Div.. 430000 Account #: [illegible]

Balance in Account $ [illegible] Amount needed for this item $140,000.00

Does this document need to be recorded at the RMC's Office? Yes No

NEED: Identify any critical time constraint(s).

CFO's Signature: Matt [illegible], Deputy CFO for Amy Whitney, CFO

FISCAL IMPACT:

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

Score-Sheet

Water Impact & Land Use Analysis for City Comprehensive Plan

Solicitation #20-P07R
March 18, 2020

Firm	Scores of Scorers									Total Score
Biohabitats	70	95	96	100	90	74	89	92		706
Community Data Platforms	45	30	58	65	20	32	60	47		357
HDR Engineering	70	90	73	80	85	69	80	61		608
Michael Baker Int'l	45	80	68	75	82	54	72	60		536
Waggonner and Ball	90	100	100	95	87	80	92	95		739
White and Smith	40	50	57	70	70	49	62	49		447

Buyer — Date: 3/18/2020

Witness — Date: 3/18/20

3h.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Jacob Lindsey DEPT. Planning Department

SUBJECT: GRAPHIC COMMUNICATIONS & DESIGN SERVICES FOR THE CITY COMPREHENSIVE PLAN

REQUEST: Approval to establish a contract for the Graphic Communications & Design Services for the City Comprehensive Plan with Mary Mac Wilson, 142 Spring St., Charleston, SC 29403. Solicitation #20-P005R

COMMITTEE OF COUNCIL: Ways & Means DATE: May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel				
Cap. Proj. Cmte. Chair				
Planning Department	X			
Procurement Director	X			

FUNDING: Was funding previously approved? Yes No N/A

If yes, provide the following: Dept./Div.: 43000 Account #: 52204 SD

Balance in Account $350,000 Amount needed for this item **$50,000.00**

Does this document need to be recorded at the RMC's Office? Yes No

NEED: Identify any critical time constraint(s).

CFO's Signature: Deputy CFO for Amy Wilson, CFO

FISCAL IMPACT:

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

Score-Sheet

Graphic Communication & Design Services for City Comprehensive Plan

Solicitation #20-P009R
March 17, 2020

Firm	Scores of Scorers					Total Score
The Branding Garden	88	85	77			250
Injeanious Media	76	60	73			209
Mary Mac Wilson	100	95	92			287
Metta Urban Design	90	90	82			262
Side Hustle DBA Yost Strategy	83	65	79			227

Buyer — Date: 3/17, 2020

Witness — Date: 3/17/2020

3i.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Jacob Lindsey DEPT. Planning Department

SUBJECT: HOUSING ANALYSIS FOR CITY COMPREHENSIVE PLAN

REQUEST: Approval to establish a contract for the Housing Analysis for the City Comprehensive Plan from Community Data Platforms, 9117 Burdette Rd., Bethesda, MD 20817. Solicitation #20-P006R

COMMITTEE OF COUNCIL: Ways & Means DATE: May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel				
Cap. Proj. Cmte. Chair				
Planning Department	x			
Procurement Director	X			

FUNDING: Was funding previously approved? Yes No N/A

If yes, provide the following: Dept./Div.: 4310 000 Account #. 52204

Balance in Account Amount needed for this item $60,000.00

Does this document need to be recorded at the RMC's Office? Yes No

NEED: Identify any critical time constraint(s).

CFO's Signature: Deputy CFO for Amy Wheeler, CFO

FISCAL IMPACT:

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

Score-Sheet

Housing Analysis for City Comprehensive Plan RFP

Solicitation #20-P006R
April 21, 2020

Firm	Scores of Scorers					Total Score
APD Urban Planning & Management, LLC	83	90	89	74	90	426
Community Data Platforms	87	87	92	92	95	453

Buyer Date

Witness Date

3j.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Jacob Lindsey DEPT. Planning Department

SUBJECT: COMMUNITY OUTREACH & ENGAGEMENT SERVICES FOR THE CITY COMPREHENSIVE PLAN

REQUEST: Approval to establish a contract for the Community Outreach & Engagement Services for City Comprehensive Plan with Civic Communications, LLC for CSC-Asiko-Civic JV, 329 North Shelmore Blvd., Mt. Pleasant, SC 29464. Solicitation #20-P004R

COMMITTEE OF COUNCIL: Ways & Means DATE: May 12, 2020

COORDINATION: This request has been coordinated with *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel				
Cap. Proj. Cmte. Chair				
Planning Department	x			
Procurement Director	X			

FUNDING: Was funding previously approved? Yes No N/A

If yes, provide the following: Dept./Div.: 430000 Account #: 52204 SD

Balance in Account Amount needed for this item **$45,000.00**

Does this document need to be recorded at the RMC's Office? Yes No

NEED: Identify any critical time constraint(s).

CFO's Signature: , Deputy CFO for Amy Whatley, CFO

FISCAL IMPACT:

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

Ranking-Sheet

Community Outreach & Engagement Services for City Comprehensive Plan RFP

Solicitation #: 20-P004R

April 17, 2020

Firm	Rankings of Scorers								Total
Civic Communications	1	1	1	1	1	1	1		7
National Civic League	2	2	2	2	2	2	2		14

Buyer Date

Witness Date

Score-Sheet

Community Outreach & Engagement Services RFP

Solicitation #20-P004R
April 3, 2020

Firm	Scores of Scorers							Total Score
APD Urban Planning	37	0	60	65	75	40	70	347
Civic Communications	85	100	45	97	100	95	95	617
National Civic League	77	66	95	77	80	65	70	530
Public Participation Partners	56	23	65	59	80	45	80	408
Rawle Murdy	50	72	70	59	75	75	60	461
Tammy Media Group	49	42	50	66	85	50	85	427

Buyer — Date

Witness — Date 4/3/20

4.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Amy K. Wharton DEPT. BFRC

SUBJECT: YEAR 2019 AMENDMENT TO GENERAL FUND EXPENDITURE BUDGET

REQUEST: Request approval & forward to Council for First Reading

COMMITTEE OF COUNCIL: W&M DATE: May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature	Attachment
Legal Dept.		x		
Cap. Proj. Cmte. Chair		x		

FUNDING: Was funding previously approved? Yes [ ] no [ ] N/A [X]

If yes, provide the source of funds

Balance in Expenditure Account _____ Amount needed for this item _____

NEED: Identify any critical time constraint(s). Required to be adopted by 5/26 to complete FY 2019 audit.

CFO Signature: Amy Wharton

FISCAL IMPACT: To authorize the use of 2019 revenues in excess of budget and fund balance to fund unbudgeted expenditures in 2019.

Mayor's Signature: _____
John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (THROUGH CFO/BUDGET DIRECTOR) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE AGENDA MEETING.

Ratification
Number 2020-_____

AN ORDINANCE

TO MAKE ADDITIONAL APPROPRIATIONS TO MEET THE LIABILITIES OF THE CITY OF CHARLESTON FOR THE FISCAL YEAR ENDING DECEMBER 31, 2019.

BE IT ORDAINED BY THE MAYOR AND COUNCILMEMBERS OF CHARLESTON, IN CITY COUNCIL ASSEMBLED:

Section 1: That the following sums of money be and the same hereby are appropriated for the following purposes, such appropriations to be in addition to the appropriations heretofore provided in "An Ordinance to Make Appropriations to Meet the Liabilities of the City of Charleston for the Fiscal Year Ending December 31, 2019" ratified December 18, 2018 bearing the ratification number 2018-167 and appearing in the Council Proceedings of that date.

GENERAL GOVERNMENT

170100	Facilities Maintenance		
		Personnel	0
		Fringe Benefits	0
		Operating	29,000
		Capital	0
		Total	**29,000**
171500	Gallery at Waterfront Park		
		Personnel	0
		Fringe Benefits	0
		Operating	46,616
		Capital	0
		Total	**46,616**
171550	Visitor Center Building		
		Personnel	0
		Fringe Benefits	0
		Operating	0
		Capital	2,801,498
		Total	**2,801,498**
141000	Corporation Counsel		
		Personnel	0
		Fringe Benefits	0
		Operating	225,413
		Capital	0
		Total	**225,413**
900000	Non-Departmental		
		Personnel	0
		Fringe Benefits	0
		Operating	171,476
		Capital	0
		Total	**171,476**
		Total General Government - General Fund	**3,274,003**

PUBLIC SAFETY

200000	Police		
		Personnel	0

		Fringe Benefits	0
		Operating	124,582
		Capital	0
		Total	**124,582**
203000	Police Radio Shop		
		Personnel	0
		Fringe Benefits	0
		Operating	139,992
		Capital	0
		Total	**139,992**
210000	Fire		
		Personnel	316,243
		Fringe Benefits	0
		Operating	66,821
		Capital	0
		Total	**383,064**
211000	Fire Department Training		
		Personnel	113,669
		Fringe Benefits	0
		Operating	0
		Capital	0
		Total	**113,669**
213000	Fire Marshal's Office		
		Personnel	42,247
		Fringe Benefits	0
		Operating	0
		Capital	0
		Total	**42,247**
230000	Traffic & Transportation		
		Personnel	0
		Fringe Benefits	0
		Operating	140,331
		Capital	0
		Total	**140,331**
		Total Public Safety - General Fund	**943,885**

PUBLIC SERVICE

312000	Streets & Sidewalks		
		Personnel	0
		Fringe Benefits	0
		Operating	174,026
		Capital	0
		Total	**174,026**
321000	Environmental Services Admin		
		Personnel	35,000
		Fringe Benefits	0
		Operating	0
		Capital	0
		Total	**35,000**
322000	Garbage Collection		
		Personnel	35,000
		Fringe Benefits	0
		Operating	0
		Capital	0
		Total	**35,000**
323000	Trash Collection		
		Personnel	0
		Fringe Benefits	0
		Operating	0
		Capital	158,310
		Total	**158,310**
		Total Public Service - General Fund	**402,336**

BUSINESS DEVELOPMENT AND ASSISTANCE

810000	Business Development		
		Personnel	0
		Fringe Benefits	0
		Operating	176,001
		Capital	144,498
		Total	**320,499**
		Total Business Devel & Assistance - General Fund	**320,499**

TRANSFERS OUT

932000	General Fund Transfers Out		
		Transfers Out	1,433,436
		Personnel	0
		Fringe Benefits	0
		Operating	0
		Capital	0
		Total	**1,433,436**
		Total Other - General Fund	**1,433,436**

TOTAL APPROPRIATION: **6,374,159**

Section 2: The monies herein appropriated were derived from various revenues received in 2019 and Fund Balance at December 31, 2018. The Chief Financial Officer is hereby authorized and directed to make the necessary adjustments to the City's books.

Section 3: The Chief Financial Officer is hereby authorized to make the necessary inter- and intra-departmental transfers on the City's books.

Section 4: This ordinance shall become effective upon ratification.

Ratified in City Council this _____ day of May, in the Year of Our Lord, 2020, and in the 244th Year of the Independence of the United States of America.

_____
John J. Tecklenburg, Mayor

ATTEST:

_____
Vanessa Turner-Maybank, Clerk of Council

5.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Amy K. Wharton DEPT. BFRC

SUBJECT: YEAR 2019 AMENDMENT TO GENERAL FUND REVENUE BUDGET

REQUEST: Request approval & forward to Council for First Reading

COMMITTEE OF COUNCIL: W&M DATE: May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature	Attachment
Legal Dept.		x		
Cap. Proj. Cmte. Chair		x		

FUNDING: Was funding previously approved? Yes ☐ no ☐ N/A X

If yes, provide the source of funds

Balance in Expenditure Account _____ Amount needed for this item _____

NEED: Identify any critical time constraint(s). Approval needed by 5/26 to complete 2019 audit and financial statements by June 30.

CFO Signature: Amy Wharton

FISCAL IMPACT: Funding derived from General Fund Assigned Fund Balance and revenues in excess of budget in 2019.

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (THROUGH CFO/BUDGET DIRECTOR) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE AGENDA MEETING.

Ratification
Number 2020-_____

AN ORDINANCE

TO RECOGNIZE THE USAGE OF ADDITIONAL FUNDS TO MEET ADDITIONAL APPROPRIATIONS AUTHORIZED BY ORDINANCE 2020-_____ FOR THE FISCAL YEAR ENDING DECEMBER 31, 2019

BE IT ORDAINED BY THE MAYOR AND COUNCILMEMBERS OF CHARLESTON, IN CITY COUNCIL ASSEMBLED:

Section 1: The revenues of the City government applicable to the financing of the appropriation of $224,438,757 are hereby supplemented by the following increases in revenues as hereto provided in "An Ordinance to Raise Funds for the Fiscal Year Ending December 31, 2019," ratified on December 18, 2018, bearing the ratification number 2018-168 and appearing in the Council proceedings of those dates.

GENERAL FUND			
Item 1.	Licenses	$	746,275
Item 2.	Rents & Concessions	$	135,927
Item 3.	Miscellaneous Income	$	515,966
Item 4.	Interest Income	$	350,000
	Total General Fund	$	1,748,168
	Total General Fund - Transfers In	$	2,848,114
	Total General Fund - Other Financing Sources	$	1,777,877
Total General Fund Revenues and Other Financing Sources		**$**	**6,374,159**
Total To Be Appropriated		**$**	**6,374,159**

Section 2: The monies herein appropriated were derived from various revenues in excess of budget and Fund Balance at December 31, 2018. The Chief Financial Officer is hereby authorized and directed to make the necessary adjustments to the City's books.

Section 3: The Chief Financial Officer is hereby authorized to make the necessary inter- and intra-departmental transfers on the City's books.

Section 4: This ordinance shall become effective upon ratification.

Ratified in City Council this _____ day of May, in the Year of Our Lord, 2020, and in the 244th Year of the Independence of the United States of America.

_____
John J. Tecklenburg, Mayor

ATTEST:

_____
Vanessa Turner-Maybank, Clerk of Council

6.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Chief Luther Reynolds **DEPT.** Police Department

SUBJECT: ROTARY CLUB OF CHARLESTON LEADERSHIP GRANT

REQUEST: After-the-fact approval to apply for the Rotary Club of Charleston Leadership Grant for leadership training, and request to accept the Grant award for $50,000.

COMMITTEE OF COUNCIL: Ways & Means **DATE:** May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel	☐	☐		☐
Cap. Proj. Cmte. Chair	☐	☐		☐
Chief of Police	X	☐	Luther Reynolds	☐
Grants Coordinator	X	☐	Chelsea Taylor	☐

FUNDING: Was funding previously approved? Yes ☐ No X N/A ☐

If yes, provide the following: Dept./Div _____ Account #: _____

Balance in Account _____ Amount needed for this item _____

Does this document need to be recorded at the RMC's Office? Yes ☐ No X

NEED: Identify any critical time constraint(s).

CFO's Signature: _____

FISCAL IMPACT: There is no match required for this grant

Mayor's Signature: _____
John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

City of Charleston

South Carolina

JOHN J. TECKLENBURG
Mayor

LUTHER T. REYNOLDS
Chief of Police

POLICE DEPARTMENT

MEMORANDUM

To: Mayor John J. Tecklenburg
City Councilmembers

From: Luther Reynolds, Chief of Police LTR 5-4-20

Subject: Charleston Rotary Club Leadership Training Grant

Date: May 12, 2020

The purpose of this memorandum is to request after-the-fact approval to submit an application for the Rotary Club of Charleston's Leadership Grant, as well as approval to accept the grant award for $50,000. **There is no match required for this grant.**

The grant will be used to provide a series of leadership trainings over one year known as the Submarine Way. The training is focused on professional development across ranks, empowerment, recognition of implicit bias, and higher levels of accountability. The mission is to drive interdependent collaboration between officers and citizens both internally between officers and staff and externally with the community to ensure more effective outcomes in community policing and relations. The Submarine Way Training, operated by The Genesis Group LLC is a woman-owned and veteran-owned business.

Should you have any questions regarding this project, please contact Sgt. Eric Light at [illegible]

COMMITTEE / COUNCIL AGENDA

7.)

TO: John J. Tecklenburg, Mayor

FROM: Luther T. Reynolds DEPT. Police Department

SUBJECT: AGREEMENT BETWEEN CPD AND THE SUBMARINE WAY

REQUEST: Approve agreement between CPD and The Submarine Way. Contract is for leadership training being paid for by a grant from the Rotary Club and funds from the Police Fund.

COMMITTEE OF COUNCIL: _____ DATE: _____

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Chief of Police	X		Luther Reynolds	X
Corporation Counsel	X		Steve Premelin (CT)	

FUNDING: Was funding previously approved? Yes ☐ No ☐ N/A ☐

If yes, provide the following: Dept./Div _____ Account #: _____

Balance in Account _____ Amount needed for this item _____

NEED: Identify any critical time constraint(s)

CFO's Signature: _____

FISCAL IMPACT:

Mayor's Signature: _____
John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

SUBMARINE WAY

TRAINING THAT IGNITES INCLUSION

A Genesis Group LLC company

217 Valley Hills Drive
Bostic NC. 28018
843-617-9191
dcr@gconsultinggrp.com

Our CORE process:

TSW expertise is in behavioral change through the leadership development lens of inclusion. To change behavior, you must have **C** ommitment from command and key supervisors and line officers. **O** n target training to provide the tools needed to lead change. **R** einforcment to ensure what is learned is applied since 90% of what learn we forget within 30 days. It is why this 12-month program never goes more than 2 weeks without a focused touchpoint. When we do all three of these things, we can then deliver **E** xceptional results. Programs that try to drive change in 30 days, generally fail. It takes 66 days to change ONE behavior, not a culture, one behavior.

Situational Appraisal:

The Charleston Police Department (CPD) is committed to the professional development within their ranks at all levels, leading to better empowerment, recognition of implicit bias, and higher levels of accountability. The mission is to drive interdependent collaboration between officers and citizens both internally between officers and staff and externally with the community to ensure more effective outcomes in community policing and relations. Professional leadership development is core to a successful outcome. This is going to require behavioral change and, ultimately, culture transformation to ensure a successful outcome. In addition to our staffs' deep military experience and work with military branch special forces operators, The Submarine Way (TSW) has been working with police departments since 2008 and understands the challenges, stresses, and enormous potential that lies within every officer and support staff at every level. Also, our System of inclusion is so effective and so unique that we were granted a provisional patent. The System uses an understanding of the strengths of every individual to replace implicit bias, with the value every individual brings. We will utilize onsite and virtual training, consulting, coaching, and consistent reinforcement over 12 months to establish the foundation to drive lasting change.

Nature of Contract:

This Agreement is considered a contract for the provision of services only between the City of Charleston and TSW as an independent contractor. TSW acknowledges that the true nature of the relationship is that of an independent contractor in that TSW may use any appropriate method of conducting its services pursuant to this Agreement, based on its knowledge, skill, judgment, means, and methods.

Scope of Work:

- With the assistance of TSW, CPD will identify 40 people within the department to become the core group. It is critical that this group reflect command, staff, supervisors, and line officers within CPD. We train as we fight, and that means our training group must look like the larger CPD. This will become the initial CPD crew.
- CPD and TSW will utilize the existing engagement survey that is being conducted and then will survey the crew at 6 months and 12 months with our survey to measure progress, based on the scope of the current survey
- TSW will conduct an initial 2 hour onsite with the crew to explain the mission, the overview of the road ahead, answer the why and just ensure everyone understands exactly what the mission is and what their roles are in ensuring success
- TSW will deliver at the following eight, 4 hour programs:
  - Strengths-Based, Inclusion Focused, Mission Oriented Law Enforcement
  - The 5 Anchors of Law Enforcement Leadership
  - The Compassionate Leader For Law Enforcement
  - Higher Levels of Accountability For Law Enforcement
  - TBD - Four additional programs selected through collaboration and delivered concurrently with the above named programs
- Provide every person with a copy of UP PERISCOPE, *Putting Traditional Leadership in The Crosshairs* (release date 30 April), and our current bestseller Diversity and Inclusion The Submarine Way. These books will be used as an integral part of ongoing learning and reinforcement for the crew
- Bi-monthly TSW will provide via email a video reinforcement. These will be short, 2 minute videos meant to ensure we are applying what we are learning. These videos will grow as the learning and application does
- TSW will conduct live 90-minute webinars between the onsites. The purpose of the webinars is to ensure we are applying what we are learning, getting challenges answered, and ensuring success and best practices are being implemented. These will be recorded so they can be used for ongoing professional development and reinforcement
- TSW will provide access to the online learning portal. This portal has approximately 30 videos that are 7-12 minute segments of many of our most powerful programs. They can be viewed on-demand on laptops or smartphones or assigned by CPD point of contact Logins, videos viewed, etc. can all be monitored by CPD point of contact
- TSW will provide access to our private Vimeo channel. This is where we post weekly 2 minute videos on all things leadership. An excellent place for the crew to stop by and learn or remind themselves of key leadership and inclusion principles on their phone or laptop
- TSW will work with CPD to identify up to six people (referred to as Masterminds) within the crew to become trainers and leading advocates for the 8 programs. We will train and certify these crew members to deliver all 8 programs
- The six Masterminds, in addition to our main point of contact, and online learning portal facilitator, will become the core of a Mastermind group within CPD. Masterminds are the empowered core of ownership within CPD for the success of this program, and TSW will work with them on an ongoing basis. A combination of onsite and online coaching and training will be required to ensure success. Their role is to cascade this program to all law

enforcement.

- TSW will provide ongoing consulting to our points of contact and Masterminds at CPD. This will ensure issues, challenges and adjustments are handled in real-time

Value:

A few results from clients who have engaged us for projects:

- We were the featured trainers for leadership and communication at the Raleigh Police department for 4 years. We were the highest rated onsite training program in all 8 sessions we conducted during this time, and the director of the academy awarded us their training excellence award referring to us as a cornerstone of the program's success
- Became such a trusted advisor at the City of Florence, we were asked to participate in the selection process of their new Chief of Police.
- Conducted strategic and succession plan training and consulting for a municipality that resulted in a formal succession plan and leadership development program for 38 individuals. Both the Chief of Police and Fire Chief along with the City Manager were part of this successful project
- Conducted specific community policing and communication training for the Florence SC police department. Referred to as the most practical and impactful training the department has ever had. Those sessions have grown and involved all departments at the City of Florence
- Conducted a twelve-month dedicated professional development program for mid-level managers. There was a 30% increase in staff engagement after this program was completed. Retention increased, as did measurable productivity. The Client estimated the combined cost benefits of these improvements was more than $300,000
- Creation of an integrated strengths-based, inclusion focused mission-oriented communication plan for twelve site managers. They experienced a 400% increase in communication and reduction in productivity, shipping, and maintenance delays between and within their sites. A 30% increase in overall employee engagement was achieved

Party Responsibilities and timing:

TSW will need a dedicated point of contact within CPD. The formation of the crew, coordination of onsites as well as online webinar dates, etc. will all need to be mapped out and planned collaboratively.

TSW will:

- Provide copies of both our books to all crewmembers
- Provide all training material
- Provide all facilitators for onsite and online engagements
- Provide consulting to three designated CPD personnel
- Create the online 6 and 12 month follow up surveys to ensure ROI
- Train the 6 trainers identified
- Host all online sessions utilizing our technology (Zoom and join.me)
- Provide training to whomever CPD identifies will be coordinating the use of the online

learning portal

- Create and email all reinforcement video's as well as link information for our Vimeo channel
- Comply with any and all applicable federal, state or local laws, ordinances, rules and regulations; and shall have sole responsibility for any financial expenditures necessary to maintain compliance with the same.
- Defend, indemnify, and hold harmless the City, its officers, directors, agents and employees, from and against claims, damages, losses and expenses, including but not limited to attorneys' fees, arising out of or resulting from any breach by TSW of its obligations under this Agreement or performance of its services, provided that such claim, damage, loss, or expense is attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property, but in either instance only to the extent caused by the intentionally wrongful, reckless, and/or negligent acts or omissions of TSW. This obligation shall survive the suspension or termination of the Agreement.
- Acknowledge that the City does not provide any liability insurance for the benefit of the TSW. Thus, if someone is injured as a result of the acts or omissions of TSW, neither the City nor the City's insurers will provide any insurance benefits for the benefit of TSW or its agents.

CPD will:

- Provide overall dedicated point of contact
- Select the 40 program participants
- Identify the 6 trainers to be trained (Masterminds)
- Provide name and contact information for whomever will be coordinating the learning portal
- When onsite, provide training space for 40 people. Space needs either a large (50" or larger) monitor with HDMI port or a projector and screen with the ability to connect either a laptop through HDMI port or thumb drive. Flip chart with markers is also required
- Relay all video emails and other communications from TSW to the crew during this initiative

Cost:

40 Participants in program # 1:

8 Law enforcement leadership courses (delivered in concurrent pairs)
Live webinars
Video Reminders
Learning Portal
Vimeo private channel

Mastermind program #2

Total of 6 Masterminds with strengths assessments/coaching and program certification provided
Certified on 8 leadership courses
All resources needed to cascade the program to all CPD personnel
Consulting as MM group cascades throughout CPD
Recorded webinars for reinforcement
Video reminders saved from program #1
Vimeo private channel of videos
Ebook copies of both books to all CPD employees as the programs cascade
*Additional learning portal access can be purchased in blocks in 50 people

We are including $2,500 in travel expenses for this project which is not eligible for discount

This is a 12-month engagement.

The project cost is $56,000*
Travel $2,500

TOTAL Cost $58,500

Payment options, please circle or check the desired option:

___Payment in full upfront. 10% discount taken from the project cost* ($50,000* + $2,500 single payment of **$52,500**)

___ 50% or $29,250 at signing and the balance of $29,250 due 6 months after program start

3.5% processing fee added to credit card payments

Payments made to The Genesis Group LLC

Choice of Law and Jurisdiction

This Agreement shall be governed by, and construed in accordance with, the law of the State of South Carolina. The federal and state courts of South Carolina shall have exclusive jurisdiction to hear, settle and/or determine any dispute, controversy or claim (including any non-contractual dispute, controversy or claim) arising out of or in connection with this agreement, including any question regarding its existence, validity, formation or termination. For these purposes, each party irrevocably submits to the jurisdiction of the South Carolina courts.

Written Agreement Between the Parties

This document contains the entire Agreement between the parties hereto and all previous negotiations leading thereto. It may be modified only by written Agreement signed by the City and TSW.

The Genesis Group LLC, (TSW) is a woman-owned business and a veteran-owned business

The GENESIS GROUP LLC
appreciates the partnership

Acceptance:

John J. Tecklenburg	Date	For Genesis Donna Gregory Vince	4 May 2020 Date
Title Mayor of the City of Charleston		Title Co-Founder & Principal Consultant	

Original to Genesis
First Copy to Client

Please scan and email the signed contract to dcf@gconsultinggrp.com

Genesis will promptly return a signed, accepted copy to the Client via email.

8.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Chief Luther Reynolds **DEPT.** Police Department

SUBJECT: DOJ 2020 STRATEGIES FOR POLICING INNOVATION GRANT

REQUEST: Approval to submit an application for the SPI grant for the acquisition of data analysis software to accelerate search and Analysis capabilities used by CPD's Analysis and Intelligence Units.

COMMITTEE OF COUNCIL: Ways & Means **DATE:** May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel	☐	☐		☐
Cap. Proj. Cmte. Chair	☐	☐		☐
Chief of Police	x	☐	Luther Reynolds	☐
Grants Coordinator	X	☐	Chelsea Taylor	☐

FUNDING: Was funding previously approved? Yes ☐ No X N/A ☐

If yes, provide the following: Dept./Div.: _____ Account #: _____

Balance in Account _____ Amount needed for this item _____

Does this document need to be recorded at the RMC's Office? Yes ☐ No X

NEED: Identify any critical time constraint(s).
This grant is due on May 12, 2020.

CFO's Signature: _____

FISCAL IMPACT: There is no match required for this grant.

Mayor's Signature: _____
John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

City of Charleston

South Carolina

JOHN J. TECKLENBURG
Mayor

LUTHER T. REYNOLDS
Chief of Police

POLICE DEPARTMENT

MEMORANDUM

To: Mayor John J. Tecklenburg
City Councilmembers

From: Luther Reynolds, Chief of Police LTR 5-4-20

Subject: FY20 Strategies for Policing Innovation Grant

Date: May 12, 2020

The purpose of this memorandum is to request approval to submit an application for the DOJ Strategies for Policing Innovation FY 2020 Competitive Grant Solicitation. If awarded, the grant will fund the purchase of software and supporting hardware for DataWalk, a link analysis software that connects both internal and external data sets into one repository for quick visual analysis. This will dramatically accelerate the Police Department's search and analysis capabilities by identifying commonalities in incidents. The reduction of staff hours by reducing these multi-step processes to one button production will represent a significant savings in human capital. This increased efficiency allows for the Intelligence Unit to develop and provide more actionable intelligence to our operational units. This also makes the patrol officer more efficient and effective and fits into our precision policing model, targeting the right people and places to reduce violent crime.

This grant requests $437,895 to fund this project. There is no match required for this grant. Should you have any questions regarding this project, please contact Chelsea Taylor, Grants Coordinator at taylorch@charleston-sc.gov or Lt. Peter Farrell, Project Director at farrellp@charleston-sc.gov.

9.)

COMMITTEE / COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Chief Luther Reynolds **DEPT.** Police Department

SUBJECT: FY 2020 CRIME GUN INTELLIGENCE CENTER INTEGRATION INITIATIVE GRANT

REQUEST: After-the-fact approval to submit an application for the 2020 CGIC Initiative Grant to establish a Crime Gun Intelligence Center through the procurement of NIBIN technology, equipment and personnel.

COMMITTEE OF COUNCIL: Ways & Means **DATE:** May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel	☐	☐		☐
Cap. Proj. Cmte. Chair	☐	☐		☐
Chief of Police	x	☐	Luther Reynolds	☐
Grants Coordinator	X	☐	Chelsea Taylor	☐

FUNDING: Was funding previously approved? Yes ☐ No X N/A ☐

If yes, provide the following: Dept./Div.: _____ Account #: _____

Balance in Account _____ Amount needed for this item _____

Does this document need to be recorded at the RMC's Office? Yes ☐ No X

NEED: Identify any critical time constraint(s).

This grant was already submitted due to time constraints.

CFO's Signature: _____

FISCAL IMPACT: There is no match required for this grant.

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

City of Charleston
South Carolina

JOHN J. TECKLENBURG
Mayor

LUTHER T. REYNOLDS
Chief of Police

POLICE DEPARTMENT

MEMORANDUM

To: Mayor John J. Tecklenburg
City Councilmembers

From: Luther Reynolds, Chief of Police LTR 5-4-20

Subject: FY20 Local Law Enforcement Crime Gun Intelligence Center Integration Initiative Competitive Grant Solicitation

Date: May 12, 2020

The purpose of this memorandum is to request after-the-fact approval to submit an application for the DOJ Local Law Enforcement Crime Gun Intelligence Center Integration Initiative. This grant was already submitted due to time constraints. If awarded, funding will be used to establish a Crime Gun Intelligence Center through the acquisition of gun tracing and analysis equipment, personnel, and training through the National Integrated Ballistic Information Network. The design of this program reflects the recommendations made by the National Crime Gun Intelligence Governing Board, which aims to disrupt the shooting cycle and develop a comprehensive violent crime strategy.

This grant requests $605,530 to fund this project. **There is no match required for this grant.** Should you have any questions regarding this project, please contact Chelsea Taylor, Grants Coordinator at taylorch@charleston-sc.gov or Judy Gordon, Forensic Service Director at gordonj@charleston-sc.gov.

2020 Crime Gun Intelligence Grant

Combating Gun Violence

	UNITS	DESCRIPTION	UNIT COST	TOTAL
PERSONNEL	1	NIBIN Technician	$ 51,000.00	$ 51,000.00
				$ 51,000.00

	UNITS	DESCRIPTION	UNIT COST	TOTAL
FRINGE BENEFITS		FICA 7.65%	$ 3,901.50	$ 3,901.50
		Retirement 10.90%	$ 5,559.00	$ 5,559.00
		Workers Comp 3.75%	$ 1,912.50	$ 1,912.50
		Health/Dental 15.88%	$ 8,098.80	$ 8,098.80
		Unemployment Compensation 0.17%	$ 86.70	$ 86.70
		Other (Life & Disability) 0.30%	$ 153.00	$ 153.00
				$ 19,711.50

	UNITS	DESCRIPTION	UNIT COST	TOTAL
EQUIPMENT	1	Recover Latent Fingerprint Technology	$ 77,200.00	$ 77,200.00
	1	Ballistics Tank	$ 53,500.00	$ 53,500.00
	1	Remote Firing Stand	$ 4,000.00	$ 4,000.00
	1	Dehumifier	$ 700.00	$ 700.00
	1	Ballistic Search	$ 35,800.00	$ 35,800.00
	1	NIBIN Cartridges Cases Analysis & Triage Package	$ 230,000.00	$ 230,000.00
	1	Vehicle	$ 23,000.00	$ 23,000.00
	1	Laptop Computer	$ 1,200.00	$ 1,200.00
				$ 425,400.00

	UNITS	DESCRIPTION	UNIT COST	TOTAL
SUPPLIES	1	Recover Service Kit	$ 550.00	$ 550.00
	1	Personal Protective Equipment	$ 300.00	$ 300.00
	1	Gunsmith Kit	$ 1,800.00	$ 1,800.00
	1	Angled Eyepiece	$ 315.00	$ 315.00
	18	Ammunition	$ 200.00	$ 3,600.00
	1	Ammunition Storage Cabinet	$ 825.00	$ 825.00
	1	Evidence Storage Cabinets	$ 210.00	$ 420.00
	2	Goose Neck Lighting	$ 440.00	$ 440.00
				$ 8,250.00

	UNITS	DESCRIPTION	UNIT COST	TOTAL
CONTRACTS	1	Recover Service Contract	$ 6,230.00	$ 6,230.00
	1	NIBIN Package Service Contract (5yr)	$ 92,000.00	$ 92,000.00
	1	AirCard for Laptop (12 mos @ $50)	$ 600.00	$ 600.00
				$ 98,830.00

2020 Crime Gun Intelligence Grant

Combating Gun Violence

	UNITS	DESCRIPTION	UNIT COST	TOTAL
OTHER	1	Shipping for Recover	$ 630.00	$ 630.00
	1	Recover Training	$ 5,670.00	$ 5,670.00
	1	Shipping for Ballistics Tank	$ 2,500.00	$ 2,500.00
	1	Training for Ballistics Tank	$ 6,400.00	$ 6,400.00
	1	Shipping for NIBIN Package	$ 1,150.00	$ 1,150.00
	1	Travel/Lodging for NIBIN Installer &	$ 5,700.00	$ 5,700.00
				$ 22,050.00
			Total	**$ 605,530.00**

2020 Crime Gun Intelligence Grant
Budget Narrative

PERSONNEL

The NIBIN Technician will be responsible for all aspects of forensic examination of firearms, cartridge cases and projectiles to include collection, latent print recovery, serial number restoration, test firing, triage, entry into and correlation to the National Integrated Ballistic Identification Network.

FRINGE BENEFITS

EQUIPMENT

Recover Latent Fingerprint Technology

Chemical vapor fuming process to develop fingerprints on a range of difficult surfaces including those that have been exposed to extreme heat (discharged bullet casings, for example) and items that have been wiped in an attempt to prevent identification.

Ballistics Tank

A ballistics shooting tank for the recovery of test fired projectiles and cartridge cases from firearms seized as evidence.

Remote Firing Stand

The Remote Firing Stand is a remotely operated device designed to capture and hold the firearm rigidly in position. This enables the operator to fire a suspected faulty weapon from a safe distance and outside the firing range space.

Dehumidifier

A dehumidifier is necessary to ensure the stored ammunition is not exposed to humidity from the bullet recovery system. Humidity can cause corrosion of ammunition which can cause firing issues.

Vigilant Ballistic Search

Device that performs the initial sorting and triage of cartridge cases recovered from a crime scene to identify the cartridge(s) best suited for entry into NIBIN.

NIBIN Cartridges Cases Analysis & Triage Package

Hardware package for participation in the National Integrated Ballistic Information Network. Package Includes BRASSTRAX Acquisition Station, MATCHPOINT Analysis Station for Cartridge Cases, StereoZoom Microscope and color printer.

Vehicle

Vehicle to provide transportation for the NIBIN Technician and his/her evidence from the Charleston Police Department Evidence Unit to the Forensic Services Division. Also to permit field response at crime scenes involving firearms.

Laptop Computer

Computer for case management and access to Forensic Advantage, Veripic, CPD Records Management System, Computer Aided Dispatch System and PowerDMS.

SUPPLIES

Personal Protective Equipment

Eye and ear protection for safe operation of the ballistics tank

Recover Latent Fingerprint Technology Service Kit

Parts and consumables for preventative maintenance of the Recover Latent Fingerprint device

Gunsmith Kit

A gunsmith kit containing a borescope for rifle bores and chambers, mirror tubes, light sources and cleaning kit in a lockable metal carrying case. The borescope and its accessories are used to view the inside of the barrel of a firearm to make sure it is safe to test fire.

Angled Eyepiece

An angled eyepiece to connect to the borescope to facilitate viewing in a bolt-action rifle that is mounted in a tall stock.

Ammunition

A supply of ammunition is needed for test firing weapons so that test fired cartridges cases can be compared to cartridge cases collected as evidence. There are eighteen (18) common calibers budgeted at $200 each.

Ammunition Storage Cabinet

Steel storage cabinet for storing ammunition used for test firing

Evidence Storage Cabinets

Under the counter metal storage cabinets for ballistic evidence in the process of examination

Goose Neck Lighting

Transmitted and reflective light source for viewing head stamps on cartridge cases

CONTRACTS

Recover Latent Fingerprint Technology Service Contract

Maintenance contract includes one annual site visit by service specialist additional site visits for repairs, all parts and labor for repairs.

NIBIN Service Contract (5 year)

The SafeGuard warranty includes parts, labor and software upgrades. In order to remain on NIBIN, the Bureau of Alcohol, Tobacco and Firearms requires maintenance of a SafeGuard warranty with Forensic Technology.

Aircard for Laptop

Verizon air card services for one year to provide internet connection for the laptop at crime scenes or other remote working locations

OTHER

Shipping for Recover Latent Fingerprint Technology

Shipping and handling cost for delivery of the Recover Latent Fingerprint Technology

Recover Latent Fingerprint Technology Training

Three day on-site installation and training. Includes travel and accommodations expenses

Shipping for Ballistics Tank

Shipping of Ballistics Tank. Does not include unloading.

Training for Ballistics Tank

Two days onsite training for operation and maintenance of the ballistics tank

Shipping for NIBIN Cartridge Cases Analysis & Triage Package

Shipping and handling charges delivered duty paid and unloaded

Travel/Lodging for NIBIN Installer & Trainer

Travel and living expenses for installer and trainer. Includes installation and commissioning plus on-site training for up to two trainees

COMMITTEE / COUNCIL AGENDA

10.)

TO: John J. Tecklenburg, Mayor

FROM: Scott Watson **DEPT.** Executive

SUBJECT: OFFICE OF CULTURAL AFFAIRS – SCAC EMERGENCY RELIEF GRANT

REQUEST: To apply for an emergency relief grant from the SC Arts Commission funded by the CARES Act, to offset lost revenues during the months March through June 2020.

COMMITTEE OF COUNCIL: W&M **DATE:** May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
Corporate Counsel	☐	☐		☐
Cap. Proj. Cmte. Chair	☐	☐		☐
Office of Cultural Affairs	X	☐	Scott Watson 5/3/2020	☐
Grants Manager	X	☐		☐

FUNDING: Was funding previously approved? Yes ☐ No ☐ N/A ☐

If yes, provide the following: Dept./Div.: _____ Account #: _____

Balance in Account _____ Amount needed for this item _____

Does this document need to be recorded at the RMC's Office? Yes ☐ No X

NEED: Identify any critical time constraint(s).

CFO's Signature: _____

FISCAL IMPACT:

No City match is required.

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: **A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.**

Application

Public Profile | Collaborate

Process: FY20 Arts Emergency Relief

Contact Info | Request

Applicant:
Mr. Scott Watson
watsons@charleston-sc.gov
843-720-3885
75 Calhoun Street, Suite 3800
Charleston, SC 29401

Contact Email History

Organization:
City of Charleston-Cultural Affairs
57-6000226
843-724-7305
75 Calhoun Street, Suite 3800
Charleston, SC 29401 Charleston

If your organization information does not appear correct, please click the edit (pencil) icon.

Application | Application Packet | Question List

Fields with an asterisk (*) are required.

Applicant Type

Applicant Type*

Select one.
I am...
- (•) A Current S.C. Arts Commission operating support grantee.
- ( ) An S.C. non-profit arts organization - no operating support grant.
- ( ) A practicing individual artist and/or teaching artist residing in S.C.

Eligibility and Restrictions - Organization

Organization Type*

My organization is:
- ( ) A nonprofit with federal tax-exempt status

- ○ A nonprofit without federal tax-exempt status, applying through a tax-exempt Fiscal Receiver
- ◉ A college/university or government office that can receive direct payments
- ○ A college/university or unit of government with a central office serving as fiscal receiver

Charitable Organization Status*

Are you registered as a charitable organization within the SC Secretary of State's Office?

- ◉ Yes, we are registered as an SC charitable organization.
- ○ We are in the process of registering and expect to be complete before the grant period begins.
- ○ No, we are not registered as an SC charitable organization and have no plans to do so. (INELIGIBLE)

Arts Focus*

Select the item from the list that best describes your organization.

- ◉ The primary mission of my organization focuses on the arts.
- ○ My organization serves as the primary arts provider in its community.
- ○ Neither of these describes my organization. (INELIGIBLE)

Year Founded*

1977

Application Contact

Applicant Information Confirmed*

Please review the "Applicant" information shown at the top of this page. The name and contact information should be that of the person who will:

1. be managing this grant's activities, and
2. receive and respond to communications from the Arts Commission about this grant.

- **If you need to make changes** to the contact information shown for the Applicant and/or the Organization, click the pencil icon to the right of that section at the top of this page.
- **If the wrong person is shown as the "Applicant,"** we will need to reassign the application to the correct contact person's Foundant account. Please send an email to Grants@arts.sc.gov to request this change. *(You may come back to this question before submitting if you are waiting for the Grants Office to reassign the application to the correct user.)*

Please confirm that the contact person managing this grant is the "Applicant" shown at the top of the page, and the contact information shown is correct.

- ☑ Yes. The "Applicant" info shown is correct for the contact person managing this application.

Authorized Official Confirmation*

An organization's Authorized Official is the person responsible for signing legal documents and entering into contractual agreements.

Is the applicant indicated above also the authorized official for this organization?

- ○ Yes
- ◉ No

Authorized Official Contact Information

AO Prefix*

(Mr., Mrs., Ms., Dr., etc.)

Mr.

AO First Name*

John

AO Last Name*

Tecklenburg

AO Suffix

(Sr, Jr, III, etc.)

AO Title*

(e.g., Executive Director, Artistic Director, President, etc.)

Mayor

AO Email Address*

tecklenburgj@charleston-sc.gov

AO Phone*

Daytime phone number
Format: 999-999-9999

843-724-3737

Operating Support Grantees

Description of Affected Funded Activities*

Please provide a description of funded programs and activities that have been affected in FY20 (July 1, 2019 – June 30, 2020) as a result of COVID-19.

The Office of Cultural Affairs has essentially lost a full quarter of programming due to COVID-19, including the inability to open an exhibition scheduled for March and April at City Gallery (Susan Perkins' "Visual Vigil"), the cancellation of the 2020 Piccolo Spoleto Festival program of ticketed performances and free-to-attend public events, and the cancellation of multiple theatre presentations, art exhibitions, and community events at the Cannon Street Arts Center. While some efforts are underway to shift to digital platforms (such as an online interactive presentation of Ms. Perkins' current project, to be launched as "Virtual Vigil"), almost all of the projects directed by the OCA from mid-March through the end of June will be cancelled without the ability to generate earned revenues or to provide compensation to artists who rely on this traditionally busy time of year for paid engagements.

1,511 characters left of 3,000

Revenue Lost Percentage*

What is the percentage of revenue lost due to COVID-19 in FY20 (July 1, 2019 – June 30, 2020)?
Select one.

- ○ Less than 50%
- ○ 50% - 75%
- ◉ More than 75%

Other Emergency Relief Funds*

At the time of application have you received revenue from other emergency funds (grants, payroll protection, etc.)?

- ○ Yes
- ◉ No

Other Emergency Relief Funds List

If yes, please list.

750 characters left of 750

Laid Off Employees*

Have you laid off employees as a result of the COVID-19 crisis?

- ○ Yes
- ◉ No

Number Employees Laid-off

If yes, how many?

#.#

Americans for the Arts Survey*

Has your organization participated in the Americans for the Arts COVID-19 Economic Impact survey?
If not, please complete the survey here.

- ◉ Yes
- ○ No

Purpose of Relief Funds*

In accordance with the guidelines established by the National Endowment for the Arts, the CORONAVIRUS AID, RELIEF, AND ECONOMIC SECURITY (CARES) ACT funds may support salaries and administration costs to the nonprofit arts sector in response to the COVID-19 pandemic.
Please click each area you will direct these funds toward:

- ☐ Salary/Fringe
- ☐ Contract Personnel

- [x] Rent/Mortgage
- [x] Other Operating Expenses

Certification & Submitting

Before You Submit

1. Click the "Application Packet" button near the top right of your screen, to generate a printable PDF file of your completed application.
2. Proofread the PDF of your application to be sure everything is as you intended, including your spreadsheet content.

After You Submit

You will receive an email message from **administrator@grantinterface.com**, confirming that your application was received.

Helpful Hint: Check your spam!

If you found an email from the above address in your spam folder:

Please add @grantinterface.com to your address book or contacts. This will ensure that you continue receiving email communication regarding your application.

Note: The contact person for this grant (the "Applicant" confirmed at the top of this page) will be the person to receive communications about this grant, by email.

Certification*

I certify:

1. The applicant is in compliance with published eligibility requirements.
2. The governing body of the applicant has authorized the filing of this application and signature.
3. This application has been submitted to any internal authorizations.
4. The activities & services for which assistance is sought will be administered by or under the supervision of the applicant solely for the described projects and programs.
5. The applicant & any organization that it assists will comply with all applicable Federal & State laws when conducting any program activity for which the applicant receives financial assistance from the Commission.
6. This application is complete as required by SCAC grant guidelines; all information & attachments in this proposal are true & correct to the best of my knowledge.
7. I am the authorizing official for this organization, or I am acting with the full permission of that official, & I understand that checking the "I Agree" box constitutes my signing off on this application.

- [x] I Agree

Abandon Request | Save Application | Submit Application

11.)

CPR COMMITTEE and/or COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Ed Boinest / Andrew Jones **DEPT.** Parks – Capital Projects

SUBJECT: POLICE FORENSIC SERVICES BUILDING FEE AMENDMENT #2

REQUEST: Approval of Fee Amendment #2 with Stubbs Muldrow Herrin Architects, Inc., in the amount of $40,570.00 for the extension of services from 12 months to 16 months and 1 additional month for closeout services due to an increased duration of the construction phase of the building.

COMMITTEE OF COUNCIL: Ways & Means **DATE:** May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
CPR Committee Chair	☐	☐		☐
Corporate Counsel	☐	☐		☐
Capital Projects Director	☑	☐		☐
MBE Manager	☐	☐		☐

FUNDING: Was funding previously approved? Yes [X] No [ ] N/A [ ]

If yes, provide the following: Dept/Div Parks-Capital Projects Acct # 051448-58238

Balance in Account $40,570.00 Amount needed for this item $40,570.00

Project Number CP1617

NEED: Identify any critical time constraint(s).

CFO's Signature: Amy Wharm

FISCAL IMPACT: **Approval of Fee Amendment #2 will increase the Professional Services Contract by $40,570.00 (from $812,309.00 to $852,879.00). Funding Sources for this project are: 2015 IPR Bond ($7,392,186.00) and 2017 IPR Bond ($5,000,000.00).**

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00 A.M THE DAY OF THE CLERK'S AGENDA MEETING.

City of Charleston
Contract Amendment for Professional Services #02

Project: CP1617 - Police Department Forensic Services Building

Owner: City of Charleston
Division of Capital Projects
823 Meeting Street
Charleston, SC 29403

A/E: SMHa, Inc.
400 Hibben Street, Suite #100
Mount Pleasant, SC 29464

Contract Date: September 27, 2016
Amendment Date: March 26, 2020

To the A/E: You are hereby authorized, subject to contract provisions, to make the following changes:

1. Description of the Contract Amendment:

   Adjustment to design fee to reflect the increase in the scheduled construction phase duration from 12 months as stipulated in the Design Agreement to 16 months plus 1 month for closeout as stipulated in the Construction Agreement.

2. Adjustments to the Contract Sum:

Original Contract Sum authorized by Council for Schematic Design through Construction Admin.	$ 450,250.00
Change by Previously Approved Contract Amendments.....	$ 362,059.00
Contract Sum prior to this Contract Amendment.....	$ 812,309.00
Amount of this contract Amendment, complete.....	$ 40,570.00
New Contract Sum, including this Contract Amendment	$ 852,879.00

ARCHITECT/ ENGINEER: _____ May 04, 2020
(A/E's William S. Connell, AIA, SMHa, Inc.) (Date)

OWNER: _____ _____
John Tecklenburg, Mayor (Date)

Amendment No. 2
Increase in Construction Schedule

March 26, 2020

Mr. Ed Boinest, Project Manager
Department of Parks
823 Meeting Street
Charleston, SC 29403

Re: CP1617 Charleston Police Department Forensic Services Building
SMHa Comm. No. 1615.00

Dear Ed:

In accordance with the AIA B101 Agreement dated September 27, 2016, we are requesting an adjustment to our fee to reflect the increase in the scheduled construction phase duration from 12 months as stipulated in the Design Agreement to 16 months plus 1 month for closeout as stipulated in the Construction Agreement.

Fee Summary Prior to Amendment:

Basic Services - Lump sum (Add)	$543,060.00
Additional Services - Lump sum (Add)	232,733.00
Reimbursable - Estimate (Add)	36,516.00
	$812,309.00

Proposed Amendment No. 2 Summary

Basic Services - Lump sum (Add)	$40,570.00
Additional Services - Lump sum (Add)	0.00
Reimbursable - Estimate (Add)	0.00
	$40,570.00

Fee Summary Including this Amendment:

Basic Services - Lump sum	$583,630.00
Additional Services - Lump sum	232,733.00
Reimbursable - Estimate	36,516.00
	$852,879.00

A breakdown of this fee by discipline is indicated on the following page:

Proposed Amendment No. 2 by discipline:

1. Basic Services: Adjustments to lump sum by discipline are based upon the average fee per month in the Agreement times 5 months. The lump sum fee shall be as follows:

Architectural (Add)	$ 31,000.00
Civil and Landscape Architecture (Add 2,350 x 1.1)	2,585.00
Structural (Add 1,750.00 x 1.1)	1,925.00
Mech, Plumbing Elect, and Fire Protection (Add 4,600 x 1.1)	5,060.00
Total Basic Compensation (Add)	$ 40,570.00

Fee Summary Including this Amendment by discipline:

1. Basic Services: Adjustments to lump sum by discipline shall as follows:

Architectural	$ 327,000.00
Civil and Landscape Architecture	52,773.00
Structural	35,585.00
Mechanical Plumbing Electrical and Fire Protection	163,460.00
Specifications	4,812.00
Total Basic Compensation	$ 543,060.00

2. Additional Services: Adjustments to lump sum by discipline shall as follows:

Lab Design Consultant	$ 188,238.00
Detailed Cost Estimate	$ 11,055.00
Electrical Low Voltage Design	$ 33,440.00
Total Additional Services Compensation	$232,733.00

3. Reimbursanble Expenses: Adjustments are estimated as follows:

Reimbursable Expenses	$ 36,516.00

4. Total	$852,879.00

Please do not hesitate to call if you have any questions or concerns regarding this amendment.

Respectfully submitted,
SMHa, Inc.

William S. Connell, AIA

12.)

CPR COMMITTEE and/or COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Virginia Jones / Andrew Jones DEPT. Parks – Capital Projects

SUBJECT: MUNICIPAL GOLF COURSE RENOVATION CHANGE ORDER #1

REQUEST: **Approval of Change Order #1 with NMP Golf Construction Corp. in the amount of $120,231.48 for the addition of irrigation loops required on the fairways and greens on Holes #13 & #15 due to the proposed fill material. The new depth of fill causes the existing irrigation loops to be too deep for City personnel to maintain. Approval of this change order adds 30 days to the date of substantial completion.**

COMMITTEE OF COUNCIL: Ways & Means DATE: May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
CPR Committee Chair	☐	☐		☐
Corporate Counsel	☐	☐		☐
Capital Projects Director	☑	☐		☐
MBE Manager	☐	☐		☐

FUNDING: Was funding previously approved? Yes [X] No [ ] N/A [ ]

If yes, provide the following: Dept/Div Parks-Capital Projects Acct # 028015-58240

Balance in Account $120,231.48 Amount needed for this item $120,231.48

Project Number CP1911

NEED: Identify any critical time constraint(s).

CFO's Signature: Amy Wharam

FISCAL IMPACT: **Approval of Change Order #1 will increase the Construction Contract by $120,231.48 (from $2,038,535.68 to $2,158,767.16). Funding sources for this project are: 2018 GO Bond ($1,500,000.00), Hospitality Fund ($300,000.00), 2018 General Fund Reserves ($500,000.00), and Capital Contribution ($25,507.50).**

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00 A.M THE DAY OF THE CLERK'S AGENDA MEETING.

City of Charleston
Construction Change Order

PROJECT: **CP1911** (NUMBER) **CHARLESTON MUNICIPAL GOLF COURSE RENOVATION** (NAME)

CONTRACTOR: NMP GOLF CONSTRUCTION **CHANGE ORDER NO.: 1**

1. Description of the Change Order:
   Attachments: NMP Proposal dated 04/22/2020, Change Directive #1, Irrigation illustrations (2)

Due to the complex nature of the golf course renovation, increased fill material and condition of the existing irrigation system, it is in the best interest of the City to upgrade the irrigation in the fairways and greens in areas along the most prominent fill sections. The change includes deleting $174,280.28 to Contract Item 120 Irrigation System Revisions and Additions (Exhibit I) of the contract and adding to that same line item a revised cost amount of $294,511.76. **The net delta is $120,231.48.** This increases the total contract amount to $2,158,767.16. An additional 30 days need to be added to the timeline.

2. Adjustments to the Contract Amount:

Original Contract Amount	$ 2,038,535.68
Change by Previously Approved Change Orders	$ 0.00
Contract Amount prior to this Change Order	$ 2,038,535.68
Amount of this Change Order	$ 120,231.48
New Contract Amount, including this Change Order	$ 2,158,767.16

3. Adjustments in Contract Time:

Original Date for Substantial Completion	10/17/2020
Change in Days by Previously Approved Change Orders	0 Days
Change in Days for this Change Order	30 Days
New Date for Substantial Completion	11/16/2020

4. Amount of this Change Order performed by MBE..... $0.00

N/A	NMP Golf Construction Corp.	City of Charleston
Architect/ Engineer	Contractor	Owner
N/A	25 Bishop Avenue, Suite A-2 Williston, VT 05495	823 Meeting St Charleston, SC 28403
Address	Address	Address
Signature	Signature	Signature
By: N/A	By: Mario Poirier	By: John J. Tecklenburg
Date:	Date: April 22, 2020	Date:

City of Charleston
Construction Change Directive

PROJECT: **CP 1911** *(NUMBER)* **MUNICIPAL GOLF COURSE RENOVATIONS** *(NAME)*

CONTRACTOR: NMP GOLF CONSTRUCTION **CHANGE DIRECTIVE NO.: 1_**

When signed by the City, this document becomes effective immediately and the Contractor shall proceed with the change(s) described below. The Contractor is hereby directed to make the following change(s) to the Work of the contract:

Due to the complex nature of the golf course renovation, increased fill material and condition of the existing irrigation system, it is in the best interest of the City to upgrade the irrigation in the fairways and greens in areas along the most prominent fill sections. The change includes deleting $174,280.28 to Contract Item 120 Irrigation System Revisions and Additions (Exhibit I) of the contract and adding to that same line item a revised cost amount of $294,511.76. **The net delta is $120,231.47** This increases the total contract amount to $2,158,767.1~~8~~. A 30 day increase is also needed for the contract timeline.

PROPOSED ADJUSTMENTS

1. The proposed basis of adjustment to the Contract Sum is: ☒ an increase ☐ a decrease ☐ to be determined ☐ unchanged

- ☐ Not-to-Exceed: $ _____
- ☒ Lump Sum: $ 120,231.47
- ☐ Unit Price of: $ linear foot
- ☐ As determined by the A/E on the basis of reasonable expenditures and savings including overhead and profit.

2. The Contract Time is proposed to:
- ☐ remain unchanged
- ☒ increase by 30 calendar days
- ☐ decrease by _____ calendar days

Signature by the Contractor indicates the Contractor's agreement with the proposed basis of adjustment in the Contract Sum and Time set forth in this Construction Change Directive.

Edmund Most, Deputy Director of Capital Projects — [signature] *(Signature)* — 4/22/20 *(Date)*

Virginia D. Jones, PE Senior Construction Project Manager *(Print or Type Name of A/E)* — Virginia Jones *(Signature)* — 04/22/2020 *(Date)*

Signature by the Contractor indicates the Contractor's full and complete agreement with the proposed basis of adjustment in the Contract Sum and Time as set forth in this Directive. Change Directives accepted by the Contractor shall be incorporated into a Change Order without further adjustment.

NMP Golf Construction *(Name of Contractor)* — _____ *(Signature)* — _____ *(Date)*

City of Charleston
Construction Change Directive

PROJECT: **CP 1911** (NUMBER) **MUNICIPAL GOLF COURSE RENOVATIONS** (NAME)

CONTRACTOR: NMP GOLF CONSTRUCTION **CHANGE DIRECTIVE NO.: 1**

When signed by the City, this document becomes effective immediately and the Contractor shall proceed with the change(s) described below. The Contractor is hereby directed to make the following change(s) to the Work of the contract:

Due to the complex nature of the golf course renovation, increased fill material and condition of the existing irrigation system, it is in the best interest of the City to upgrade the irrigation in the fairways and greens in areas along the most prominent fill sections. The change includes deleting $174,280.28 to Contract Item 120 Irrigation System Revisions and Additions (Exhibit I) of the contract and adding to that same line item a revised cost amount of $294,511.76. **The net delta is $120,231.48.** This increases the total contract amount to $2,158,767.16. A 30 day increase is also needed for the contract timeline.

PROPOSED ADJUSTMENTS

1. The proposed basis of adjustment to the Contract Sum is: ☒ an increase ☐ a decrease ☐ to be determined ☐ unchanged

☐ Not-to-Exceed: $ _____
☒ Lump Sum: $ 120,231.48
☐ Unit Price of: $ linear foot
☐ As determined by the A/E on the basis of reasonable expenditures and savings including overhead and profit.

2. The Contract Time is proposed to:
☐ remain unchanged
☒ increase by 30 calendar days
☐ decrease by _____ calendar days

Signature by the Contractor indicates the Contractor's agreement with the proposed basis of adjustment in the Contract Sum and Time set forth in this Construction Change Directive.

Edmund Most, Deputy Director of Capital Projects _____ (Signature) _____ (Date)

_____ (Print or Type Name of A/E) _____ (Signature) _____ (Date)

Signature by the Contractor indicates the Contractor's full and complete agreement with the proposed basis of adjustment in the Contract Sum and Time as set forth in this Directive. Change Directives accepted by the Contractor shall be incorporated into a Change Order without further adjustment.

NMP Golf Construction Corp. (Name of Contractor) _____ (Signature) 04-22-2020 (Date)

CHANGE ORDER

Florida Licence #: CGC1508155

CHANGE ORDER #: REV-001 DATE: 04-22-20

PROJECT #: 19-463-00

PROJECT NAME: Charleston Municipal Golf Course / General Renovations - Ponds,Tees, Bunkers & Greens

CONTRACT AMOUNT (AS BID):	$	2,038,535.68
SUM OF THE NET CHANGES BY PRIOR CONTRACT CHANGE ORDERS:	$	-
NET Deduct CONTRACT PRICE (this Change Order):	$	(174,280.28)
NET Add CONTRACT PRICE (this Change Order):	$	294,511.76
TOTAL ADJUSTED CONTRACT PRICE:	**$**	**2,158,767.16**

DESCRIPTION OF THE ADDITIONAL WORK PERFORMED:

Due to the complex nature of the golf course renovation, increased fill material and condition of the existing irrigation system, it is in the best interest of the City to upgrade the irrigation in the fairways and greens in areas along the most prominent fill sections. The change includes deleting $174,280.28 to Contract Item 120 Irrigation System Revisions and Additions (Exhibit I) of the contract and adding to that same line item a revised cost amount of $294,511.76. The net delta is $120,231.48. This increases the total contract amount to $2,158,767.16. A 30 day increase is also needed for the contract timeline.

Total:	Deduct	$	174,280.28
Total increase includes profit and overhead	Add	$	120,231.48
Total.	New value	$	294,511.76

Number of days added to the finishing schedule: 30

The work described herein is further governed by the terms and conditions of the original contract.

The undersigned has read and fully understands the contents of this document and agrees to be bound by its terms.

NMP GOLF CONSTRUCTION CORP., by:

Signature: _____

VP & General Manager

Date: 04-22-20

Miller Golf Design and City of Charleston, by:

Signature: _____

Project Manager

Date: _____

Signature: _____

Engineer or Architect

Date: _____

Signature: _____

Owner's Representative

Date: _____

April 23rd, 2020

Mrs. Virginia Jones
City of Charleston
80 Broad Street
Charleston, SC 29401

Subject: 04-23-2020 REVISED - Proposal for unit costing irrigation - Charleston Municipal Golf Course

Sir,

NMP Golf Construction is pleased to submit to you the revised proposal for the unit cost of irrigation work at the Charleston Municipal Golf Course. All work and layout will be performed in the field under the direction of the club's representatives. All measurements will be taken in the field and billed accordingly.

Please note: This is Unit pricing as noted, final measurements taken in field.

Description	Unit	Qty	Unit Cost	Total Amount
NO Additions / Deletions or Modifications to controllers will be performed: By others				
All measurements will be measured in field for final billing.				
Supply & install riser on existing irrigation heads (no more than 12" riser, this includes removal and reinstall of old heads and 1-new swing joint)	EA	165	$ 166.66	$ 27,498.90
Existing heads, remove and re-install in same line. (Any location no riser or parts) includes leveling.	EA	28	$ 75.00	$ 2,100.00
Supply and install new swing join only.	EA	165	$ 50.00	$ 8,250.00
Supply install new 700 series heads -includes all necessary parts and splices at head.	EA	66	$ 1,086.45	$ 71,705.70
Supply install new 900 series heads -includes all necessary parts and splices at head.	EA	22	$ 1,201.45	$ 26,431.90
Supply install 2" PVC solvent weld pipe (includes 1 common wire, no other wires included.) took total from 10-18 and doubled it.	LF	13,809	$ 6.81	$ 94,039.29
Supply install head wires only, (common included in 2" PVC.) includes, trenching, backfill and 1 head wire. Took pipe total and x's 3	LF	1,100	$ 1.50	$ 1,650.00
Supply install additional head wires in existing trench.	LF	26,488	$ 0.18	$ 4,767.84
Supply install common wire as needed, must be in existing trench. (if no pipe is needed this is just wire no trenching)	LF	1,100	$ 0.25	$ 275.00
Supply install DBY and splice.	EA	193	$ 5.00	$ 965.00
Supply install 10" splice box	EA	17	$ 30.00	$ 510.00
Supply install new valve box	EA	22	$ 50.00	$ 1,100.00
Remove re-install QC (any location no riser or parts)	EA	17	$ 75.00	$ 1,275.00
Supply install new quick coupler.	EA	6	$ 275.00	$ 1,650.00
Supply install new 2" isolation valve.	EA	6	$ 850.00	$ 5,100.00
Supply install new 3" DI saddle W/SS Strap	EA	5	$ 301.00	$ 1,505.00
Supply install new 1" 600 Wilkins pressure regulator	EA	5	$ 428.40	$ 2,142.00

.../2

25 Bishop Avenue, Suite A-2, Williston, Vermont 05495
Tel. : (888) 707-0787 Fax : (888) 707-3219
E-mail: info@nmpgolf.com - Website: www.nmpgolf.com – Florida Licence #: CGC1508155

Supply install 2.5" mainline as needed (no wires included)	LF	1,320	$ 7.88	$ 10,401.60
Supply install 3" mainline as needed (no wires included)	LF	1,100	$ 8.00	$ 8,800.00
Supply install 4" mainline as needed (no wires included)	LF	550	$ 12.50	$ 6,875.00
			Total	**$ 277,042.23**
Overhead and profit on additional work only -(This is amount of additional work is $102,761.95)				**$ 102,761.95**
Over head & Profit on $102,761.95				**17%**
Total Overhead and profit on additional work.				**$ 17,469.53**
Total Value - Additional work, (with O&P) And base contract				**$ 294,511.76**

Hoping this proposal will meet your approval, do not hesitate to contact me at 508-274-4744 should you have any question.

Darryl M. Bartlett
Senior project Manager

25 Bishop Avenue, Suite A-2, Williston, Vermont 05495
Tel. : (888) 707-0787 Fax : (888) 707-3219
E-mail: info@nmpgolf.com - Website: www.nmpgolf.com – Florida Licence #: CGC1508155

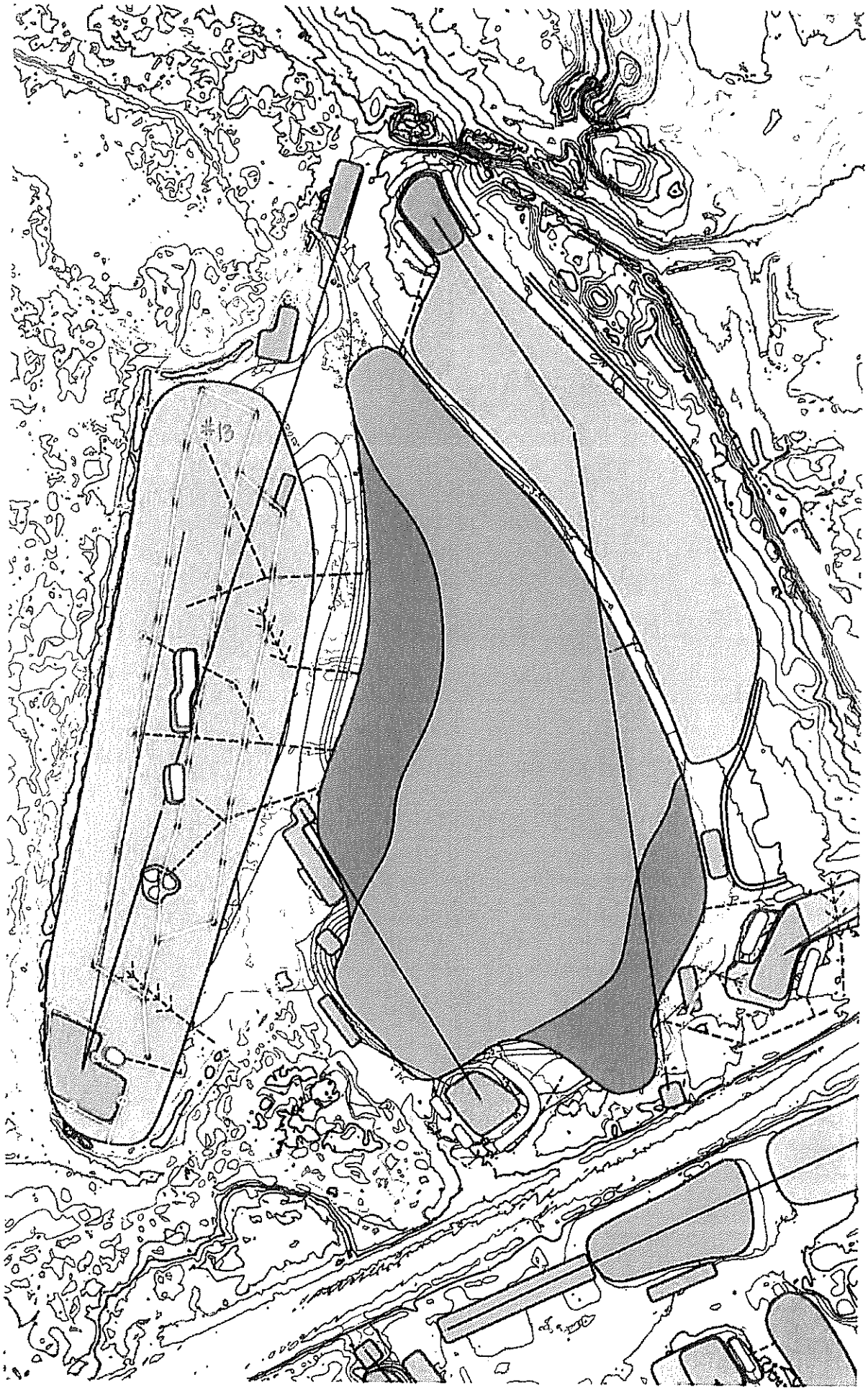
Charleston Municipal Golf Course

EXHIBIT I

Based on Plan Dated: 1.21.19
Bidding Contractor: NMP Golf Construction Corp

100 - Charleston Municipal		Quantity	Unit	Unit Cost	Item Total	Notes
101	Mobilization	1	LS	$27 674.78	$27 674.78	
102	General Conditions	1	LS	$134 693.16	$134 693.16	
103	Erosion Control Allowance	1	AL	$36 645.10	$36 645.10	See SWPP plan in Addendum #1
104	Golf Course Staking	1	LS	$5 534.96	$5 534.96	
105	Tree Clearing	2.5	ACRE	$14 169.49	$35 423.73	
106	Select Tree Removal	125	EACH	$561.24	$70 155.00	
107	Roto-Till Existing Turf	39.52	ACRE	$697.21	$27 553.61	
108	Mass- Ex	53 124.00	CY	$2.94	$156 184.56	To be bid on a unit basis (Per CY) allowance Subject to change or be completed outside of contractor scope All Cut to be used on site,
109	Mass-Ex (Dozer Earthwork)	1	AL	$13 726.69	$13 726.69	
110	Rough Shaping	1	LS	$27 211.68	$27 211.68	
111	Finish Shaping	1	LS	$58 853.53	$58 853.53	
112	4 Solid Pipe "	11 000.00	LF	$5.62	$61 820.00	Greens & Bunkers not included
113	6 Solid Pipe "	2 285.00	LF	$7.06	$16 132.10	
114	8 Solid Pipe "	250.00	LF	$10.64	$2 660.00	
115	10 Solid Pipe "	250.00	LF	$14.15	$3 537.50	
116	12 Solid Pipe "	0	LF	$0.00	$0.00	
117	15 Solid Pipe "	0	LF	$0.00	$0.00	
118	18 Solid Pipe "	0	LF	$0.00	$0.00	
119	12 Riser W/ Grate "	50	EACH	$429.51	$21 475.50	
120	Irrigation System Revisions and Additons"	1	AL	$174 280.28	$174 280.28	See Hole by Hole for Details DEDUCT CO#1
121	Detail/Clean-up Shaping	1	LS	$5 325.18	$5 325.18	
122	Green Core-Out	117 683.00	SF	$0.11	$12 945.13	Greens vary between core-out and building on top of existing
123	Asphalt Cart Path	26 456.00	SF	$5.91	$156 354.96	Removal of existing path to be milled on site and used for base (quantites in hole by hole)
124	4X6" Concrete Curb "	0.00		$0.00	$0.00	
125	USGA Greens Construction W/ Profile	117 683.00	SF	$3.86	$454 256.38	
126	Bunker Construction	58 121.00	SF	$1.79	$104 036.59	
127	Tee Construction (No Drainage)	101 663.00	SF	$0.34	$34 565.42	Existing bunker sand to be used where available, or native soil
128	Ditch Improvement & Pond Bank Stablization	3 485.00	LF	$3.55	$12 371.75	
129	Seedbed Prep	39	ACRE	$957.86	$37 356.54	
130	Green Fertilizer	117 683.00	SF	$0.02	$2 353.66	
131	Greens - TifEagle	99 842.00	SF	$0.54	$53 914.68	*17,781 SF of total to be in TifGrand (Short Game Area)
132	Tee Fertilizer	101 663.00	SF	$0.02	$2 033.26	
133	Tees - TifTuff	101 663.00	SF	$0.16	$16 266.08	
134	Fairway Fertilizer	39.5	ACRE	$1 881.89	$74 334.66	
135	Fairways - TifTuff	35	ACRE	$2 435.38	$85 238.30	
136	Approaches - TifGrand	4.5	ACRE	$6 465.54	$29 094.93	
137	Sod - TifTuff	2.5	ACRE	$27 998.08	$69 995.20	To include bunker faces, pond bank stabilization and select slopes.
138	Rough Fertilizer	0.75	ACRE	$996.29	$747.22	
139	Roughs - 419	0.75	ACRE	$4 789.29	$3 591.97	Replacement of disturbed rough areas - spngs
140	Native - Bahai	0.5	ACRE	$20 383.21	$10 191.61	
	Subtotal				$2 038 535.68	
	Total				$2 038 535.68	

#15


#13

13.)

CPR COMMITTEE and/or COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Virginia Jones / Andrew Jones **DEPT.** Parks – Capital Projects

SUBJECT: MUNICIPAL GOLF COURSE RENOVATION CHANGE ORDER #2

REQUEST: Approval of Change Order #2 with NMP Golf Construction Corp. in the amount of $80,652.00 for the removal, storage and over-excavation of 10,000 cubic yards of unsuitable soil discovered while performing improvements to the pond on Hole #13. Approval of this change order adds 21 days to the date of substantial completion.

COMMITTEE OF COUNCIL: Ways & Means **DATE:** May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
CPR Committee Chair	☐	☐		☐
Corporate Counsel	☐	☐		☐
Capital Projects Director	☑	☐		☐
MBE Manager	☐	☐		☐

FUNDING: Was funding previously approved? Yes [X] No [ ] N/A [ ]

If yes, provide the following: Dept/Div Parks-Capital Projects Acct # 028015-58240

Balance in Account $80,652.00 Amount needed for this item $80,652.00

Project Number CP1911

NEED: Identify any critical time constraint(s).

CFO's Signature: Amy Wharm

FISCAL IMPACT: **Approval of Change Order #2 will increase the Construction Contract by $80,652.00 (from $2,158,767.16 to $2,239,419.16). Funding sources for this project are: 2018 GO Bond ($1,500,000.00), Hospitality Fund ($300,000.00), 2018 General Fund Reserves ($500,000.00), and Capital Contribution ($25,507.50).**

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00 A.M THE DAY OF THE CLERK'S AGENDA MEETING.

City of Charleston
Construction Change Order

PROJECT: **CP1911** (NUMBER) **CHARLESTON MUNICIPAL GOLF COURSE RENOVATION** (NAME)

CONTRACTOR: NMP GOLF CONSTRUCTION **CHANGE ORDER NO.:** 2

1. Description of the Change Order:
   Attachments: NMP Proposal, Memo, Worksheet, Change Directive #2

While excavating the pond on Hole #13, the Contractor encountered unsuitable soils that were organic and unusable for fill material on the fairway and green on Hole #13 as planned. The agreed upon plan to dispose of this unsuitable soil is to over-excavate the pond by 10,000 cubic yards of good material that will be used per the grading plan and bury the unsuitable soil back into the pond. The change includes double handling the material @ $5.88 per cy x 10,000cy, dewatering plus overhead and profit @ 17% = $80,652. This increases the total contract amount to $2,239,419.16. A 21 day increase is also needed for the contract timeline.

2. Adjustments to the Contract Amount:

Original Contract Amount	$ 2,038,535.68
Change by Previously Approved Change Orders	$ 120,231.48
Contract Amount prior to this Change Order	$ 2,158,767.16
Amount of this Change Order	$ 80,652
New Contract Amount, including this Change Order	$ 2,239,419.16

3. Adjustments in Contract Time:

Original Date for Substantial Completion	10/17/2020
Change in Days by Previously Approved Change Orders	30 Days
Change in Days for this Change Order	21 Days
New Date for Substantial Completion	12/07/2020

4. Amount of this Change Order performed by MBE $0.00

Architect/ Engineer	Contractor	Owner
N/A	NMP Golf Construction Corp.	City of Charleston
Address	25 Bishop Avenue, Suite A-2 Williston, VT 05495 Address	823 Meeting St Charleston, SC 28403 Address
Signature	Signature	Signature
By: N/A	By: Mario Poirier	By: John J. Tecklenburg
Date:	Date: April 22, 2020	Date:

City of Charleston
Construction Change Directive

PROJECT: **CP 1911** (NUMBER) **MUNICIPAL GOLF COURSE RENOVATIONS** (NAME)

CONTRACTOR: NMP GOLF CONSTRUCTION **CHANGE DIRECTIVE NO.: 2_**

When signed by the City, this document becomes effective immediately and the Contractor shall proceed with the change(s) described below. The Contractor is hereby directed to make the following change(s) to the Work of the contract:

While excavating the pond on Hole #13, the Contractor encountered unsuitable soils that were organic and unusable for fill material on the fairway and green on Hole #13 as planned. The agreed upon plan to dispose of this unsuitable soil is to over-excavate the pond by 10,000 cubic yards of good material that will be used per the grading plan and bury the unsuitable soil back into the pond. The change includes double handling the material @ $5.88 per cy x 10,000cy, dewatering plus overhead and profit @ 17% = $80,652. This increases the total contract amount to $2,239,419.1~~5~~6. A ~~30~~ 21 day increase is also needed for the contract timeline. EM

PROPOSED ADJUSTMENTS

1. The proposed basis of adjustment to the Contract Sum is: ☒ an increase ☐ a decrease ☐ to be determined ☐ unchanged

   ☐ Not-to-Exceed: $ _____
   ☒ Lump Sum: $ 80,652
   ☐ Unit Price of: $ linear foot
   ☐ As determined by the A/E on the basis of reasonable expenditures and savings including overhead and profit.

2. The Contract Time is proposed to: ☐ remain unchanged
   ☒ increase by ~~30~~ calendar days 21 DAYS EM
   ☐ decrease by _____ calendar days

Signature by the Contractor indicates the Contractor's agreement with the proposed basis of adjustment in the Contract Sum and Time set forth in this Construction Change Directive.

Edmund Most, Deputy Director of Capital Projects _____ (Signature) 4/22/20 (Date)

Virginia D. Jones, PE Senior Construction Project Manager (Print or Type Name of A/E) Virginia Jones (Signature) 04/22/2020 (Date)

Signature by the Contractor indicates the Contractor's full and complete agreement with the proposed basis of adjustment in the Contract Sum and Time as set forth in this Directive. Change Directives accepted by the Contractor shall be incorporated into a Change Order without further adjustment.

NMP Golf Construction (Name of Contractor) _____ (Signature) _____ (Date)

City of Charleston
Construction Change Directive

PROJECT: **CP 1911** (NUMBER) **MUNICIPAL GOLF COURSE RENOVATIONS** (NAME)

CONTRACTOR: NMP GOLF CONSTRUCTION **CHANGE DIRECTIVE NO.: 2_**

When signed by the City, this document becomes effective immediately and the Contractor shall proceed with the change(s) described below. The Contractor is hereby directed to make the following change(s) to the Work of the contract:

While excavating the pond on Hole #13, the Contractor encountered unsuitable soils that were organic and unusable for fill material on the fairway and green on Hole #13 as planned. The agreed upon plan to dispose of this unsuitable soil is to over-excavate the pond by 10,000 cubic yards of good material that will be used per the grading plan and bury the unsuitable soil back into the pond. The change includes double handling the material @ $5.88 per cy x 10,000cy, dewatering plus overhead and profit @ 17% = $80,652. This increases the total contract amount to $2,239,419.16. A 21 day increase is also needed for the contract timeline.

PROPOSED ADJUSTMENTS

1. The proposed basis of adjustment to the Contract Sum is: ☒ an increase ☐ a decrease ☐ to be determined ☐ unchanged

☐ Not-to-Exceed: $ _____
☒ Lump Sum: $ 80,652
☐ Unit Price of: $ linear foot
☐ As determined by the A/E on the basis of reasonable expenditures and savings including overhead and profit.

2. The Contract Time is proposed to: ☐ remain unchanged ☒ increase by 21 calendar days ☐ decrease by _____ calendar days

Signature by the Contractor indicates the Contractor's agreement with the proposed basis of adjustment in the Contract Sum and Time set forth in this Construction Change Directive.

Edmund Most, Deputy Director of Capital Projects _____ (Signature) _____ (Date)

Virginia D. Jones, PE Senior Construction Project Manager (Print or Type Name of A/E) _____ (Signature) _____ (Date)

Signature by the Contractor indicates the Contractor's full and complete agreement with the proposed basis of adjustment in the Contract Sum and Time as set forth in this Directive. Change Directives accepted by the Contractor shall be incorporated into a Change Order without further adjustment.

NMP Golf Construction Corp. (Name of Contractor) _____ (Signature) 04-23-2020 (Date)

CHANGE ORDER

Florida Licence #: CGC1508155

CHANGE ORDER #: REV-002 DATE: 04-23-20

PROJECT #: 19-463-00

PROJECT NAME: Charleston Municipal Golf Course / General Renovations - Ponds,Tees, Bunkers & Greens

CONTRACT AMOUNT (AS BID):	$	2,038,535.68
SUM OF THE NET CHANGES BY PRIOR CONTRACT CHANGE ORDERS:	$	120,231.48
NET Add CONTRACT PRICE (this Change Order):	$	80,652.00
TOTAL ADJUSTED CONTRACT PRICE:	**$**	**2,239,419.16**

DESCRIPTION OF THE ADDITIONAL WORK PERFORMED:

This is a Change order for un-foreseen conditions - Unsuitable material.

Total increase includes profit and overhead Add $ 80,652.00

Number of days added to the finishing schedule: 21

The work described herein is further governed by the terms and conditions of the original contract.

The undersigned has read and fully understands the contents of this document and agrees to be bound by its terms.

NMP GOLF CONSTRUCTION CORP., by:

Signature:

VP & General Manager

Date: 04-23-20

Miller Golf Design and City of Charleston, by:

Signature:

Project Manager

Date:

Signature:

Engineer or Architect

Date:

Signature:

Owner's Representative

Date:

John J. Tecklenburg
Mayor

City of Charleston
South Carolina

Edmund V. Most
Deputy Director

Department of Parks - Capital Projects Division

MEMORANDUM

TO: Capital Projects Review Team

FROM: Virginia D. Jones, PE, Sr. Construction Project Manager, Capital Projects

SUBJECT: Charleston Municipal Golf Course Renovations

DATE: April 22, 2020

Committee Members:

Approximately 10,000 cubic yards of unsuitable organic soil material was discovered while excavating the pond on Hole #13. All the excavated material from this pond was supposed to be used for structural fill to raise the tee, fairway and green on Hole #13.

The Contractor and the Capital Projects team agreed to set the unsuitable organic material aside, over-excavate the pond to reach suitable sand material to use on Hole #13 for fill according to the grading plan. Once the needed 10,000 cubic yards of suitable fill was reached for Hole #13, the Contractor would bury the unsuitable organic soil back into the over-excavated area of the bottom of the pond.

The Contractor and the Capital Projects team agreed upon the unit price for the double handling of the unsuitable soil, considered additional measures for dewatering to extract suitable soil and added the overhead and profit allowed in the contract. I have attached a whiteboard worksheet of our remedy to this unforeseen site condition.

Thank you so much for participating in this very important project,

Virginia D. Jones, PE

Virginia D. Jones, PE
Sr. Construction Project Manager, Capital Projects

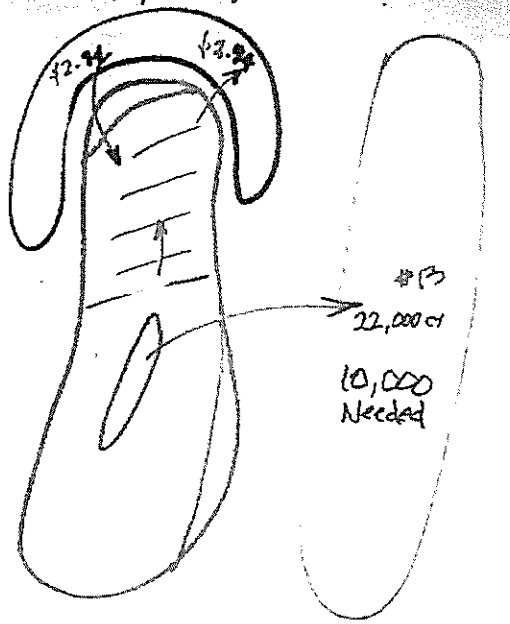
823 MEETING STREET, CHARLESTON, SOUTH CAROLINA 29403, (843) 724-7191 PHONE (843)724-7300 FAX

UNSUITABLE
10,000 CY

$5.88 DOUBLE HANDLE
x
10,000 CY
= $58,800
+ $10,133 Dewater
= $68,933
O&P + 11,719
$ 80,652

10,000 CY
of 32,000 CY
= 32%
O&P applies
@
17%

4/29 SUBMITTAL
5/5 COUNCIL



CONDITIONS

4/6 6600 CY
4/7 Memo FROM VA
Upwards of 10,000 CY

4/22
10,000 CY

4/14 22,000 CY ON #13 GPS
4/16 32,000 excavated GPS

14.)

CPR COMMITTEE and/or COUNCIL AGENDA

TO: John J. Tecklenburg, Mayor

FROM: Matt Fountain / Andrew Jones DEPT. Stormwater Management

SUBJECT: FMA-PJ-04-SC-2018-0004 GRANT AWARD ACCEPTANCE FOR RL PROPERTY ACQUISITION

REQUEST: Approval of Flood Mitigation Assistance Grant (FMA) FMA-PF-04-SC-2018-004 for the acquisition and demolition of two (2) flood prone structures. This award is for $535,327.07 with a Federal Share of $481,794.35 and a City Match of $53,532.72.

COMMITTEE OF COUNCIL: Ways & Means DATE: May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews)*

	Yes	N/A	Signature of Individual Contacted	Attachment
CPR Committee Chair	☐	☐		☐
Corporate Counsel	☑	☐		☐
Dir. of SW Management	☒	☐		☐
Grants Compliance Mgr.	☐	☐		☐

FUNDING: Was funding previously approved? Yes [X] No [ ] N/A [ ]

If yes, provide the following: Dept/Div SW Mgmt-Proj. Mgmt Acct # *

Balance in Account * Amount needed for this item *

NEED: Identify any critical time constraint(s).

CFO's Signature: Amy Wharton

FISCAL IMPACT: Funding of the City Match amount of $53,532.72 will come from the Drainage Fund.

Mayor's Signature: _____

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00 A.M THE DAY OF THE CLERK'S AGENDA MEETING.

U.S. Department of Homeland Security
FEMA Region IV
3003 Chamblee Tucker Road
Atlanta, GA 30341

FEMA

March 2, 2020

Colonel Alvin Taylor, Director
South Carolina Department of Natural Resources
1000 Assembly Street
P.O. Box 167
Columbia, SC 29202

Attention: Maria Cox Lamm, State Coordinator
Flood Mitigation Program

Reference: FLOOD MITIGATION ASSISTANCE (FMA)
Project Approval: *FMA-PJ-04-SC-2018-0004*
FMA: City of Charleston RL Property Acquisition

Dear Colonel Taylor:

It is my pleasure to confirm that the following project sub-grant has been approved through the FMA grant program pursuant to the Congressional appropriations for Fiscal Year 2018. The Scope of Work (SOW) and Budget submitted by the State for this project sub-grant is approved except as noted in the Conditions below. Please be advised that any proposed change in the list of participating properties represents an SOW change and must be approved by our office prior to issuance of a contract or start of construction.

Project Number & Title	Federal Share	Non-Federal Share	Total Project Cost
FMA-PJ-04-SC-2018-0004: FMA: City of Charleston RL Property Acquisition	$481,794.35	$53,532.72	$535,327.07

This letter constitutes programmatic approval for use of FY2018 FMA funds. Catherine S Anderson, Assistance Officer, has issued the financial award and documentation in support of this approval through eGrants on *February 13, 2020*, and the State has accepted the award. The funds have been obligated to the appropriate PARS account.

The CATEX for this project has been issued in eGrants. After a review of the proposed project and its environment, and provided that the conditions listed below are met, it was determined that no extraordinary circumstances, as defined in 44 CFR 10.8(d)(3) exist regarding this proposed project. The conditions of approval placed on this project are listed in the Award Letter. The Record of Environmental

Consideration (REC) Report is available for download from the Award section of the external eGrants system. Please review and abide by *all* REC Conditions.

Programmatic Conditions:

1. Land acquired for open space purposes will be restricted in perpetuity to open space uses and will be unavailable for the construction of flood damage reduction levees, transportation facilities, and other incompatible purposes.
2. Sub-applicant must record Deed Restrictions for each affected property utilizing the Model provided on the FEMA website. At close-out, the State will provide confirmation that such Deed Restriction was recorded for each property included in the final project.
3. Existing buildings will be removed within 90 days of settlement. The State will provide confirmation as to the date of demolition of each structure included in the final project, as well as confirmation from a site inspection that the property has been returned to "natural" or park/open space condition.

These documents must be submitted before closeout can be completed. If a subgrantee fails to provide these documents, FEMA has the authority to recoup grant funds provided for the project;

The terms and conditions of this award are provided in the Agreement Articles issued through eGrants by Mrs. Anderson. Please review these Articles thoroughly and abide by all provisions.

FEMA will not establish activity completion timelines for individual subgrants. Grantees are responsible for ensuring that all approved activities are completed by the end of the Grant Period of Performance (POP). The POP for FY2018 FMA is **October 1, 2018**through **April 1, 2022**. The Grantee shall submit a Final SF-425 and Performance Report no later than 90 days after the end date of the POP, per 44 CFR §13.50.

Thank you for submitting an application to the FY2018 FMA grant program. If you have any questions, please contact Kenya Grant of my staff at (770)220-8893.

Sincerely,

Richard S. Flood, CFM, Chief
Hazard Mitigation Assistance Branch
Mitigation Division

SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES

DNR

SUBRECIPIENT AGREEMENT

FEDERAL AWARDING AGENCY:

DHS - FEMA

FEDERAL AWARD DATE:

March 2, 2020

FEDERAL AWARD IDENTIFICATION NUMBER (FAIN):

EMA-2020-FM-E003

CFDA NUMBER/NAME:

97.029 / FMA

TOTAL FEDERAL AWARD:

$ 521,943.88

Office of Grants Administration (OGA) –*only*

SAM Check Date: 04/21/2020 **Initial:** CNA
SAM Expiration Date: 01/06/2021

https://www.sam.gov/portal/SAM/
Print Screen must be placed in grant file

Risk Assessment Completed Date: 04/21/2020 **Initial:** CNA
Single Audit Check Completed Date: 4/21/2020 **Initial:** CNA

South Carolina Department of Natural Resources
Subrecipient Agreement

SECTION I – SUBRECIPIENT GENERAL INFORMATION

Grant Reference Number (SCDNR): P24011300719	**Subrecipient Reference Number:** SCDNR FY 2020-051	
Grant Title: City of Charleston RL Property Acquisition		
Subrecipient: City of Charleston	**DUNS#:** 077990786	**Indirect Cost Rate:** NA
Subrecipient Principal Investigator: Stephen Julka	**PTE Principal Investigator:** Jessica Artz	
Address: 2 George Street	**City/State:** Charleston, SC	**Zip Code:** 29401
Award Start Date: 10/1/2018	**Award End Date:** 4/1/2022	**Fiscal Year End Month:** December
Amount Previously Awarded: $	**Amount Awarded This Action:** $ 481,794.35	**Total Award Amount to Date:** $ 481,794.35

Original: Yes **Amendment #:**	**Date of Agreement:**	**FFATA:** Agreement =/> $25,000 Yes	**Cost Sharing:** Yes $ 53,532.72	**R&D:** YES ☐ NO ☑

If this action is an amendment, please select applicable:

Funding Allocation: **Performance Period:** **Other:**

Reason for Modification:

DUNS Registered Name *(if different than Subrecipient's name)*:

SECTION II – FUNDING ALLOCATION

Federal Project Description:

The City will purchase 2 properties, demolish the structures, and deed restrict the land to not be developed.

Federal Awarding Agency: DHS-FEMA	**Pass Through Agency** (*when applicable*): SCDNR

Awarded Previously	Awarded This Action	Cumulative Award	Total Awarded –All Funds
	$ 481,794.35	$ 481,794.35	$ 481,794.35

SECTION III – CONTACT INFORMATION

Fiscal Contact-Granting Agency:	Program Contact-Granting Agency:	Subrecipient Contact:
Chris Falcone Grant Coordinator (803) 734-3696 FalconeC@dnr.sc.gov	Jessica Artz Mitigation Specialist (803) 734-4012 ArtzJ@dnr.sc.gov	Stephen Julka Floodplain Manager (843) 724-3760 julkas@charleston-sc.gov

SCDNR - STANDARD SUBRECIPIENT AGREEMENT

1. Parties: This is a Subrecipient Agreement between the S.C. Department of Natural Resources (herein "SCDNR"), and [City of Charleston] with its principal place of business at [2 George Street Charleston, SC 29401], (herein "Subrecipient").
2. Subject Matter: The subject matter of this Agreement is [City of Charleston RL Property Acquisition]. The identifying information for this Agreement is set forth in Part 1- Subrecipient Award Detail. The Subrecipient's detailed Scope of Work to be Performed is Attachment A (herein "Scope of Work").
3. Maximum Amount: In consideration of the Scope of Work, the SCDNR agrees to pay Subrecipient, in accordance with the Budget and Payment Provisions specified in Attachment B and the other terms of this Agreement, a sum not to exceed $ 481,794.35 .
   Funds provided by the SCDNR to Subrecipient under this Agreement cannot be used as match for the purpose of obtaining additional federal funds or assistance by the Subrecipient unless expressly allowed by federal law and with the written approval of the SCDNR which may be contingent on federal approval.
4. Agreement Term: This Agreement shall first be effective and Subrecipient's performance shall begin upon the date of execution by the SCDNR and, unless terminated sooner or amended by the parties, shall end on 4/1/2022. Unless otherwise specified in the Budget and Payment Provisions - Attachment B, no funds may be obligated under this Agreement outside of this term.
5. Procurement: The Subrecipient must follow its procurement law or policy for any equipment, supplies, and/or services outside of its organization. However, adequate documentation must be available to satisfy federal audit requirements. Subagreements are addressed in SCDNR Standard Grant Provision (Attachment D).
6. Ownership and Disposition of Equipment: Any equipment purchased by or furnished to the Subrecipient by the SCDNR under this Agreement is provided on a loan basis only.
7. Subrecipient Representations: Any information provided by Subrecipient to SCDNR prior to the execution of this Agreement shall be deemed a material representation underlying SCDNR's decision to enter into this agreement. Subrecipient shall have an ongoing obligation to correct any errors or omissions and to update such information as may be necessary. Accordingly, Subrecipient's prior and subsequent representations are hereby incorporated by reference and include any responses to RFPs, applications, assurances, certifications, risk assessment responses, progress reports, and any state or federal grant forms.
8. Compliance with Applicable Laws: Subrecipient shall comply with all applicable federal, state, and local laws whether specifically identified in this Agreement or not and hereby represents itself to be in compliance with such laws as are necessary to fully perform under this Agreement. Furthermore, Subrecipient shall be responsible for obtaining any project-specific permits or authorizations which may be required to fully perform under this

Agreement.

9. Amendment: No changes, modifications, or amendments in the terms and conditions of this Agreement shall be effective unless reduced to writing and signed by the duly authorized representative of the SCDNR and Subrecipient. No amendment will be considered without a detailed justification to support the amendment request. Failure to provide an adequate justification may result in the denial of the request. Any request for an amendment to this Agreement must be made in writing at least 30 days prior to the end date of this Agreement or the request may be denied.

10. Suspension and Cancellation: This Agreement may be suspended or cancelled by either party by giving written notice at least 30 days in advance. Upon notice of suspension or cancellation of the Agreement by SCDNR, Subrecipient and anyone acting under it shall not obligate any additional funds unless otherwise agreed in writing by SCDNR. Subrecipient may only be reimbursed for un-cancelable obligations incurred prior to notice of suspension or cancellation to the extent SCDNR has funds available for such purposes.

11. Fiscal Year: The Subrecipient's fiscal year starts January 1 and ends December 31.

12. Work Product Ownership: Unless otherwise specified in Other Grant Provisions (Attachment E), all products of the Subrecipient's work under this Agreement, including outlines, reports, charts, sketches, drawings, art work, plans, photographs, specifications, estimates, computer programs, or similar documents or data, become the sole property of the SCDNR and may not be copyrighted or resold by Subrecipient.

13. Attachments: In addition to Part 1 and Part 2, this Subrecipient Agreement consists of the following attachments that are incorporated herein by reference.

Please initial below to indicate you have read and understand each attachment.

____ Attachment A - Scope of Work to be Performed
____ Attachment B - Budget and Payment Provisions
____ Attachment C - Federal Funds Grant Provisions
____ Attachment D - SCDNR Standard Grant Provisions
___ Attachment E - Other Grant Provisions

We, the undersigned parties, agree to be bound by this Subrecipient Agreement, including its provisions, attachments, and conditions.

South Carolina Department of Natural Resources

_____
Robert H. Boyles, Jr. Director

Date: 4-21-2020

Subrecipient

City of Charleston

Name:_____

Title:_____

Date:_____

Attachment A
Scope of Work to be Performed

In Charleston, South Carolina, many homeowners experience damage to their properties caused by frequent storms, localized flooding, and heavy rain events. Repetitive flooding is not only a threat to the homeowners' properties, but also to the social and economic well-being of the community. To mitigate the risks of flooding, the City launched its Bluebelt Initiative, which includes key projects such as property acquisition and demolition, easement acquisition, and historic building elevations. The City of Charleston is proposing the mitigation, including acquisition and demolition, of 1 Severe Repetitive Loss property , and 1 Repetitive Loss property (n the SFHA. The mitigation activity will benefit the homeowners and the community by reducing loss of life and property as well as reducing the financial impact caused by flooding.

Phase I: Award Selection - The City will establish all of the internal accounting and record keeping processes in anticipation of award, establish a hard and electronic filing system for all documentation pertaining to the Grant for closeout and audit purposes. The City will plan accordingly to cover the 10% matching funds for 1 RL and 1 SRL properties. The City will notify owners that the project has been awarded, and that the property mitigation process will soon begin.

Phase II: Real Estate Transaction - The City will hire one State-certified independent appraiser to perform thorough analyses to determine the fair market value of the property. They will complete one appraisal for each property and submit those in copy to the City. The City will follow all their standard procurement processes to ensure that the bids that they receive are competitive and accurate. They will procure the services of a title insurance company licensed in State and properly qualified to provide a commitment to insure, provide escrow and closing agent services, and to issue a title insurance policy from a nationally recognized insurer to ensure the purchaser as having a good and marketable title to the property to be acquired. The Title Company will check the Title of each property to ensure it is free and clear of any restraints. The City will work with the owner to identify any Duplication of Benefits information and Potential Duplication of Benefits information to ensure that all proceeds are eligible and due to the owner of the property. All Duplication of Benefits, including Insurance and Individual Assistance will be deducted from the homeowners' final offer if the property documentation is not maintained. After the appraisal, the City's authorized representative will prepare a purchase offer and arrange to meet with the property owner to review the appraisals, answer any questions regarding the program, and present the purchase offer. This step may take approximately four weeks. If the purchase offer is acceptable to the property owner, the property owner will sign the purchase offer agreeing to sell their property. The signed purchase offer will be sent to a closing agent. If the homeowner would like to appeal that amount offered to them, they must obtain an appraisal at their expense in order for the City to consider that information. Closing will take place upon receipt of the title report and funding. This step will take approximately 90-120 days. Owners will be provided notification that the project has been awarded, they will have at least 90 days to find new housing. The property is subject to inspection and must be vacant at time of closing.

Phase III: Physical Mitigation - The City will utilize their standard procurement processes in order to obtain Demolition Contractor Bids for the demolition of all structures and clearing of all the lots.

The City will provide the contractors with a notice to proceed and will demolish the structures within 90 days after closing. The City will make decisions regarding final maintenance after grant award and approval by City Council and will provide FEMA an annual report to FEMA demonstrating that the properties are to be maintained in a manner consistent with grant provisions.

The mitigation activity will be managed by the City of Charleston, specifically the Floodplain Management and Real Estate Divisions. The ongoing maintenance of the property will be managed by the City's Parks Department. External partners involved with the mitigation activity include closing attorneys, appraisers, and building contractors.

Objectives and Timeline:
Contract for Title and Demo Services - 60 days
Conduct Appraisals - 30 days
Determine Compensation - 60 days
Prepare Offers - 60 days
Present Offers to Homeowners- 90 days
Prepare deeds, closure, and title transfer - 90 days
Demolition and debris removal - 60 days
Property and Grant closeout - 45 days

Performance Measures and Deliverables:
Signed purchase agreement, proof of real estate transaction, monitoring reports, proof of demolition, final deed, maintenance plan

Progress reports:
The Subrecipient shall submit progress reports to the SCDNR according to the following schedule. [**Quarterly, due the 10th of the month**] Each report shall describe the status of the Subrecipient's performance since the preceding report and the progress expected to be made in the next successive period. Each report shall describe Subrecipient activities by reference to the work specifications contained in the Scope of Work to be Performed and shall include a statement of work hours expended, expenses incurred, bills submitted, and payments made. If scheduled, a Program Progress Report is required even if there has been no activity. Insufficient submittals may be rejected by SCDNR.

Attachment B
Budget and Payment Provisions

This Agreement is performance based. Payments made to the Subrecipient by the SCDNR are based on the successful completion of performance measures identified in the Scope of Work to be Performed. If the Subrecipient is unable to obtain successful completion of a performance measure within the terms and conditions of the Agreement, the Subrecipient may only receive a portion of the payment for that measure if partially completed or will not receive payment at all if substantial performance of that measure is not demonstrated.

The SCDNR will measure sufficient progress by examining the performance required under the Scope of Work to be Performed in conjunction with the associated schedule, the time remaining for performance within the project period, the availability of funds necessary to complete the project, and other relevant factors.

Subject to the complete terms of this Subrecipient Agreement, the SCDNR agrees to compensate the Subrecipient for services performed and allowable as indicated in the outlined budget detail and if such expenses are within the scope of and authorized by this Subrecipient Agreement.

Budget Detail:

Salaries	$
Fringes	$
Contractual	$ 481,794.35
Supplies	$
Travel & Mileage	$
Equipment	$
Other Costs	$
Indirect Cost*	$

(Subrecipient Indirect Cost rate is_____%)

Total Federal Share $ 481,794.35

Total Non-Federal Share (Match) $ 53,532.72

Non-Federal Funds provided by: City of Charleston

Reimbursement Periods: As measured from the Subrecipient's award start date, Subrecipient shall present SCDNR with requests for payment:

- ☐ Monthly
- ☐ Quarterly
- ☐ Biannually
- ☐ Annually
- ☐ Upon project completion
- ☑ Other: No less often than quarterly.

***Indirect Cost Rate**: Current Rate Approval Letter Must Be on File with SCDNR. When an indirect rate is included, it must be an approved federally recognized indirect cost rate negotiated between the Subrecipient and the Federal Government or, if no such rate exists, either a rate negotiated between the SCDNR and the Subrecipient, or a de minimis indirect cost rate of 10%. It is also important to note that indirect rates may be subject to statutory caps of the Federal program. A de minimis rate may only be used by those Subrecipients that have never had an approved indirect rate in the past. A de minimis rate may not be used by State and Local Governments (including school districts). (See 2 CFR 200.331-6 and 200.414)

Budget Modification: Without seeking approval of but upon providing written notice to SCDNR, Subrecipient may shift any cost category by up to 10% of the total award in effect at that time so long as such changes do not alter the Scope of Work to be Performed. Any proposed shift in a cost category exceeding 10% of the total award in effect at that time must first be approved in writing by SCDNR.

PAYMENT REQUESTS REQUIREMENTS:

Program Progress Reports: Program Progress Reports are due when the Subrecipient Financial Status Report and Request for Funds Form is submitted for reimbursement. If a satisfactory Program Progress Report is not submitted then payment will not be processed.

Subrecipient Financial Status Report and Request for Funds Form: Subrecipient must submit a completed Subrecipient Financial Status Report and Request for Funds Form along with an invoice and supporting documentation (to include a detailed General Ledger Report with related performance period transactions) to initiate and substantiate a payment request. Incomplete forms or inadequate documentation may delay or prevent reimbursement. The Subrecipient Financial Status Report and Request for Funds Form is attached to this agreement.

Match Documentation: Expenditure or accrual of any matching funds or value anticipated under this Agreement must be appropriately documented and such documentation must be periodically provided with the associated Subrecipient Financial Status Report and Request for Funds Form.

Annual Audit Certification: If the Agreement spans more than one fiscal year of the Subrecipient, the Subrecipient must complete and provide SCDNR with an Annual Audit Certification including any appropriate audits or other supporting documentation.

Following receipt, review and approval of the above items and consideration of Subrecipient's compliance with the terms of this Agreement, SCDNR will reimburse the Subrecipient in arrears of expenditures. These requests must be submitted to: SCDNR, c/o Grants Office, P.O. Box 167, Columbia, SC 29202 or emailed to **GrantSubmissions@dnr.sc.gov**.

Closeout: Upon verification that Subrecipient has satisfied all obligations under this Agreement which specifically include all activities and deliverables under the Scope of Work to be Performed and providing an adequate accounting for all grant fund expenditures and match, a final payment and closeout letter will be issued to the Subrecipient.

ATTACHMENT C
FEDERAL FUNDS GRANT PROVISIONS

This Agreement is subject to the requirements of applicable federal laws, policies and bulletins associated with federal funds including but not limited to those listed below. Furthermore, the recipient certifies, where noted, to the stated representations.

1. **Acknowledgement of Federal Funding:** All recipients of financial assistance will comply with requirements to acknowledge federal funding (including federal award number) when issuing statements, press releases, requests for proposals, bid invitations, project publications, and other documents describing projects or programs funded in whole or in part with federal funds.

2. **Copyright:** All recipients must affix the applicable copyright notices of the Copyright Act of 1976 (see 17 U.S.C. § 401 or 402 and 2 CFR 200.315 and 2 CFR 200.448).

3. **Patents and Intellectual Property Rights**: Unless otherwise provided by law, recipients are subject to the Bayh-Dole Act, Pub. L. No. 96-517, as amended, and codified in 35 U.S.C. § 200 *et seq*. All recipients are subject to the specific requirements governing the development, reporting, and disposition of rights to inventions and patents resulting from financial assistance awards are in 37 C.F.R. Part 401 and the standard patent rights clause in 37 C.F.R. § 401.14. Among other obligations, the recipient of funds shall grant the SCDNR and the Federal government a non-exclusive, non-transferable, irrevocable, paid-up license to practice or have practice on its behalf throughout the world.

4. **Internal Controls:** In accordance with 2 CFR Part II, §200.303, the recipient must establish and maintain effective internal controls to provide reasonable assurance that the recipient is managing all funds under this Agreement in compliance with federal statutes, regulations, and the terms and conditions of the award agreements.These internal controls should be in compliance with guidance in "Standards for Internal Control in the Federal Government" issued by the Comptroller General of the United States or comparable Generally Accepted Accounting Principles (GAAP).

5. **Requirement to Have a Single Audit:** The recipient will complete an Annual Audit Certification anda Single Audit is required if the recipient of federal funds expends $750,000 or more in federal assistance during its fiscal year and must be conducted in accordance with 2 CFR Part 200, Subpart F.

6. **Duplication of Benefits:** Any cost allocable to a particular federal award provided for in 2 C.F.R. Part 200, Subpart E may not be charged to other federal awards to overcome fund deficiencies, to avoid restrictions imposed by federal statues, regulations, or terms and conditions of the federal awards, or for other reasons. However, this prohibition would not preclude the non-federal statutes, regulations, or the terms and conditions of the federal awards.

7. **False Claims Act and Program Fraud Civil Remedies:** All recipients must comply with the requirements of 31 U.S.C. § 3729 which set forth that no recipient of federal payments shall submit a false claim for payment. See also 38 U.S.C. § 3801-3812 which details the administrative remedies for false claims and statements made.

8. **Federal Debarment and Suspension**: Recipients of federal funds are subject to the requirements of the OMB Guidelines to Agencies on Government-wide Debarment and Suspension (Nonprocurement) (2 CFR Part 180). Additionally, this Agreement is subject to Executive Orders 12549 and 12689 "Debarment and Suspension" and as further adopted by any funding entity. A contract award under this Agreement cannot be made to parties listed on the government wide Excluded Parties List System in the System for Award Management (SAM) in accordance with the OMB guidelines at 2 CFR Part 180 that implement Executive Orders 12549 and 12689.

9. **Hatch Act**: Recipient shall ensure its employees comply with the limitations on political activity in order to comply with the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328), as amended.

10. **Byrd Anti-Lobbying Amendment**: The Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) provides that recipients that apply or bid for an award of $100,000 or more must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award cover by 31 U.S.C 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

    Any recipient of funds under this Agreement subject to the Byrd Anti-Lobbying Amendment hereby certifies to the best of his/her/it's knowledge and belief that:

    a. No Federal appropriated funds have been paid or will be paid, by or on behalf of the recipient, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

    b. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

    c. Recipient shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure. (43 CFR Part 18 – Appendix A to Part 18).

11. **Mandatory Disclosures:** In accordance with 2 CFR Part II, §200.113, the recipient must disclose, in a timely manner, in writing to the SCDNR, all violations of federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the federal award. Failure to make required disclosures may result in the imposition of sanctions which may include disallowance of costs incurred, withholding of payments, termination of the Agreement, suspension/debarment, *etc.*

12. **Federal Debt Status:** All recipients are required to be non-delinquent in their repayment of any federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowances, and benefit overpayments. See OMB Circular A-129.

13. **Non-supplanting Requirement**: For federal programs which prohibit supplanting, recipients must ensure that federal funds do not replace (supplant) funds that have been budgeted for the same purpose through non-federal sources. Applicants or recipients may be required to demonstrate and document that a reduction in non-federal resources occurred for reasons other than the receipt of expected receipt of federal funds.

14. **Procurement of Recovered Materials**: All recipients must comply with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds $10,000 or the value of the quantity acquired by the preceding fiscal year exceeded $10,000: procuring solid waste

management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

15. **Disposition of Equipment Acquired Under the Federal Award**: When original or replacement equipment acquired under this award by the recipient is no longer needed for the original project or program or for other activities currently or previously supported by the federal grant program, recipient must request instructions from SCDNR to make proper disposition of the equipment pursuant to 2 C.F.R. § 200.313.

16. **Terrorist Financing E.O. 13224**: All recipients must comply with U.S. Executive Order 13224 and U.S. law that prohibit transactions with, and the provisions of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of recipients to ensure compliance with the E.O. and laws.

17. **Federal Equal Opportunity Protections**

    a. **Age Discrimination Act of 1975:** All recipients of financial assistance will comply with the requirements of the Age Discrimination Act of 1975 (42 U.S.C. § 6101 *et seq.*), which prohibits discrimination on the basis of age in any program or activity receiving federal financial assistance.

    b. **Civil Rights Act of 1964:** All recipients of financial assistance will comply with the requirements of Title VI of the Civil Rights Act of 1964 (42 U.S.C.§ 2000d *et seq.*), which provides that no person in the United States will, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.

       As part of compliance with Title VI, all recipients must take reasonable steps to provide meaningful access to persons with limited English proficiency (LEP) to their programs and services. Providing meaningful access for persons with LEP may entail providing language assistance services, including oral interpretation and written translation. In order to facilitate compliance with Title VI, recipients are encouraged to consider the need for language services for LEP persons served or encountered in developing program budgets. Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency (August 11, 2000), requires federal agencies to issue guidance to recipients, assisting such organizations and entities in understanding their language access obligations.

    c. **Civil Right Act of 1968:** All recipients of financial assistance will comply with Title VI 11 of the Civil Rights Act of 1968, which prohibits recipients from discriminating in the sale, rental, financing, and advertising of dwellings, or in the provision of services in connection therewith, on the basis of race, color, national origin, religion, disability, familial status, and sex (42 U.S.C.§ 3601 et seq.), as implemented by the Department of Housing and Urban Development at 24 CFR Part 100.

    d. **Title IX of the Education Amendments of 1972:** All recipients of financial assistance will comply with the requirements of Title IX of the Education Amendments of 1972 (20 U.S.C. § 1681 *et seq.*), which provides that no person in the United States will, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any educational program or activity receiving federal financial assistance. These regulations are codified at 44 CFR Part 19.

    e. **Rehabilitation Act of 1973:** All recipients must comply with the requirements of Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. § 794, as amended, which provides that no otherwise qualified handicapped individual in the United States will, solely by reason of the handicap, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or 'activity receiving Federal financial assistance. These requirements pertain to the provision of benefits or services as well as to employment.

    f. **Americans with Disabilities Act of 1990**: The recipient shall also ensure, to the full extent required by the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 *et seq.*), as amended, that qualified individuals with disabilities receive equitable access to the services, programs, and activities provided by the recipient

under this agreement.

g. **Drug Abuse Office and Treatment Act of 1972**: The recipient may not discriminate on the basis of drug abuse as required for compliance with the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended.

h. **Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment, and Rehabilitation Act of 1970**: The recipient may not discriminate on the basis of alcohol abuse or alcoholism as required for compliance with the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment, and Rehabilitation Act of 1970 (91 P.L. 616), as amended.

i. **Equal Employment Opportunity**: No person shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination in relation to any activities carried out under this Agreement on the grounds of race, age, health status, handicap, color, sex, religion or national origin. Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR Part 60-1.4(b), in accordance with Executive Order 11246 "Equal Employment Opportunity" (see 30 FR 12319, as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity" (see 32 FR 14303) and implementing regulations at 41 CFR Part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor", and as further amended by Executive Order 13672, "Further Amendments to Executive Order 11478, Equal Employment Opportunity in the Federal Government, and Executive Order 11246, Equal Employment Opportunity" (see 79 FR 72985). The language of 41 CFR 60-1.4 is hereby incorporated by reference and each contractor or subcontractor shall include, as applicable, the language required under 41 CFR Part 60 in each of its contracts related to this Agreement.

j. **Small and Minority Businesses, Women's Business Enterprises, and Labor Area Surplus Firms**: Recipient shall comply with the requirements of 2 CFR § 200.321 and must take all necessary, affirmative steps to assure that small and minority businesses, women's business enterprises, and labor area surplus firms are used when possible. These steps are in addition to full and open competition and must include, at a minimum, the following six affirmative steps.
   i. Solicitation Lists. The recipient must place small and minority businesses and women's business enterprises on solicitation lists.
   ii. Solicitations. The recipient must assure that it solicits small and minority businesses and women's business enterprises whenever they are potential sources.
   iii. Dividing Requirements. The recipient must divide total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses and women's business enterprises.
   iv. Delivery Schedules. The recipient must establish delivery schedules, where the requirement permits, which encourage participation by small and minority businesses and women's business enterprises.
   v. Obtaining Assistance. The recipient must use the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.
   vi. Prime Contractor Requirements. The recipient must require the prime contractor, if subcontracts are anticipated or let, to take the five affirmative steps described in above.

18. **Davis-Bacon Act**: For public building or public works construction, alteration, or repair projects, the recipient of funds under this Agreement is required to follow the Davis-Bacon Act, as amended (40 U.S.C. 3141-3148 and 3146-3148). All construction contracts awarded by SCDNR or the recipient funds under this Agreement of more than $2,000 shall include a provision for compliance with the Davis-Bacon Act and as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). Under this Act, contractors shall be required to pay wages to laborers and mechanics at a rate not less than the minimum wages specified in wage determination made by the Secretary of Labor. In addition, contractors shall be required to pay wages not less than once a week. The recipient shall place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation and the award of a contract shall be conditioned upon acceptance of the wage

determination. The recipient of funds under this Agreement shall report all suspected or reported violations to SCDNR.

19. **Copeland "Anti-Kickback" Act**: For public building or public works construction, alteration, or repair projects, the recipient of funds under this Agreement shall comply with the Copeland "Anti-Kickback" Act (18 U.S.C. § 874 and 40 U.S.C 3145) for all contracts for construction or repair awarded SCDNR or by the recipient of funds under this Agreement. The recipient shall include a provision for compliance with the Act, as supplemented by the Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor shall be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he is otherwise entitled. The recipient of funds under this Agreement shall report all suspected or reported violations to SCDNR.

20. **Intergovernmental Personnel Act of 1970**: Where applicable, recipient shall comply or otherwise assist SCDNR in complying with the Intergovernmental Personnel Act of 1970 (42 U.S.C. § 4728-4763).

21. **Whistleblower Protection Act**: All recipients must comply with the statutory requirements for whistleblower protections (if applicable) at 10 U.S.C. § 2409, 41 U.S.C. 4712, and 10 U.S.C. § 2324, 41 U.S.C. § § 4304 and 4310. In accordance with the 41 U.S.C 4712,"Contractor Protection From Reprisal For Disclosure of Certain Information," this requirement applies to all awards issued after January 1, 2013.

    a. This award and related subawards and contracts over the simplified acquisition threshold and all employees working on this award and related subawards and contracts over the simplified acquisition threshold are subject to the whistleblower rights and remedies in the pilot program on award recipient employee whistleblower protections established at 41 U.S.C. 4712.
    b. Recipients, and their subrecipeints and contractors awarded contracts over the simplified acquisition threshold related to this award, shall inform their employees in writing, in the predominant language of the workforce, of the employee whistleblower rights and protections under 41 U.S.C. 4712.
    c. The recipient shall insert this clause, including this paragraph (c), in all subawards and contracts over the simplified acquisition threshold related to this award.

22. **Federal Administrative Regulations**: The federal funds provides under this agreement are subject to the requirements of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR Part 200) which became effective December 26, 2014 for federal awards issued after December 26, 2014. This regulation superseded requirements from OMB Circulars A-21, A-87, A-110, and A-122 (which have been placed in 2 C.F.R. Parts 220, 225, 215, and 230); Circulars A-89, A-102, and A-133; and the guidance in Circular A-50. The regulations is available here: https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

23. **Drug Free Workplace**: In association with 2 CFR Part 182, the recipient certifies to SCDNR that it will provide a drug-free workplace program by:

    a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited in the person's workplace and specifying the actions that will be taken against employees for violations of the prohibition.

    b. Establishing a drug-free awareness program to inform employeesabout:

        i. The dangers of drug abuse in the workplace;
        ii. The recipient's policy of maintaining a drug-free workplace;
        iii. Any available drug counseling, rehabilitation, and employee assistance programs; and
        iv. The penalties that may be imposed upon employees for drug violations.

    c. Making it a requirement that each employee to be engaged in the performance of the Agreement be given a copy of the statement required by item 23(a).

d. Notifying the employee in the statement required by item 23(a) that as a condition of employment in association with the Agreement, the employee will:

   i. Abide by the terms of the statement; and
   ii. Notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than 5 days after the conviction.

e. Notifying the SCDNR within 10 days after receiving notice under item 23(d)(ii) from an employee or otherwise receiving actual notice of the conviction.

f. Recipient shall within thirty days after receiving notice from an employee of a criminal drug conviction:

   i. take appropriate personnel action against the employee up to and including termination; or
   ii. require the employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for the purposes by a federal, state, or local health, law enforcement, or other appropriate agency.

   iii. Recipient shall require the same of any contractors working in association with this Agreement.

g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of items 23(a) through (f). (S.C. Code Ann. §§ 44-107-30 & -50)

24. **Environment and Historic Preservation**: Recipient will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16U.S.C. §§1451 *et seq.*); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 *et seq.*); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93- 205); (i) protection of national wild and scenic river components and potential components under the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 *et seq.*); and (j) assisting the awarding federal agency and SCDNR in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 *et seq.*).

    Where applicable, the recipient of funds under this Agreement is required to follow the Clean Air Act (42 U.S.C 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387) (a/k/a Clean Water Act), as amended. Contracts and subgrants of amounts in excess of $150,000 must contain a provision that requires the recipient of non-Federal funds and any subcontractor to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

25. **Energy Policy and Conservation Act:** All recipients must comply with the requirements of 42 U.S.C. § 6201 which contain policies relating to energy efficiency that are defined in the state energy conservation plan issues in compliance with this Act. The South Carolina Energy Office oversees the State Energy Plan (see S.C. Code Section 48-52-10 *et seq.* and http://www.energy.sc.gov/energyplan).

26. **Laboratory Animal Welfare Act of 1966**: Recipient will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 *et seq.*) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award ofassistance.

27. **Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970:** If the recipient's project affects real property interests, the recipient may shall comply or otherwise assist SCDNR in complying with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646), as amended.

28. **Fly America Act of 1974:** All recipients must comply with the requirements of the preference for U.S. carriers (air carriers holding certificates under 49 U.S.C. § 41108) for international air transportation of people and property to the extent that such service is available, in accordance with the International Air Transportation Fair Competitive Practices Act of 1974 (49 U.S.C...§ 40118) and the interpretative guidelines issued by the Comptroller General of the United States in the March 31, 1981, 'amendment to Comptroller General Decision B138942.

29. **Hotel & Motel Fire Safety Act of 1990:** In accordance with the Hotel and Motel Fire Safety Act of 1990, 15 U.S.C. §2201, all recipients must ensure that all conference, meeting, convention, or training space funded in whole or in part with federal funds complies with the fire prevention and control guidelines of the Federal Fire Prevention and Control Act of 1974. See 41 CFR Part 301-74.

30. **USA Patriot Act of 2001:** All recipients of financial assistance will comply with the requirements of the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act (USA PATRIOT Act), which amends 18 U.S.C. §§175-175c. Among other things, it prescribes criminal penalties for possession of any biological agent, toxin, or delivery system of a type or in a quantity that is not reasonably justified by a prophylactic, protective, bona fide research, or other peaceful purpose. The act also establishes restrictions on access to specified materials. "Restricted persons," as defined by the act, may not possess, ship, transport, or receive any biological agent or toxin that is listed as a select agent.

31. **National Fire Incident Reporting System:** Reports to fire marshals or incident reports must be submitted to the National Fire Incident Reporting System (NFIRS) within 15 days after the end of the previous month as a condition for any and all grant awards. All agencies applying for Division of Emergency Management and Homeland Security funds must submit a current copy of their completed NIFRS report.

ATTACHMENT D
SCDNR STANDARD GRANT PROVISIONS

1. **Definitions:** For purposes of this Attachment, "Party" shall mean the Contractor, Grantee or Subrecipient, with whom the South Carolina Department of Natural Resources is executing this Agreement. "Agreement" shall mean the specific contract or grant to which this form is attached.

2. **Independence:** The Party will act in an independent capacity and not as officer, employee or agent of the SCDNR.

3. **No Employee Benefits For The Party:** The Party understands that the SCDNR will not provide to the Party or anyone acting on its behalf any form of employee benefits or services available to State employees and SCDNR will not withhold any state or federal taxes for the Party or anyone acting on its behalf. The Party understands that all tax filings required by the Internal Revenue Code and the State of South Carolina, including but not limited to income and withholding, must be filed by the Party, and information as to Agreement income may be provided by the State of South Carolina to the Internal Revenue Service and the South Carolina Department of Revenue as may be required.

4. **Reliance by the SCDNR on Representations:** All payments and other actions by the SCDNR under this Agreement will be made in reliance upon the accuracy of all representations made by the Party in accordance with the contract or grant agreement, including but not limited to bills, invoices, progress reports and other proofs of work.

5. **Insurance:** SCDNR provides no insurance coverage for liability or loss of the Party or its agents. The Party shall carry general liability insurance on an occurrence form and limits shall not be less than $1,000,000 per occurrence. If a Party to this Agreement is a federal, state, or local governmental entity, such governmental parties may satisfy these insurance requirements to the extent comparable coverage is maintained through the South Carolina Insurance Reserve Fund or the equivalent.

6. **Records Available for Audit:** The Party shall maintain all records pertaining to performance under this Agreement. "Records" means any written or recorded information, regardless of physical form or characteristics, which is produced or acquired by the Party in the performance of this Agreement. Records produced or acquired in a machine readable electronic format shall be maintained in that format. The records described shall be made available at reasonable times during the period of the Agreement and for five years thereafter or for any period required by law for inspection by any authorized representatives of the SCDNR, the State of South Carolina, or federal government. If any litigation, claim, or audit is started before the expiration of the three-year period, the records shall be retained until all litigation, claims or audit findings involving the records have been resolved.

7. **South Carolina Human Affairs Law and Americans with Disabilities Act:** A Party which is a Covered Entity under the South Carolina Human Affairs Law (S.C. Code Ann. § 1-13-10, *et seq.* (1976 & Supp. 2016)) must comply in full with the Act. The Party shall also ensure, to the full extent required by the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 *et*

seq.), as amended, that qualified individuals with disabilities receive equitable access to the services, programs, and activities provided by the Party under this Agreement.

8. **Certification Regarding Debarment:** The Party certifies that, as of the date that this Agreement is signed, neither the Party nor the Party's principals (officers, directors, owners, or partners) are presently debarred, suspended, proposed for debarment, declared ineligible or excluded from participation in federal programs, programs supported in whole or in part by federal funds (see 2 CFR Parts 180, 200, 417, 901, 1125, 1326, 1400, 1532, 2520, 3000, and 3485), or pursuant to South Carolina Consolidated Procurement Code, S.C. Code Ann. § 11-35-4220 (1976 & Supp. 2016).

9. **Conflict of Interest and State Ethics Reform Act:** The Party shall fully disclose, in writing, any conflicts of interest or potential conflicts of interest and shall comply with South Carolina's ethical standards as provided by law. See S.C. Ethics Reform Act (S.C. Code Ann. § 8-13-10, *et seq.* (1976 & Supp. 2016)), S.C. Consolidated Procurement Code (S.C. Code Ann. § 11-35-10, *et seq.* (1976 & Supp. 2016)), and 2 CFR 200.112.

10. **Governing Law, Jurisdiction and Venue; No Waiver of Jury Trial:** This Agreement will be governed by the laws of the State of South Carolina. Any action or proceeding brought by either the SCDNR or the Party in connection with this Agreement shall be brought and enforced in the Circuit Court of the State of South Carolina. The Party irrevocably submits to the jurisdiction of this court for any action or proceeding regarding this Agreement. The Party agrees that it must first exhaust any applicable administrative remedies with respect to any cause of action that it may have against the SCDNR with regard to its performance under the Agreement. The Party agrees that the SCDNR shall not be required to submit to binding arbitration or waive its right to a jury trial.

11. **Sovereign Immunity:** The SCDNR, as an agency of the State of South Carolina, reserves all immunities, defenses, rights or actions arising out of the State's sovereign status or under the Eleventh Amendment to the United States Constitution. No waiver of the State's immunities, defenses, rights or actions shall be implied or otherwise deemed to exist byreason of the SCDNR's entry into this Agreement.

12. **Defense and Indemnity:** The Party shall defend the SCDNR and its officers and employees against all third party claims or suits arising in whole or in part from any act or omission of the Party or of any agent of the Party in connection with the performance of this Agreement. The SCDNR shall notifythe Party in the event of any such claim or suit, and the Party shall immediately retain counsel and otherwise provide a complete defense against the entire claim or suit. The SCDNR retains the right to participate at its own expense in the defense of any claim.

The Party shall indemnify the SCDNR and its officers and employees as to any damages or costs incurred, including attorneys' fees and associated costs, arising from any act or omission of the Party or an agent of the Party in connection with the performance of this Agreement.

The Party agrees that in no event shall the terms of this Agreement nor any document required by the Party in connection with its performance under this Agreement obligate the SCDNR to defend or indemnify the Party or otherwise be liable for the expenses or reimbursement, including

attorneys' fees, collection costs or other costs of the Party.

If a Party to this Agreement is a federal, state, or local governmental entity, no indemnification obligations shall arise under this provision as to that Party or SCDNR.

13. **State Whistleblower Protections:** A Party which is a "Public Body" under the Employment Protection for Reports of Violations of State or Federal Law or Regulation Act (S.C. Code Ann. § 8-27-10 *et seq.* (1976 & Supp. 2016)) must comply in full with the Act.

14. **Risk Assessment and Monitoring:** SCDNR is obligated to make a risk assessment of the Party prior to awarding federal funds and thereafter must monitor the Party for compliance. SCDNR reserves the right to modify monitoring requirements for the Party including frequency of reporting, requiring additional prior approval by SCDNR, and other protective or corrective actions. See 2 CFR Part 200.

15. **Set Off:** The SCDNR may set off any sums which the Party owes the SCDNR against any sums due the Party under this Agreement.

16. **Child Support, Taxes, and Other Governmental Debts:**

The Party understands and acknowledges that if relevant outstanding or delinquent financial obligations exist it may be subject to child support collections, tax collection, or delinquent debt setoff actions by other governmental entities pursuant to S.C. Code Ann. § 12-53-20 (2014); S.C. Code Ann. § 12-54-10, *et seq.* (2014); Setoff Debt Collection Act, S.C. Code Ann. § 12-56-10, *et seq.*; § 43-5-220(j) and other applicable laws.

17. **Taxation of Purchases:** All State purchases must be invoiced tax free. An exemption certificate will be furnished upon request with respect to otherwise taxable items.

18. **Sub-Agreements:** The Party shall not assign, subcontract or subgrant the performance of this Agreement or any portion thereof to any other Party without the prior written approval of the SCDNR. The Party must ensure that those acting under it are eligible under the terms of this Agreement. The Party shall be responsible and liable to the SCDNR for all acts or omissions of subcontractors and any other person performing work under this Agreement pursuant to an agreement with the Party or any subcontractor. The Party must include the provisions of this Agreement in all subagreements for work to be performed under this Agreement and any Party assigned, subcontracted, or receiving a subagreement shall be obligated to provide legally required assurances / certifications and must agree to be bound to the terms of this Agreement. The Party must present a request for a subagreement on the SCDNR Request for Approval to Subgrant/Subcontract form.

19. **Freedom of Information Act:** The Party acknowledges and agrees that this Agreement and any and all information obtained bythe SCDNR from the Party in connection with this Agreement are subject to the South Carolina Freedom of Information Act (FOIA) (S.C. Code Ann. § 30-4-10, et seq. (1976 & Supp. 2016)). Additionally, the Party acknowledges that acceptance of funds from SCDNR may subject the Party to FOIA.

20. **Personal Identifying Information and Safekeeping of Data:** The Party also acknowledges and agrees that this Agreement and any personal information obtained by the Party in connection with this Agreement are subject to the Family Privacy Protection Act of 2002 (S.C. Code Ann. § 30-2-10, *et seq.* (1976 & Supp. 2016)). The Party must not use or disclose any individually identifying information that pursuant to this Agreement is disclosed by the SCDNR to the Party, created by the Party on behalf of the SCDNR, or used by the Party for any purpose other than to complete the work specifications of this Agreement unless such use or disclosure is required by law, or when the Party obtains permission in writing from the SCDNR to use or disclose the information and this written permission is in accordance with federal and state law. Additionally, the Party shall promptly notify SCDNR regarding any data breach, suspected data breach, or loss of data containing personal identifying information or similarly sensitive data related to this Agreement or otherwise revealing a vulnerability of the Party to such risks. See generally S.C. Code Ann. § 1-11-490; § 16-13-510; § 39-1-10, *et seq.* (1976 & Supp. 2016)

21. **Force Majeure:** Neither the SCDNR nor the Party shall be liable to the other for any failure or delay of performance of any obligations under this Agreement to the extent such failure or delay shall have been wholly or principally caused by acts or events beyond its reasonable control rendering performance illegal or impossible ("Force Majeure"). Where Force Majeure is asserted, the nonperforming party must prove that it made all reasonable efforts to remove, eliminate or minimize such cause of delay or damages, diligently pursued performance of its obligations under this Agreement, substantially fulfilled all non-excused obligations, and timely notified the other party of the likelihood or actual occurrence of an event described in this paragraph.

22. **Prior Approval of Press Releases / Marketing Materials:** Without obtaining the prior written consent of the SCDNR, the Party shall not refer to the SCDNR in any publicity materials, information pamphlets, press releases, research reports, advertising, sales promotions, trade shows, or marketing materials or similar communications to third parties except with the prior written consent of the SCDNR. In any such communication materials, the Party must include as appropriate, an Equal Employment Opportunity statement and acknowledgement of any grant funds provided by SCDNR and/or the federal government through this Agreement.

23. **Termination:** In addition to any right of the SCDNR to terminate for convenience, the SCDNR may terminate this Agreement as follows:

a. **Non-Appropriation:** If this Agreement extends into more than one fiscal year of the State (July 1 to June 30), and if appropriations are insufficient to support this Agreement, the SCDNR may cancel at the end of the fiscal year, or otherwise upon the expiration of existing appropriation authority. In the case that this Agreement is a grant that is funded in whole or in part by federal funds, and in the event federal funds become unavailable or reduced, the SCDNR may suspend or cancel this Agreement immediately, and the SCDNR shall have no obligation to pay the Party from State revenues.

b. **Termination for Cause:** Either party may terminate this Agreement if a party materially breaches its obligations under this Agreement, and such breach is not cured within thirty (30) days after delivery of the non-breaching party's notice or such longer time as the non-breaching party may specify in the notice.

24. **No Implied Waiver of Remedies:** A party's delay or failure to exercise any right, power

or remedy under this Agreement shall not impair any such right, power or remedy, or be construed as a waiver of any such right, power or remedy. All waivers must be in writing signed by an authorized representative of the party to be bound.

25. **Continuity of Performance:** In the event of a dispute between the Party and the SCDNR, each party will continue to perform its obligations under this Agreement during the resolution of the dispute unless otherwise directed by SCDNR to suspend or stop performance or until this Agreement is terminated in accordance with its terms.

26. **Security Interests and Liens:** The Party is not authorized to create and shall not allow any security interests or liens upon SCDNR property and must promptly discharge any claims made to that effect by claimants of the Party.

27. **Termination Assistance:** Upon nearing the end of the final term or termination of this Agreement, without respect to cause, the Party shall take all reasonable and prudent measures to facilitate any transition required by the SCDNR. All State property, tangible and intangible, shall be returned to the SCDNR without demand and at no additional cost to the SCDNR. Such property shall be provided in good condition and in a format acceptable to the SCDNR.

28. **State Facilities:** If the SCDNR makes space available to the Party in any State facility during the term of this Agreement for purposes of the Party's performance under this Agreement, the Party shall only use the space in accordance with all policies and procedures governing access to and use of State facilities which shall be made available upon request. State facilities will be made available to the Party on an "AS IS, WHERE IS" basis, with no warranties whatsoever.

29. **Iran Divestment Act**: The Party certifies that it is not on the Iran Divestment Act List (available: https://procurement.sc.gov/iran-divestment). The Party agrees to notify SCDNR immediately if it is ever named on the list. The Party shall require any subcontractor associated with this Agreement to certify and comply with the same. (S.C. Code Ann. § 11-57-10, *et seq.*)

30. **South Carolina Illegal Immigration Reform Act**: The Party certifies that it will comply with the applicable requirements of the South Carolina Illegal Immigration and Reform Act and agrees to provide to SCDNR upon request any documentation required to establish either: (a) that S.C. Code Ann. § 8-14-10, *et seq.* is inapplicable to you and your subcontractors or sub-subcontractors; or (b) that you and your subcontractors or sub-subcontractors are in compliance with this law. The Party agrees to include in any contracts with its subcontractors language requiring your subcontractors to (a) comply with the applicable requirements of S.C. Code Ann. § 8-14-10, *et seq.*, and (b) include in their contracts with the sub-subcontractors language requiring the subsubcontractors to comply with the applicable requirements of this law.

31. **Entire Agreement:** This Agreement, whether in the form of a contract, state funded grant, or federally funded grant, represents the entire agreement between the parties on the subject matter. All prior agreements, representations, statements, negotiations, and understandings shall have no effect except were expressly incorporated by reference. Furthermore, any situations requiring interpretation must frame this Agreement in the context of applicable federal and state laws and the mandatory requirements of any federal or state funding sources.

ATTACHMENT E
OTHER GRANT PROVISIONS

This Other Grant Provisions (Attachment E) is to be used for establishing other Agreement terms when special terms are required by the grant program providing funds for this Agreement or if SCDNR and Subrecipient agree to other special terms which may add to or modify standard grant terms stated elsewhere in this Agreement. In all instances, these Other Grant Provisions must comply with applicable law and be agreed to by authorized representatives of SCDNR and the Subrecipient. Unless otherwise specified, these Other Provisions shall also apply to any other party acting through or on behalf of the Subrecipient.

Federal Grant #: EMA -2020-FM-E003
Name of Federal Grant: City of Charleston RL Property Acquisition
State Grant #: P24011300719

Attachment C – Federal Funds Grant Provisions (2018.7.1) – Paragraphs 18 (Davis-Bacon Act) and **19** (Copeland "Anti-Kickback' Act) do not apply to this Agreement. (see Hazard Mitigation Assistance Guidance: Hazard Mitigation Grant Program, Pre-Disaster Mitigation Program and Flood Mitigation Assistance Program – February 27, 2015)

Attachment D – SCDNR Standard Grant Provisions (2018.7.1) – Paragraph 18 is modified by adding the following sentence to the end of the paragraph and the balance of Attachment D is unchanged.

The homeowner for the subject premises is approved to receive aid under this agreement. As such the homeowner(s) may select a contractor of his/her/their own choosing and shall be responsible for meeting the requirements of the Scope of Work. The homeowner and contractor are not agents of SCDNR or the Subrecipient.

Additional Terms:

1. **Contract Work Hours and Safety Standards Act:** All contracts awarded by a non-Federal entity in excess of $100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. §§3702 and 3704, as supplemented by the Department of Labor regulations at 29 C.F.R. Part 5.

   (1) Overtime requirements. No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

   (2) Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (1) of this section the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract

for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of $10 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.

(3) Withholding for unpaid wages and liquidated damages. The South Carolina Department of Natural Resources shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.

(4) Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (1) through (4) of this section.

2. **Department of Homeland Security Seal, Logo, and Flags:** The Subrecipient shall not use the Department of Homeland Security (DHS) seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific Federal Emergency Management Agency (FEMA) pre-approval. (see DHS Standard Terms and Conditions v 3.0, paragraph XXV (2013)).

3. **No Obligation by Federal Government:** The Federal Government is not a party to this Agreement and is not subject to any obligations or liabilities of the South Carolina Department of Natural Resources, Subrecipient, contractor, or any other party pertaining to any matter resulting from this Agreement.

We agree to the terms set forth above as being included in the referenced Agreement.

South Carolina Department of Natural Resources	**Subrecipient**
_____	_____
Robert H. Boyles, Jr., Director	Name:_____
Date: 4-21-2020	Title:_____
	Date:_____

(2018.7.1)

15.)

COMMITTEE / COUNCIL AGENDA

TO: **John J. Tecklenburg, Mayor**

FROM: Geona Shaw Johnson **DEPT.** Housing and Community Development

SUBJECT AFFORDABLE HOUSING REQUEST FOR INCREASE IN FUNDING ALLOCATED

REQUEST Mayor and City Council are asked to approve a funding request from the Humanities Foundation in the amount of $1,000,000 for the redevelopment/development of the Archer School Building located @ 220 Nassau Street. Previously, City Council approved $3M in General Obligation Bond funds to the Humanities Foundation. The organization requested an additional $1M due to the acquisition costs and the cost to construct. The goal is to develop 88 affordable apartments for senior residents earning thirty (30%) to eighty (80%) of the Area Median Income. The funding to support this request would be derived from the Affordable Housing funds until such time as the Bond funds are available June-end.

COMMITTEE OF COUNCIL: Ways and Means **DATE:** May 12, 2020

COORDINATION: This request has been coordinated with: *(attach all recommendations/reviews) Community Development Committee of City Council reviewed and recommended approval at the January 30/2020 meeting.*

	Yes	N/A	Signature of Individual Contacted	Attachment
Housing & Community Dev	x		Geona Shaw Johnson	x
Corporation Counsel	x			
Grants Compliance Officer				

FUNDING: Was funding previously approved? Yes [x] No [ ] N/A [ ]

If yes, provide the following: Dept./Div: Account #:

Balance in Account Amount needed for this item

NEED: Identify any critical time constraint(s):

CFO's Signature:

FISCAL IMPACT:

Mayor's Signature:

John J. Tecklenburg, Mayor

ORIGINATING OFFICE PLEASE NOTE: A FULLY STAFFED/APPROVED (except Mayor's Signature) PACKAGE IS DUE IN THE CLERK OF COUNCIL'S OFFICE NO LATER THAN 10:00AM THE DAY OF THE CLERK'S AGENDA MEETING.

PURCHASE AND SALE AGREEMENT

This **Purchase and Sale Agreement** (this "Agreement"), is made between **Charleston County School District** ("Seller"), and **The Humanities Foundation, Inc.,** a Georgia non-profit corporation, **or approved assigns,** ("Buyer") effective as of the date fully executed by the parties (the "Effective Date").

In consideration of the mutual covenants, terms and conditions herein contained, Buyer and Seller agree as follows:

1.
PURCHASE AND ASSUMPTION

1.1 Purchase and Sale. Subject to the terms and conditions of this Agreement, Buyer hereby agrees to purchase from Seller, and Seller hereby agrees to sell to Buyer, the Seller's interest in the following described property (herein collectively called the "Property"):

(a) Land. All of Seller's right, title and interest in and to real property located at (i) **220 Nassau Street, City of Charleston, SC, having Charleston County TMS# 459-05-01-067,** which is referred to herein as the "Land" as may be more fully depicted on the **Exhibit A** attached hereto and incorporated herein by reference;

(b) Improvements. Seller's right, title and interest in and to all improvements constructed on the Land (the "Improvements");

(c) Easements. All easements, if any, benefiting the Land;

(d) Rights and Appurtenances. All rights and appurtenances pertaining to the foregoing, if any, including any right, title and interest of Seller, if any, in and to adjacent streets, alleys or rights-of-way.

2.
PURCHASE PRICE

2.1 Purchase Price. The purchase price (the "Purchase Price") for the Property shall be Four Million One Hundred Thirteen Thousand and No/100 Dollars ($4,113,000.00) and shall be paid by Buyer to Seller at the Closing (as defined in Section 6.1) in United States currency by Federal Reserve System wire transfer, subject to all deposits, adjustments, prorations and credits contemplated by this Agreement.

3.
EARNEST MONEY

3.1 Earnest Money. On the Effective Date, Buyer shall deliver to Graybill Lansche & Vinzani, LLC, as escrow agent (the "Escrow Agent"), the sum of Twenty-Five Thousand and No/100 Dollars ($25,000.00) (the "Earnest Money"). The Earnest Money shall be held in a non-interest bearing account pursuant to the terms of Section 3.2 herein and shall be applied toward Purchase Price at Closing or otherwise disbursed as set forth herein.

3.2 Escrow Agent. The parties agree that it shall not constitute a conflict of interest for the

Escrow Agent to represent one of the parties in connection with this Agreement. If the Escrow Agent is in doubt as to its duties or liabilities under this Agreement, for any reason, it may, in its sole discretion, (a) continue to hold the Earnest Money, or so much thereof as it deems appropriate until: (i) Seller, Buyer and Escrow Agent mutually agree to disbursement thereof, or (ii) an order or judgment of a court of competent jurisdiction determines the rights of the parties hereto; or (b) interplead such Earnest Money with the Clerk of Court of the Court of general jurisdiction for the county in which the Property is located, and upon notifying both the Buyer and Seller of such action, all duties of the Escrow Agent under the terms of the Agreement shall terminate, except to the extent of accounting for such escrow funds. The Escrow Agent shall not be liable for anything which it may do or refrain from doing in connection herewith provided that it acts in good faith, and without gross negligence, willful neglect or intentional breach of this Agreement. Unless a dispute shall arise relating to the Escrow Agent's duties, Buyer shall be responsible for the Escrow Agent's fees. In the event that the Escrow Agent becomes involved in litigation relating to the Earnest Money, the non-prevailing party shall be responsible for the payment of the Escrow Agent's reasonable attorney's fees and expenses and for the reasonable attorney's fees and expenses of the prevailing party. The Earnest Money shall remain in the control of the Escrow Agent until consummation or termination of the sale transaction as contemplated in this Agreement, at which time the Earnest Money will be disbursed in accordance with this Agreement subject to the terms of this paragraph. Buyer and Seller will indemnify and hold the Escrow Agent harmless from any claims by them relating to the actions taken by the Escrow Agent in good faith while acting as Escrow Agent under the terms of this Agreement. Notices to be provided to Escrow Agent shall be in accordance with the notice provisions of this Agreement.

4.
SELLER DELIVERIES; BUYER INSPECTIONS

4.1 Seller Deliveries. Within five (5) days after the execution and delivery of this Agreement, Seller shall deliver or make available to Buyer copies of the items described in Exhibit "B" attached hereto and incorporated herein by reference (collectively, the "Seller Deliveries").

BUYER ACKNOWLEDGES AND AGREES THAT ALL SELLER DELIVERIES WERE OBTAINED FOR THE SOLE BENEFIT OF THE SELLER. ALL SELLER DELIVERIES PROVIDED TO BUYER ARE MADE AVAILABLE FOR INFORMATION PURPOSES ONLY AND ARE NOT TO BE RELIED UPON BY THE BUYER. SELLER DOES NOT GUARANTEE THE COMPLETENESS OR ACCURACY OF THE SELLER DELIVERIES FROM THIRD PARTIES IN CONNECTION WITH THE PROPERTY. BUYER REPRESENTS AND WARRANTS THAT BUYER IS PROVIDED BY THIS AGREEMENT A FAIR AND ADEQUATE OPPORTUNITY TO OBTAIN AND CONDUCT ALL INSPECTIONS, TESTS, SURVEYS, APPRAISALS, TITLE EXAMINATIONS, ZONING AND PLAN USE EXAMINATIONS, AND ANY OTHER DUE DILIGENCE THE BUYER DEEMS NECESSARY PURCHASING THE PROPERTY AND ACCEPTS THE PROPERTY IN ITS "AS IS" "WHERE IS" CONDITION WITH ALL FAULTS.

SELLER GIVES NO WARRANTY OR GUARANTEE OF ANY KIND, EXPRESSED OR IMPLIED, AS TO THE PHYSICAL CONDITION OF THE PROPERTY OR OF THE CONDITIONS OR EXISTENCE OF IMPROVEMENTS, SERVICES, APPLIANCES OR SYSTEMS SERVING THE PROPERTY OR AS TO MERCHANTABILITY OR AS TO THE FITNESS FOR A PARTICULAR PURPOSE OF THE PROPERTY OR IMPROVEMENTS THEREON, AND ANY EXPRESS OR

IMPLIED WARRANTY IS HEREBY DISCLAIMED BY SELLER. FURTHER, SELLER GIVES NO REPRESENTATION, WARRANTY OR INFORMATION AS TO THE ZONING CLASSIFICATION FOR THE PROPERTY, THE ABILITY TO CHANGE THE ZONING, AVAILABILITY OF PUBLIC UTILITIES OR SERVICES, THE VALUE OF THE PROPERTY OR ANY POTENTIAL USE OF THE PROPERTY.

4.2 (a) Buyer's Inspection Period. Buyer shall have through and until 6:00 p.m. (eastern time) on the date that is ninety (90) days after the Effective Date of this Agreement (the "Inspection Period") within which to undertake inspections of the Property including, but not limited to, appraisals, environmental, zoning, structural, termite/CL100, visual inspections and title examination. Buyer shall have the right to extend the Inspection Period for one additional thirty (30) day period upon written notice to Seller no later than the last day of the Inspection Period and the payment to Escrow Agent of an additional earnest money deposit of Twenty-Five Thousand and 00/100 ($25,000.00) Dollars ("Additional Earnest Money"), said original Earnest Money and Additional Earnest Money to be collectively referred to as "Earnest Money".

If, during the Inspection Period as same may be extended as set forth herein, Buyer determines, in Buyer's sole and absolute discretion, that the Property is not suitable for its purposes or for any or no reason whatsoever, Buyer shall have the right to terminate this Agreement by written notice to Seller given on or prior to the applicable expiration of the Inspection Period and delivery to Seller of copies of all inspection results. In the event of such termination and delivery to Seller of copies of all inspection results, the Earnest Money shall be refunded to Buyer, all rights and obligations of the parties under this Agreement shall terminate, and except as expressly set forth herein to the contrary, this Agreement shall be of no further force or effect. If Buyer fails to terminate this Agreement by written notice to Seller on or prior to the expiration of the Inspection Period, Buyer shall be deemed to have approved the Property, and Buyer shall be deemed to have waived its termination rights under this Section 4.2(a).

(b) Entry on Property; Inspections; Environmental Review. Buyer shall be entitled to enter upon the Property prior to Closing in order to perform such studies, tests, inspections and surveys as the Buyer may deem advisable. Seller agrees to provide reasonable cooperation and assistance to Buyer to the extent requested by Buyer. Notwithstanding anything herein to the contrary, access shall be provided to Buyer, Buyer's agents, employees and contractors during regular business hours and upon mutually agreeable appointments but not later than twenty-four (24) hours of Buyer's request for access. Buyer shall provide to Seller copies of all studies, tests, inspections and surveys as they are generated.

(c) Indemnity by Buyer. Buyer shall be liable for all costs and expenses, and/or damage or injury to any person or property resulting from any such inspection occasioned by the acts of Buyer or any of its employees, agents, representatives or permitted assignee, and Buyer shall indemnify and hold harmless Seller from and against any and all loss, expense, damage, claim, action, cause of action, or suit arising from Buyer's entry on the Property (including, without limitation, mechanic's or construction liens and/or actual and reasonable attorneys' fees) or otherwise resulting therefrom, except (i) to the extent of the gross negligence or willful misconduct of Seller or its managers, employees, contractors or agents or (ii) with respect to any such claim related to or arising out of the discovery of conditions that currently exist with respect to the Property, and if this Agreement is terminated, Buyer shall return the Property to the condition that existed on the date of this Agreement. Notwithstanding anything to the contrary

set forth in this Agreement, the obligations of Buyer set forth in this Section 4.2 shall survive the Closing or the termination of this Agreement, as applicable.

(d) Title and Survey. Within the Inspection Period, Buyer may examine Seller's title to the Property and obtain a title commitment (the "Title Commitment") from a title company of Buyer's choosing and a survey (the "Survey") from a surveyor of Buyer's choosing. Buyer shall have sixty (60) days after the Effective Date to deliver to Seller, any and all objections (the "Objections") to the title to the Property, including matters in the Title Commitment and Survey. Objections not raised shall be deemed waived. After receiving the Objections, Seller shall have ten (10) days to cure such Objections or to notify Buyer of its refusal to do so. Buyer shall have five (5) days after receipt of notice from Seller that it will not cure the Objections in which to notify Seller in writing of its termination of this Agreement. Upon termination of this Agreement and delivery to Seller of copies of the Title Commitment, Survey and test results of the Property, any and all other obligations hereunder shall be null and void except as specifically stated to survive hereunder, and Escrow Agent shall refund the Earnest Money to Buyer. The failure of Buyer to terminate this Agreement within said five (5) day period shall be deemed an acceptance by Buyer of the Property subject to the Objections which, together with such objections not raised by Buyer and those matters set forth in Section 5. (c), shall be Permitted Exceptions.

5.
REPRESENTATIONS AND WARRANTIES

5.1 Seller's Representations and Warranties. To induce Buyer to purchase the Property from Seller, Seller represents and warrants to Buyer as follows:

(a) Seller is duly created and validly existing pursuant to the laws of the jurisdiction of its organization and is duly qualified to do business in the jurisdiction in which the Property is situated if and to the extent that such qualification is required.

(b) Seller has the capacity and authority to execute this Agreement and perform the obligations of Seller under this Agreement. All action necessary to authorize the execution, delivery and performance of this Agreement by Seller has been taken, and such action has not been rescinded or modified. Upon the execution of this Agreement, this Agreement will be legally binding upon Seller and enforceable against Seller in accordance with all of its provisions. The persons signing this Agreement on behalf of Seller have been duly authorized to sign and deliver this Agreement on behalf of Seller.

(c) Seller has good and marketable fee simple title to the Property which is defined for purposes of this Agreement as fee simple ownership which is: (i) free of all claims, liens and encumbrances of any kind or nature whatsoever other than the Permitted Exceptions, as hereinafter defined; and (ii) insurable by a title insurance company reasonably acceptable to Buyer, at then current standard rates under the standard form of ALTA owner's policy of title insurance currently in effect at the time of Closing, without exception other than standard printed exceptions and exclusions and for the Permitted Exceptions or exceptions over which affirmative coverage acceptable to Buyer is provided. For the purposes of this Agreement, the term "Permitted Exceptions" shall mean: (i) current city, state and county ad valorem taxes not yet due and payable; (ii) recorded easements, restrictions and covenants and not objected to or deemed accepted by Buyer

pursuant to the provisions of Section 4.2(c) herein; (iii) matters that would be determined by a current, accurate survey of the Property and not objected to or deemed accepted by Buyer pursuant to the provisions of Section 4.2(c) herein. Any liens or encumbrances affecting the Property that are capable of being removed by monetary payment shall be removed at Closing.

(d) That Seller has not received any actual written notice of any pending condemnation action which will or may affect the Property.

(e) There are no leases, recorded or unrecorded, affecting the Property.

(f) Seller has received no actual, written notice that there are any violations of any applicable laws, rules, regulations, orders, ordinances or judgments of any South Carolina, federal, municipal or other governmental authority pertaining to the Property.

Seller agrees that the truthfulness of each of the foregoing matters shall be deemed repeated at Closing. Any breach by Seller of any representation or warranty made in this paragraph discovered prior to Closing and not cured prior to Closing shall be a default under this Agreement, entitling Buyer to pursue the remedies set forth in this Agreement.

5.2 Buyer's Representations and Warranties. To induce Seller to sell the Property to Buyer, Buyer represents and warrants to Seller as follows:

(a) Buyer is duly created and validly existing pursuant to the laws of the jurisdiction of its organization and is duly qualified to do business in the jurisdiction in which the Property is situated if and to the extent that such qualification is required. At Closing, Buyer (or its permitted assignee) shall be duly created and validly existing pursuant to the laws of the jurisdiction of its organization and duly qualified to do business in the jurisdiction in which the Property is situated.

(b) Buyer has the capacity and authority to execute this Agreement and perform the obligations of Buyer under this Agreement. All action necessary to authorize the execution, delivery and performance of this Agreement by Buyer has been taken, and such action has not been rescinded or modified. Upon the execution of this Agreement, this Agreement will be legally binding upon Buyer and enforceable against Buyer in accordance with all of its provisions. The person signing this Agreement on behalf of Buyer has been duly authorized to sign and deliver this Agreement on behalf of Buyer.

Buyer agrees that the truthfulness of each of the foregoing matters shall be deemed repeated at Closing. Any breach by Buyer of any representation or warranty made in this paragraph discovered prior to Closing and not cured prior to Closing shall be a default under this Agreement, entitling Seller to pursue the remedies set forth in this Agreement.

6.
CLOSING

6.1 Closing. The parties hereto intend that closing (the "Closing" or the "Closing Date") shall occur on or before the date which is the thirtieth (30th) day after the expiration of the Inspection Period. The Closing shall be held at the office of Buyer's attorney in Charleston, SC.

6.2 Proration of Taxes. There are currently no real property taxes or assessments against the Property that should require proration between the parties. In the event Charleston County assesses taxes, user fees or storm water fees against the Property prior to Closing and Seller does not obtain an exemption from any or all of such taxes and assessments, they shall be prorated between the parties as of the Closing Date (with Seller responsible for any property taxes or assessments pertaining to the Property on the Closing Date). Prorations shall be final at Closing.

6.3 Closing Costs. Except as otherwise expressly provided herein, Seller shall pay, on the Closing Date, the costs to record any satisfactions or releases of monetary encumbrances, and Seller's attorney's fees for the preparation of Seller's Closing Documents (defined below). Buyer shall pay, on the Closing Date, the Buyer's Closing costs, including but not necessarily limited to, the cost of any title insurance policies or commitments, the cost of a title search of the Property, deed recording fee and all other recording costs with the exception of satisfactions or releases of monetary encumbrances of Seller, transfer taxes based upon the value of the Property, all of the fees and expenses charged by Buyer's attorney and any other customary charges incurred by Buyer. Except as otherwise provided herein, each party shall pay its own attorneys' fees and expenses.

6.4 Seller's Obligations at the Closing. At the Closing, Seller shall deliver to Buyer the Seller Closing Documents (as defined herein). Prior to the Closing, Seller shall remit the Seller Closing Documents, executed by Seller, as applicable, to Buyer's Attorney to be held in trust until the delivery to Seller of all of the proceeds of purchase and sale of the Property by wire transfer of immediately available U.S. funds. For purposes of this Agreement, the term "Seller Closing Documents" shall mean the following:

(a) Limited Warranty Deed. A limited warranty deed, properly executed and acknowledged, conveying to Buyer a good and marketable fee simple title to the Property, subject only to the Permitted Exceptions.

(b) Closing Statement. A closing statement, to be prepared by Buyer's attorney, as settlement agent, setting forth the allocation of closing costs, purchase proceeds, prorations, if any, etc.

(c) Evidence of Authority. Such consents and authorizations as may be reasonably satisfactory to settlement agent to evidence authorization of Seller for the sale of the Property, the execution and delivery of any documents required in connection with Closing and the taking of all action to be taken by Seller in connection with Closing.

(d) Title Insurance Affidavit. A title insurance affidavit in the form attached as Exhibit "C" and incorporated herein by reference.

(e) Certificate of Non-Foreign Status. A certificate of Seller stating that Seller is not a "foreign person" under §1445 of the Internal Revenue Code, as amended, and applicable regulations.

(f) Form 1099. An IRS 1099 Information Reporting Form and a Substitute IRS

1099 Form.

(g) South Carolina Withholding Affidavit. A South Carolina withholding affidavit setting forth Seller's exemption from withholding or providing sufficient information for the settlement agent to withhold the proper amount as provided by law.

(h) A Transferor Affidavit in lieu of a "clean" certificate of tax compliance with respect to Seller from the South Carolina Department of Revenue

(i) Other Documentation. Such other documents as may be reasonable and necessary to consummate and close the purchase and sale contemplated herein pursuant to the terms and provisions of this Agreement.

Notwithstanding the foregoing to the contrary, Seller shall deliver the Seller Closing Documents to Buyer at least five (5) days prior to the Closing Date for its review and reasonable approval. At Closing, Seller shall also deliver to Buyer all keys and combinations to locks at the Property, in the possession of Seller, Seller's Broker or any property manager(s).

6.5 Buyer's Obligations at the Closing. At the Closing, Buyer shall deliver to Seller the following:

(a) Purchase Price. The balance of the Purchase Price by wire transfer of immediately available U.S. funds.

(b) Closing Statement. A closing statement setting forth the allocation of closing costs, purchase proceeds, prorations, if any, etc.

(c) Certificate of Existence/Good Standing. A certificate dated within thirty (30) days of Closing stating that the Buyer (or Buyer's assignee) is in existence and in good standing in the state of its formation.

(d) Evidence of Authority. If Buyer (or its assignee) is a legal entity, such consents and authorizations as Seller may reasonably deem necessary to evidence authorization of Buyer for the purchase of the Property, the execution and delivery of any documents required in connection with Closing and the taking of all action to be taken by Buyer in connection with Closing.

(e) Other Documentation. Such other documents as may be reasonable and necessary in the opinion of Seller or its counsel to consummate and close the purchase and sale contemplated herein pursuant to the terms and provisions of this Agreement.

7.
CONDEMNATION; RISK OF LOSS

7.1 Condemnation. If, prior to the Closing, action is initiated to take any of the Property by eminent domain proceedings or by deed in lieu thereof, Buyer may either (a) terminate this Agreement, or (b) consummate the Closing, in which latter event the award of the condemning authority shall be assigned to Buyer at the Closing.

7.2 Risk of Loss or Casualty. Risk of loss shall remain with Seller until Closing. If the Property, or any part thereof, suffers any damage prior to the Closing from fire, unforeseen natural disaster or Act of God which diminishes the value of the Property, Buyer shall have the option (a) to terminate this Agreement by written notification to Seller at any time prior to Closing or (b) consummate the Closing, in which latter event the proceeds of any insurance policy (or other similar coverage) shall be assigned, if assignable, to Buyer at the Closing. Notwithstanding anything to the contrary, Buyer and Seller may mutually agree, without obligation, to amend the Purchase Price at such necessary time to properly consider any diminution in value for its intended purposes resulting from fire, natural disaster or Act of God

8.
DEFAULT

8.1 Breach by Seller. If Seller breaches this Agreement, Buyer may elect, as its sole remedy and relief hereunder, either (i) to terminate this Agreement and thereupon be entitled to receive a refund of any Earnest Money and reimbursement for actual and reasonable documented costs incurred, including reasonable attorney fees, the aggregate of which shall not exceed the amount of $15,000.00 ("Actual Costs Incurred") or (ii) to seek specific performance of this Agreement against Seller. Should a court of competent jurisdiction order Seller performance in an action against Seller for specific performance, the costs of Buyer's litigation, including a reasonable attorney's fee, shall be borne by Seller.

8.2 Breach by Buyer. If Buyer breaches this Agreement, Seller may, as Seller's sole remedy and relief hereunder, terminate this Agreement and thereupon be entitled to receive the Earnest Money as liquidated damages (and not as a penalty). Seller and Buyer have made the above provision for liquidated damages because it would be difficult to calculate, on the date hereof, the amount of actual damages for such breach, and that these sums represent reasonable compensation to Seller for such breach.

9.
MISCELLANEOUS AND SPECIAL STIPULATIONS

9.1 Notices. All notices, demands and requests which may be given or which are required to be given by either party to the other under this Agreement, and any exercise of a right of termination provided by this Agreement, shall be in writing and shall be deemed effective: (i) immediately, when personally delivered to the intended recipient; (ii) three (3) business days after having been sent, by certified or registered mail, return receipt requested, addressed to the intended recipient at the address specified below; (iii) immediately, when delivered in person to the address set forth below for the party to whom the notice was given; (iv) at noon of the business day next following after having been deposited into the custody of a nationally recognized overnight delivery service, addressed to such party at the address specified below; or (v) immediately if sent during regular business hours or at 8:30 a.m. local time on the next business day next following an after-hours, weekend or holiday notice sent by electronic mail, provided that receipt for such electronic mail is verified by Sender. Any notice sent as required by this Section 9.1 refused by recipient shall be deemed delivered as of the date of such refusal. For purposes of this Section 9.1, the physical and email addresses of the parties for all notices are as follows (unless changed by similar notice in writing given by the particular person whose address is to be changed):

If to Seller: **Charleston County School District**
3999 Bridge View Drive

N. Charleston, SC 29405
Attention: Angela Barnette
Email: angela barnette@charleston.k12.sc.us

with a copy to (which shall not constitute notice):

Lynn Lawandales Crooks, LLC
3 Lockwood Dr Suite 204
Charleston, SC 29401
Attention: Lynn L. Crooks, Esquire
Email: lcrooks@crookslaw.net

If to Buyer: **The Humanities Foundation, Inc.**
474 Wando Park Blvd., Suite 102
Mt. Pleasant, SC 29464
Attn: Tracy Doran
Email: tdoran@humanitiesfoundation.org
(and)
Attn: Julie Davis
Email: jdavis@humanitiesfoundation.org

with a copy to (which shall not constitute notice):

Graybill Lansche & Vinzani, LLC
225 Seven Farms Drive, Suite 207
Charleston, SC 29492
Attn: Jeff Vinzani
Email: jvinzani@glvlawfirm.com

If to Escrow Agent: Graybill Lansche & Vinzani, LLC
225 Seven Farms Drive, Suite 207
Charleston, SC 29492
Attn: Jeff Vinzani
Email: jvinzani@glvlawfirm.com

9.2 Real Estate Commissions. Buyer and Seller represent and warrant to the other that the only real estate agents or brokers involved in this transaction are **JDC Management, LLC** (Agent: Rosie Doran) who represents Buyer ("Buyer's Broker") and **Clement, Crawford & Thornhill, Inc.** (Agent: Miles Martschink) who represents Seller ("Seller's Broker"). At closing, Seller shall pay a commission to Seller's Broker pursuant to terms of separate agreement and a commission to Buyer's Broker in the amount of one (1%) percent of the Purchase Price.

9.3 Confidentiality. Except as required by law and as specifically permitted herein, Buyer and Seller shall keep all information revealed by the other party in connection with this Agreement confidential and shall not deliver, or cause to be delivered, any reports, studies, records, correspondence, files, computer files or documents, or any other information, to any third party (except such legal counsel, accountants, lenders, investors, brokers and other advisers as are assisting with this transaction) without

the prior written consent of the other party.

9.4 Section 1031 Tax-Deferred Exchange. Buyer and Seller recognize that the other (or its assigns) reserves the right to structure this transaction as a like-kind exchange intended to qualify under § 1031 of the Internal Revenue Code. Accordingly, each party agrees to cooperate with the other to facilitate the qualification of the exchange, provided the other party incurs no additional risk or expense.

9.5 Entire Agreement. This Agreement embodies the entire agreement between the parties relative to the subject matter hereof, and there are no oral or written agreements between the parties, nor any representations made by either party relative to the subject matter hereof, which are not expressly set forth or referenced herein.

9.6 Amendment. This Agreement may be amended only by a written instrument executed by the party or parties to be bound thereby.

9.7 Headings. The captions and headings used in this Agreement are for convenience only and do not in any way limit, amplify, or otherwise modify the provisions of this Agreement.

9.8 Time of Essence and Performance Deadlines. Time is of the essence of this Agreement; however, if the final date of any period which is set out in any provision of this Agreement falls on a Saturday, Sunday or legal holiday under the laws of the United States or the State of South Carolina, then, in such event, the time of such period shall be extended to the next day which is not a Saturday, Sunday or legal holiday. As used herein, the term "business day" shall mean any day which is not a Saturday, Sunday or legal holiday.

9.9 Governing Law; Construction. This Agreement shall be governed by the laws of the State of South Carolina and the laws of the United States pertaining to transactions in such State. All of the parties to this Agreement have participated freely in the negotiation and preparation hereof; accordingly, this Agreement shall not be more strictly construed against any one of the parties hereto. The term "Buyer" as used herein shall refer to all such persons jointly and severally, and all promises, agreements, covenants, waivers, consents, representations, warranties and other provisions herein are made by and shall be binding upon each and every such undersigned person, and their respective heirs, executors, administrators, personal and legal representatives, successors and permitted assigns, jointly and severally. As used in this Agreement, the masculine, feminine or neuter gender and the singular or plural number shall each include the others whenever the context so indicates.

9.10 Successors and Assigns; Assignment. Buyer's rights and duties under this Agreement are freely assignable to an entity of which Buyer is the majority owner, provided Buyer shall provide Seller with a copy of the fully executed written agreement of assignment in form and substance reasonably acceptable to Seller and upon which Seller can rely. Subject to the foregoing, this Agreement shall bind and inure to the benefit of Seller and Buyer and their respective heirs, executors, administrators, personal and legal representatives, successors and permitted assignees. In the event of any such assignment, all of the documents, instruments and agreements to be executed and delivered pursuant to this Agreement shall be executed and delivered in the name of such assignee.

9.11 Invalid Provision. If any provision of this Agreement is held to be illegal, invalid or unenforceable under present or future laws, such provision shall be fully severable; this Agreement shall be construed and enforced as if such illegal, invalid or unenforceable provision had never comprised a part of this Agreement, and the remaining provisions of this Agreement shall remain in full force and

effect and shall not be affected by such illegal, invalid, or unenforceable provision or by its severance from this Agreement.

9.12 Attorneys' Fees. In the event it becomes necessary for either party hereto to file suit to enforce this Agreement or any provision contained herein, the party prevailing in such suit shall be entitled to recover, in addition to all other remedies or damages, as provided herein, reasonable attorneys' fees, paralegal fees and costs incurred in such suit at trial, appellate, bankruptcy and/or administrative proceedings.

9.13 Multiple Counterparts. This Agreement may be executed in a number of identical counterparts which, taken together, shall constitute collectively one (1) agreement; but in making proof of this Agreement, it shall not be necessary to produce or account for more than one such counterpart. Signatures to this Agreement may be delivered in electronic form, which shall be binding on the party on whose behalf such signature is tendered.

9.14 Date of this Agreement. This Agreement shall not be effective unless signed by both Buyer and Seller and the later date signed by both parties shall be the "Effective Date".

9.15 Exhibits. All exhibits referenced in this Agreement are incorporated into this Agreement and made a part hereof.

9.16 Authority. Each party hereto represents and warrants to the other that the execution of this Agreement and any other documents required or necessary to be executed pursuant to the provisions hereof are valid, binding obligations and are enforceable in accordance with their terms.

9.17 Force Majeure. Notwithstanding any performance deadlines herein to the contrary, if either party shall be delayed, hindered or prevented from the performance of any act by reason of any governmental restriction, civil commotion, war, terrorism, insurrection, sabotage, military or usurped power, fire, earthquake, hurricane or other natural disaster, or any other event beyond its control, the period for the performance of any such act or the giving of any such notice shall be extended for the period necessary to complete performance or delivery in a diligent manner following the end of the period of such delay.

9.18 Special Stipulations. Buyer acknowledges and agrees that it shall not make any application to place the Property on the National Historic Register until after Closing.

For good and valuable consideration, the parties hereto have caused this Agreement to be executed by persons duly empowered to bind the parties to perform their respective obligations hereunder the day and year set forth beside their respective signatures.

[signature pages to follow]

SELLER:

Charleston County School District

By: [illegible]
Its: Board Chairman
Date: 12/14/19

BUYER:

The Humanities Foundation, Inc., a Georgia non-profit corporation

By: [illegible], President
Its:
Date: 12/05/19

EXHIBIT A

"The Property"

ALL that lot of land in the City of Charleston, County of Charleston and State of South Carolina, being the Southern Half of Block 2 as shown on a plat of lands of Cunningham and Brown made by Gedney M. Howe, Surveyor, May 7th, 1920, and retraced February 1st, 1924, showing the partition in kind of the said lands between the Heirs of George I. Cunningham and William K. Brown, which said plat is recorded in the ROD Office for Charleston County in Plat Book C, at Page 192.

BUTTING AND BOUNDING West on Nassau Street, South on Sumter Street (formerly Jackson Street), East on Hanover Street and North on the northern portion of the said Block 2.

BEING the same property conveyed to The City Board of Public School Commissioners for the City of Charleston (now Charleston County School District pursuant to the School Consolidation Act 340 effective 7/1/1968, by deed of Jean C. Howe dated December 6, 1928 and recorded December 7, 1928 in Book X33, Page 294 in the ROD Office for Charleston County, SC.

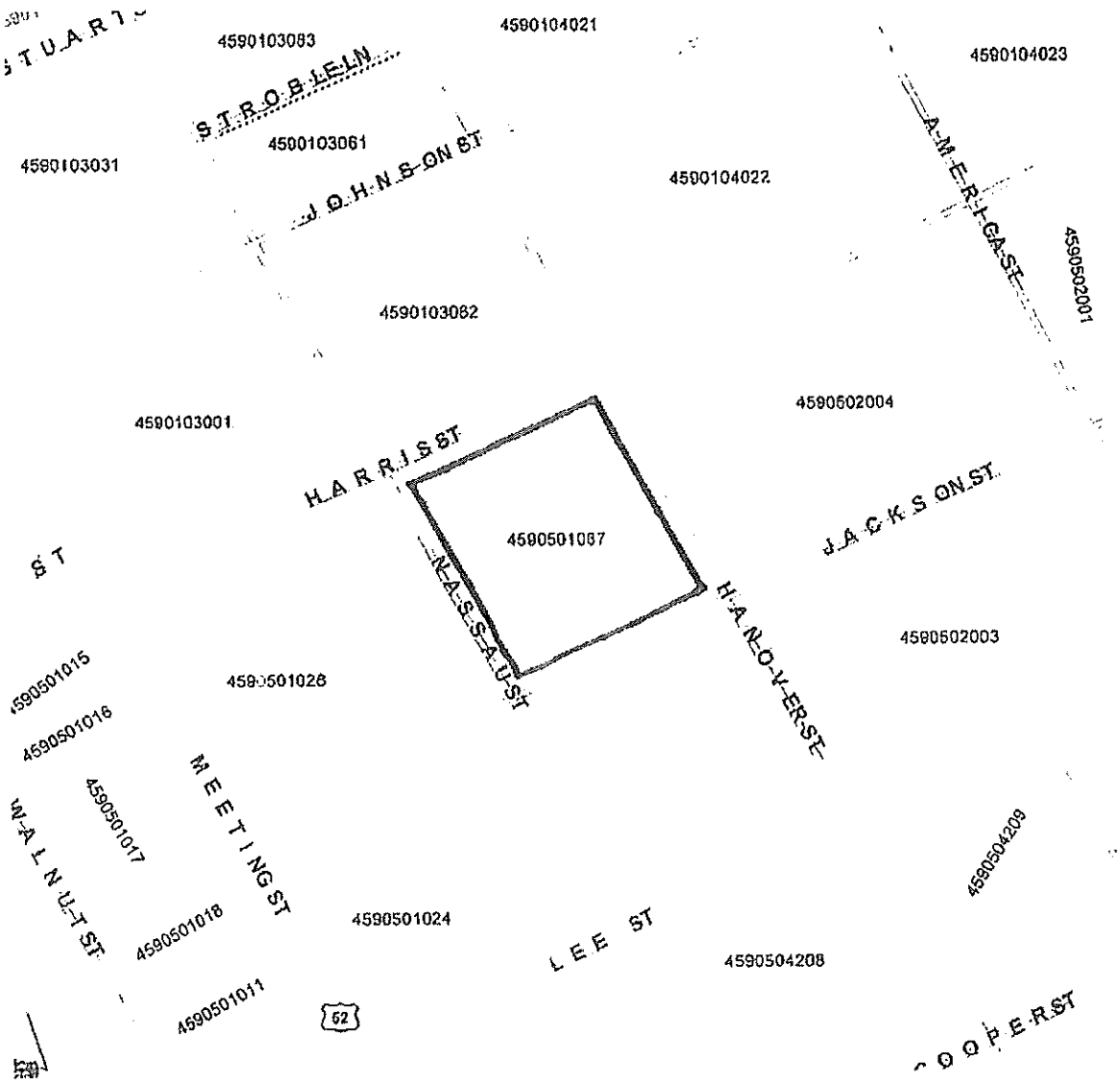
ALSO

ALL that certain piece, parcel or lot of land in the City of Charleston, County of Charleston and State of South Carolina, being all that portion of Block 2 shown on a plat dated March 18th 1924, and recorded in the ROD Office for Charleston County in Plat Book C, Page 192, to the North of the center line of said block, bounding to the North on Harris Street, to the East on Hanover Street, to the West on Nassau Street and to the South on the other half or portion of said block.

MEASURING AND CONTAINING 277 feet on Harris Street, 149 feet 6 inches on Nassau Street, 149 feet 1 inch on Hanover Street and 277 feet on the South or back line, be the said dimensions more or less.

BEING the same property conveyed to The City Board of Public School Commissioners for the City of Charleston (now Charleston County School District pursuant to the School Consolidation Act 340 effective 7/1/1968, by deed of Jean C. Howe and DeWitt W. King dated December 6, 1928 and recorded December 7, 1928 in Book X33, Page 295 in the ROD Office for Charleston County, SC.

TMS #459-05-01-067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LEE ST
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COOPER ST

EXHIBIT B

"Seller Deliveries"

[NOTE: PROVIDED FOR INFORMATION ONLY, REFER TO DISCLAIMER ON SECTION 4.1 OF THE FOREGOING AGREEMENT]

1. **Asbestos Hazard Emergency Response Act Three Year Inspection Report**
   Provided by: Mactec Engineering and Consulting
   Completed on: November 1, 2005

2. **Boundary Survey**
   Prepared by: Forsberg Engineering and Surveying Inc.
   Completed on: August 1, 2016
   Last Revised on: November 7, 2018

3. **Building Floor Plans**
   Completed on: January 6, 2009

4. **Phase I Environmental Site Assessment Report**
   Prepared by: ECS Carolinas LLP
   Completed on: July 22, 2016

5. **Seismic Evaluation of Archer School**
   Prepared by: Davis and Floyd
   Completed on: March 11, 2010

6. **Appraisal**
   Prepared by: Charleston Appraisal Service, Inc.
   Completed on: April 15, 2016

7. **Archer Building Plans - 1935**
   Prepared by: Simons and Lapham Architects
   Completed on: November 22, 1935

8. **Restoration of Archer Plans**
   Prepared by: Glick/Boehm & Associates
   Completed on: March 9, 1990

9. **Renovation Plans to Archer**
   Prepared by: LS3P Architects
   Completed on: April 13, 1987

10. **Renovation Plans to Archer – Volume 2**
    Prepared by: LS3P Architects
    Completed on: April 13, 1987

11. **Board of Architectural Meeting Results**
    Date: July 11, 2018

Item: 220 Nassau St Item #1 on Agenda

12. **Official South Carolina Wood Infestation Report**
    Prepared by: Dodson Bros. Exterminating Co., Inc.
    Completed On: February 5, 2019

EXHIBIT "C"

OWNER'S AFFIDAVIT

On the date shown below, personally appeared before me the undersigned, who, being duly sworn on his/her oath did state the following:

1) That _____ is the owner ("Owner") of the property located in the _____ County of _____ in the State of South Carolina, said property being described in the deed that the Owner is executing this date to _____. Said deed is to be recorded in the ROD Office for _____County, which deed is to be insured by a policy of _____ Insurance Company ("Company").

2) That all of the persons, firms, and corporations, including the General Contractor and all sub-contractors and surveyors, who have furnished services, labor, or materials at the request of Owner for construction or repair of the improvements located on the above described property have been paid in full, that there are no mechanics' or materialmen's liens against said property and no claims outstanding arising out of work requested by the Owner which would entitle the holder thereof to claim a lien against the property, and that all such construction or repairs have been completed and accepted by the owner, **EXCEPT:** NONE

3) That there are no other parties other than the Owner or Buyer from the Owner or tenant(s) in possession under unrecorded lease(s) who have a right of possession in the property **EXCEPT:** NONE

4) That this affidavit is made for the purpose of inducing Company to issue its policy or policies insuring the title to said property without exception to or providing insurance against, loss or damage on account of any claims of mechanics, materialmen and laborers.

5) The undersigned Owner hereby consents to the audit of the closing attorney's escrow accounts as well as the review of the closing file by the Company.

Executed on 12/18/ , 2019

By: _____

Its: Board Chairman

SWORN to before me this 4th day of December, 2019

_____ (L.S.)

Notary Public of South Carolina

My Commission Expires: _____

ADDENDUM TO PURCHASE AND SALE AGREEMENT

This Addendum to Purchase and Sale Agreement (this "**Addendum**") is made and entered into effective as of this 17th day of December, 2019, by and between **Charleston County School District** ("Seller") and **The Humanities Foundation, Inc., a Georgia non-profit corporation** ("Buyer").

RECITALS

WHEREAS, Buyer and Seller have been negotiating the terms of an agreement for Seller to sell and Buyer to buy the property described as **220 Nassau Street, City of Charleston, SC, having Charleston County TMS# 459-05-01-067** ("Property"), and Buyer and Seller are mindful of finalizing the terms of their agreement by executing the Purchase and Sale Agreement attached hereto and incorporated herein by reference and the within Addendum which, collectively, shall be referred to herein as the Agreement.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is acknowledged hereby, Buyer and Seller hereby affirm the foregoing recitals and agree as follows:

1. Defined Terms. Capitalized terms used herein and not otherwise defined shall have the meanings respectively ascribed to them in the Agreement.

2. Section 7.2 of the Agreement. Section 7.2 of the Agreement is hereby deleted in its entirety and replaced with the following:

> 7.2 Risk of Loss or Casualty. Risk of loss shall remain with Seller until Closing. If the Property, or any part thereof, suffers damage prior to the Closing from fire, unforeseen natural disaster or Act of God ("Casualty Damage") and the agreed, documented amount of such Casualty Damage is less than $750,000.00, Buyer shall have the option to either (i) terminate this Agreement upon written notice to Seller prior to Closing, and receive a refund of the Earnest Money, or (ii) proceed to Closing with a reduction in the Purchase Price in an amount equal to the agreed, documented Casualty Damage, not to exceed the aggregate amount of $750,000.00 ("Damage Cap"). If the Property, or any part thereof, suffers Casualty Damage in an aggregate amount greater than the Damage Cap, either Buyer or Seller shall have the option to terminate this Agreement upon written notice to the other party at any time prior to Closing and, if terminated by either party, Buyer shall receive a refund of the Earnest Money and neither party shall any further liability hereunder with the exception of obligations that specifically survive termination. If this Agreement is not terminated by either party, the Purchase Price shall be reduced by the amount of the Damage Cap.

3. Counterparts; Electronic Copy. This Addendum may be executed in any number of counterparts, all of which, when taken together, shall constitute one and the same instrument. An electronic copy of this Addendum shall be deemed an original for all relevant purposes.

4. Full Force and Effect. Except as otherwise expressly amended hereby, the Agreement shall be and remain in full force and effect according to its terms.

[SIGNATURE PAGE TO FOLLOW]

SELLER:

Charleston County School District

By: [illegible]
Its: Board Chairman
Date: 12/14/19

BUYER:

The Humanities Foundation, Inc., a Georgia non-profit corporation

By: [illegible]
Its: President
Date: 12/17/19