



# RFP #211

## DISASTER DEBRIS REMOVAL AND EMERGENCY LOGISTICAL SERVICES

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City of Fort Lauderdale

PHILLIPS & JORDAN, INC.

**Brian Smallwood**  
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Suite 500  
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City of Fort Lauderdale  
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Fort Lauderdale, FL

Due March 13, 2024

CAM #24-0442  
Exhibit 8  
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 PANDJ.COM

Phillips and Jordan (P&J) values the opportunity to present our Disaster Debris Removal and Emergency Logistical Services Proposal in response to RFP #211

Our enterprise capabilities in disaster response have grown since the 1989 Hurricane Hugo clean-up. As a result, our teams have assisted federal, state, local governments, and private sector clients throughout the US,



making us a recognized market leader. P&J can provide the necessary management team, equipment, personnel, and resources to respond to future disasters rapidly and efficiently in Debris Management Services. We have reviewed, interpreted, and understand the RFP's scope of work and will adhere to applicable OSHA, EPA, and FL DEP requirements to ensure a safe work environment.

P&J's operations team prioritizes clients' needs throughout all disaster phases, with essential resources and systems to execute the RFP's scope, including safety management, accounting, resource deployment, and access to owned equipment, with demonstrable experience supporting our interest in this opportunity. We provide rapid mobilization and scalable resources rooted in our core values of integrity, safety, quality, and production, as validated through our successful past performance record. Our commitment through execution is to immediately deploy and mobilize a management team and equipment, coordinate with the owner's response team, and begin integrating with the overall recovery efforts P&J has the balance sheet, financial partners, and proven systems and processes to support the necessary project operations expected of the disaster debris management contractor selected by the City.

To ensure compliance with 2CFR 200, we provide the required bid, payment, performance bonds, and 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 bonding capacity of \$1.75B represents our enterprise experience and capabilities of legacy ongoing and future projects.

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

Primary	Alternate
<p><b>Brian Smallwood</b>            Disaster Services Program Manager            10142 Parkside Drive, Suite 500            Knoxville, TN 37922            Phone (251) 525-0011  <a href="mailto:bsmallwood@pandjenv.com">bsmallwood@pandjenv.com</a></p>	<p><b>Sydney Kendrick</b>            Disaster Services Business Manager            10142 Parkside Drive, Suite 500            Knoxville, TN 37922            Phone (325) 998-1023  <a href="mailto:skendrick@pandjenv.com">skendrick@pandjenv.com</a></p>

**We are committed to providing Disaster Debris Removal and Emergency Logistical Services to the City of Fort Lauderdale professionally, promptly, and within contract specifications.** We look forward to joining your disaster response and recovery team.



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# 1 EXECUTIVE SUMMARY

Phillips & Jordan, Inc. (P&J) is a certified woman-owned, heavy civil and power infrastructure contractor established in 1952. We specialize in building, maintaining, and modernizing critical infrastructure across three markets: Heavy Civil Construction, Power, and Disaster Response. Our core values of Integrity, Safety, Quality, and Production guide our business practices, and we prioritize the well-being of our team, the environment, and our communities. With a nationwide presence, a top-notch workforce, cutting-edge technology, and a commitment to safety, P&J delivers innovative and flawless infrastructure development.

More than four decades of experience in disaster debris management—dating back to the Toe River Flood in 1977.

### QUICK AND COMPETITIVE SUBCONTRACTOR PAYMENT

We value our subcontractor relationships and have established loyal key partners.

### DEMONSTRATED ACHIEVEMENT OF LOCAL AND SMALL / DISADVANTAGED BUSINESS PARTICIPATION

We're a certified woman-owned business, and we have a wide network of subcontractors.

### QUALIFIED, FULL-TIME KEY PERSONNEL

We work 52 weeks/year to track storm events manage resources, and maintain readiness.

### INNOVATIVE PROJECT CONTROLS

We are a market maker in technology (ADMS) and delivering project controls and reporting processes to the disaster recovery industry.

### VALUES-FORWARD APPROACH

Integrity is our first core value, and our management team operates with transparency and honesty.



**+250** PROJECTS | **+200** CLIENTS | **22** STATES  
SINCE 1977



### ESTABLISHED

P&J has four decades of proven success in disaster debris management.



### EXPERIENCED

Our team has completed debris management missions in response to hurricanes, ice storms, flooding, tornados, fires, man-made disasters, and more.



### ENDURING

With a dedicated disaster services group P&J is committed to pursuing innovative solutions in a dynamic market.

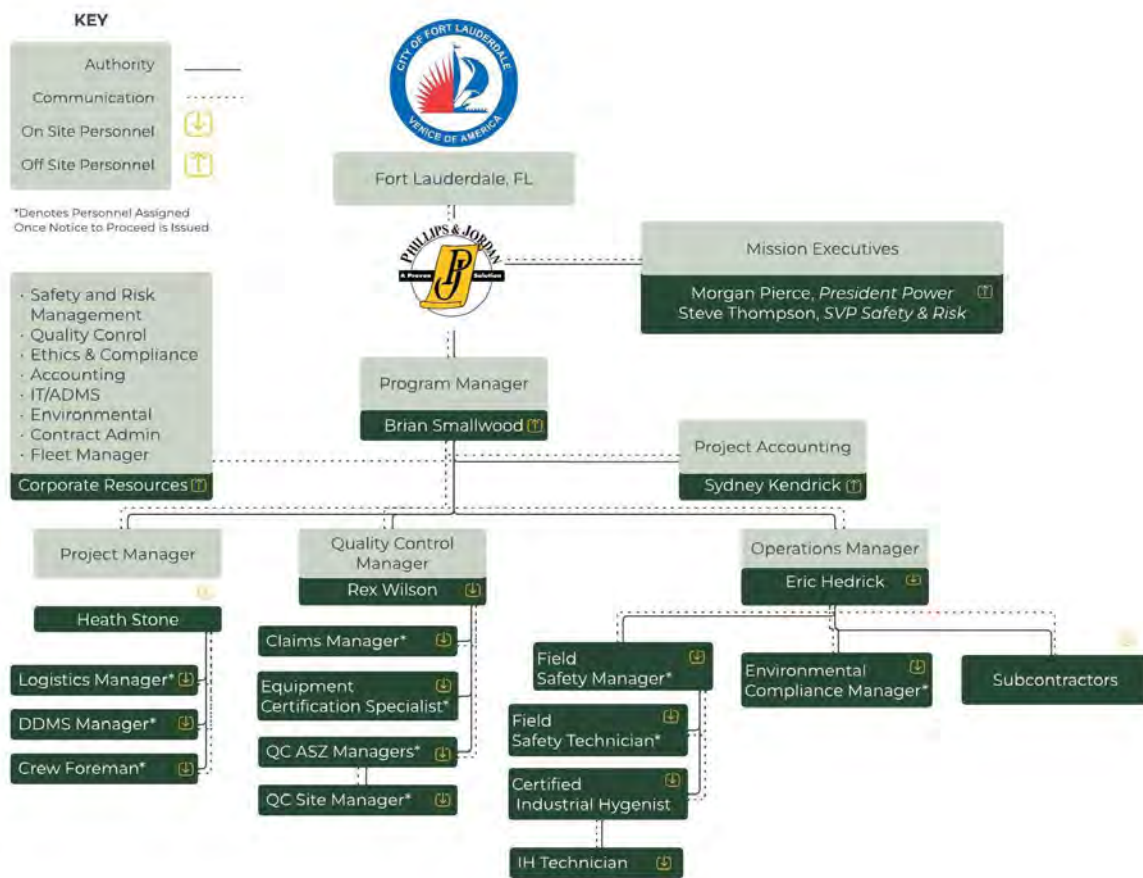


### 1.1 Staffing Plan & Management Structure

Our skilled team has successfully managed multiple disaster debris missions and can support the City during future disaster events. Our workforce includes a core response group with demonstrated disaster response experience with FEMA, USACE and local and state governments. P&J is headquartered in Knoxville, TN and we also have a regional office in San Antonio, FL. We anticipate this contract to be services out of our Florida office upon activation.

Our adaptable management structure is led by a program manager who coordinates resources and controls all activities, selecting qualified personnel for each mission. We have experience staffing project management teams for simultaneous activations and primarily use our core response group for typical response scenarios. P&J personnel’s specific qualifications that make up our core response group are described below. Resumes are presented in Section 1.1.2 of this proposal.

We recognize that any modifications to the listed personnel during an event must be promptly reported to and approved by the City of Fort Lauderdale. The City may also request additional personnel as needed.





### 1.1.1 Core Response Group



**Brian Smallwood – Program Manager:** Mr. Smallwood offers 13 years of disaster experience and has participated in the following disaster events: (2023) Hurricane Idalia – (2022) Hurricane Ian – (2021) Hurricane Ida – (2020-2021) Hurricane Laura – (2020) Tropical Storm Cristobol – (2018-2019) Hurricane Michael – (2018) Hurricane Irma – (2017) Hurricane Harvey – (2016-2017) Hurricane Matthew – (2016) Hurricane Hermine – (2011) Hurricane Irene – (2011) Joplin Tornado.



**Sydney Kendrick – Business Manager:** Mrs. Kendrick offers 4 years of disaster experience and has participated in the following types of Emergency Response Missions: Hurricane and Winter Storm Events. Specific activations include the following significant projects: (2023) Hurricane Idalia – (2022) Hurricane Ian and (2021) Virginia Winter Ice Storm.



**Eric Hedrick – Operations Manager:** Mr. Hedrick offers 23 years of disaster experience and has participated in the following disaster events: (2023) Hurricane Idalia – (2022) Hurricane Ian – (2021) Virginia Winter Ice Storm - (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.



**Morgan Pierce – Mission Executive:** Mr. Pierce offers 20 years of disaster experience and has participated in the following disaster events: (2023) Hurricane Idalia – (2022) Hurricane Ian – (2021) Virginia Winter Ice Storm – (2017) Hurricane Irma – (2015) Calaveras County California Butte Wildfire – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Wilma – (2004) Hurricanes Charley, Frances, and Jeanne.



**Heath Stone – Project Manager:** Mr. Stone offers 10 years of disaster experience and has participated in the following types of Emergency Response Missions: Hurricanes, Flooding, Tornadoes, Wildfires, and Winter Storm Events. Specific activations include the following significant projects: (2023) Hurricane Idalia – (2021) Virginia Winter Ice Storm - (2017) Hurricane Irma Hillsborough County, Town of Belleair, Kenneth City, and Pinellas Park – (2014) Williamsburg/Florence County South Carolina Ice Storm.



**Steve Thompson – Corporate Environmental, Safety & Health Manager:** With 23 years of disaster experience, Mr. Thompson oversees our health and safety program, including policy development, accident investigation, and subcontractor program monitoring. He served as the primary safety manager for significant recovery missions, including the World Trade Center Staten Island Landfill (2001) and Hurricanes Katrina (2005), Gustav & Ike (2008), Irene (2011), and the Alabama and Joplin tornadoes (2011). Throughout the past couple of decades, he has supported all our disaster contract activations to varying extents.



### 1.1.2 Resumes

Comprehensive resumes for P&J’s key personnel listed above are presented below..

**Morgan Pierce**  
**President, Power | Mission Executive**  
**Home Office: Knoxville, Tennessee**



#### **DISASTER EXPERIENCE**

**Years of Relevant Experience: 20      Years at P&J: 19**

Mr. Pierce has been employed by P&J since 2004 and offers 20 years of disaster response and debris management experience. In addition to his duties as a Senior Vice President of P&J, Mr. Pierce coordinates disaster response activities and serves in a leadership role for disaster debris management missions. His responsibilities in the role of Missions Executive 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. Pierce has supported disaster debris management missions related to hurricanes, tornados, and animal carcass incineration.



#### **NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS**

Mr. Pierce has participated in the following types of Emergency Response Missions: Hurricanes, Flooding, Tornadoes, Wildfires, and Winter Storms. Specific activations include the following significant projects: (2023) Hurricane Idalia – (2022) Hurricane Ian – (2021) Virginia Winter Ice Storm –(2017) Hurricane Irma – (2015) Calaveras County California Butte Wildfire – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Wilma – (2004) Hurricanes Charley, Frances, and Jeanne.



#### **EDUCATION**

- Bachelor of Science, North Carolina Central University



#### **TRAINING / CERTIFICATIONS**

- Certified Erosion Control Installer
- CPR / First Aid
- OSHA 10-Hour
- EHAT – Climbing & Chainsaw Training
- Confined Space Entry Competent Person
- USACE QA/QC Training





**Eric Hedrick**  
**Sr. Vice President | Operations Manager**  
**Home Office: San Antonio, Florida**



**DISASTER EXPERIENCE**

**Years of Relevant Experience: 23      Years at P&J: 42**

Mr. Hedrick has been employed by P&J since 1981 and offers over 18 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 USACE projects pursuant to IDIQ contract structures following disaster events that created some of the most complex debris streams in U.S. history, including the 9/11 Terrorist Attacks and Hurricane Katrina. 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 (most recently the 2018 Camp Fire in Paradise, CA) in addition 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**

Mr. Hedrick has participated in the following types of Emergency Response Missions: Emergency Response Missions that include Hurricanes, Flooding, Tornadoes, Wildfires, Winter Storm Events, and Man-made disasters. Specific activations include the following significant projects: (2023) Hurricane Idalia – (2022) Hurricane Ian – (2021) Virginia Winter Ice Storm - (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.



**EDUCATION**

High School Graduate



**TRAINING / CERTIFICATIONS**

- Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI): FEMA 325: Public Assistance Debris Management Guide
- U.S. Army Corps of Engineers (USACE) Construction Quality Management (CQM) Training
- USACE Safety Training
- Occupational Safety & Health Administration (OSHA) 30-Hour
- State of Georgia National Pollutant Discharge Elimination System (NPDES) Qualified
- Jacksonville, Florida Electric City 10-Hour Safety Certification
- Safe Land Training
- First Aid and CPR Training



**Brian Smallwood**  
**Program Manager**  
**Home Office: Knoxville, Tennessee**



## DISASTER EXPERIENCE

**Years of Relevant Experience: 13      Years at P&J: 2**

Brian Smallwood has more than 10 years of experience in disaster relief and debris removal services throughout the southeast and Gulf Coast. His expertise across various facets of local government infrastructure, federal government construction, and state government (FDOT/FDEP), including FEMA contract communications and facilitations. Smallwood has a strong foundation in project management, safety, estimating, scheduling, budgeting, quality control, contract compliance, client relations, documentation, and closeout, and he currently acts as the Program Manager for our Disaster group. He works to maintain and facilitate current client relationships while expanding the regional client base and seeking opportunities for business development investments. Upon activation, Smallwood uses his experience to aid on-site management and subcontractor relations as well as conflict resolution.



## NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

Mr. Smallwood has participated in the following types of Emergency Response Missions: Hurricanes, Tropical Storms, and Tornados. Specific activations include the following specific projects: (2021) Hurricane Ida [St. John Baptist Parish, LA Audubon Nature Institute], (2020-2021) Hurricane Laura [Calcasieu Parish, Lake Charles, Westlake, Dequincy, Vinton, Iowa, and Alexandria, LA], (2020) Tropical Storm Cristobol [Harrison County, MS], (2018-2019) Hurricane Michael [Bay County, FL], (2018) Hurricane Irma [FDOT, Collier and Lee County, FL], (2017) Hurricane Harvey [Brazoria County, Galveston County, Friendswood, Nassau Bay, League City, Aransas County, Rockport, Corpus Christi, Alvin, Chambers County, Montgomery County, Baytown, Santa Fe, Dickenson, Seabrook, Webster, Lake Jackson, West Columbia, Jones Creek, Clear Lake Springs, La Marque, Liberty County, San Pat Co, Port Arthur, TX], (2016-2017) Hurricane Matthew [FDOT and Duval County, FL, SCDOT, Darlington County, Sumter County, and Florence County, SC], (2016) Hurricane Hermine [Tallahassee and Leon County, FL], (2011) Hurricane Irene [Newport news, VA], (2011) Joplin Tornado [USACE Joplin, MO].



## EDUCATION

– Bachelor of Science, Auburn University



## TRAINING / CERTIFICATIONS

- Qualified Agent – Florida GC License
- LEED AP
- OSHA 40-Hour HAZWOPER
- OSHA 30-Hour Construction Safety
- USACE- Construction Quality Mngt.
- American Society of Healthcare Eng. (ASHE)
- TWIC Card Holder
- NPDES
- CPR & Blood Pathogen Training



**Sydney Kendrick**  
**Business Manager**  
**Home Office: Knoxville, Tennessee**



**DISASTER EXPERIENCE**

**Years of Relevant Experience: 4      Years at P&J: 9**

Ms. Kendrick has been employed by P&J since 2015 and offers 4 years of disaster response and debris management experience. She has a strong foundation in project management, budgeting, quality control, contract compliance, client relations, documentation, and closeout, and currently acts as the Business Manager for our Disaster Group. Kendrick works to maintain and facilitate current client relationships and contracts while expanding the regional client base and seeking opportunities for business development investments. Upon activation, Kendrick uses her experience to aid off and on-site contract management and subcontractor relations as well as conflict resolution. She works directly with the client and the monitoring firm for all billing and project closeout procedures.



**NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS**

Ms. Kendrick has participated in the following types of Emergency Response Missions: Hurricane and Winter Storm Events. Specific activations include the following significant projects: (2023) Hurricane Idalia – (2022) Hurricane Ian and (2021) Virginia Winter Ice Storm.



**EDUCATION**

– Bachelor of Arts, Texas Tech University



**TRAINING / CERTIFICATIONS**

- Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI): Basic Incident Command System for Initial Response; IS-230, Fundamentals of Emergency Management; IS-632-Introduction to Debris Operations, GovCon 101: The Federal Acquisition Regulation; Federal Acquisition Regulation (FAR) and Federal Government Purchasing – Course 3900
- CPR / First Aid



**Heath Stone**  
**Project Manager**  
**Home Office: Knoxville, Tennessee**



**DISASTER EXPERIENCE**

**Years of Relevant Experience: 10      Years at P&J: 11**

Mr. Stone has been employed by P&J since 2013 and offers 9 years of disaster response and debris management experience. Mr. Stone plays several roles at P&J 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**

Mr. Stone has participated in the following types of Emergency Response Missions: Hurricanes, Flooding, Tornadoes, Wildfires, and Winter Storm Events. Specific activations include the following significant projects: (2023) Hurricane Idalia – (2022) Hurricane Ian – (2021) - Virginia Winter Ice Storm - (2017) Hurricane Irma [Hillsborough County, Town of Belleair, Kenneth City, and Pinellas Park – (2014) Williamsburg/Florence County South Carolina Ice Storm.



**EDUCATION**

Bachelor's Degree, Kinesiology, University of Tennessee



**TRAINING / CERTIFICATIONS**

- Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI): ICS-100, Introduction to ICS; ICS-200, ICS for Single Resources and Initial Action Incidents; ICS-700 National Incident Management System (NIMS)
- First Aid and CPR Training



**Steve Thompson**  
**Corporate Environmental, Safety & Health Manager**  
**Home Office: Knoxville, Tennessee**



## DISASTER EXPERIENCE

**Years of Relevant Experience: 23      Years at P&J: 33**

Mr. Thompson has been employed by P&J since 1990 and offers 23 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

Mr. Thompson has participated in the following types of Emergency Response Missions: Hurricanes, Flooding, Tornadoes, Wildfires, Winter Storms, and Terrorist Attacks. Specific activations include the following significant projects: (2023) Hurricane Idalia – (2022) Hurricane Ian – (2021) Virginia Winter Ice Storm – (2018) Hurricane Florence—(2017) Hurricanes Irma and Harvey – (2016) Hurricane Matthew – (2015) Calaveras County California Butte Wildfire, Hurricane Joaquin Flood Debris Management – (2014) Williamsburg/Florence County South Carolina Ice Storm – (2013) Multiple County Colorado Flood – (2012) Hurricane Sandy– (2011) Alabama Spring Tornado Outbreak, Joplin Tornado, Hurricane Irene – (2010) BP Deepwater Horizon Oil Spill – (2008) Hurricanes Ike and Gustav – (2005) Hurricanes Katrina, Rita, and Wilma – (2004) Hurricanes Charley, Frances, and Jeanne – (2004) Hurricane Ivan – (2003) Southern California Bark Beetle Infestation – (2001) 9/11 World Trade Center Forensic Recovery Mission – (1996) Hurricane Fran.



## EDUCATION

Bachelor of History, University of Tennessee



## TRAINING / 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, and 1926 10-hour Construction Safety Training
- Site Sense Behavioral Safety
- Department of Energy Safety Health and Radiological Protection
- First Aid/CPR/Blood Borne Pathogens



## 2 EXPERIENCE & QUALIFICATIONS

Company Information			
Years of Experience	40+		
Business Structure	Corporation		
Minority or Woman Owned Business	Yes, see Certification in Section 5		
Address	<b>HQ:</b> 10142 Parkside Drive, Suite 500 Knoxville, TN 37922 <b>Regional:</b> 30115 SR 52, Suite 301 San Antonio, FL 33576		
Phone Number	(865) 688-8342		
Fax Number	(865) 688-8369		
Website	www.pandj.com		
Contact Person(s)	<table border="0"> <tr> <td>Brian Smallwood Program Manager (251) 525-0011 <a href="mailto:bsmallwood@pandjenv.com">bsmallwood@pandjenv.com</a></td> <td>Sydney Kendrick Business Manager (325) 998-1023 <a href="mailto:skendrick@pandjenv.com">skendrick@pandjenv.com</a></td> </tr> </table>	Brian Smallwood Program Manager (251) 525-0011 <a href="mailto:bsmallwood@pandjenv.com">bsmallwood@pandjenv.com</a>	Sydney Kendrick Business Manager (325) 998-1023 <a href="mailto:skendrick@pandjenv.com">skendrick@pandjenv.com</a>
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Size of Firm	P&J currently employees over 1,000 fulltime management, technical and support staff		
Licenses/Registration	P&J's FL Contractor License and Certificate of Good Standing with the State of Florida are provided in Section 2.6		

### 2.1 Summary of Qualifications

Our team possesses the capabilities to rapidly deploy the necessary management team, equipment, workforce, and resources to respond to any natural or man-made disaster effectively. Over the past four decades, we have completed disaster debris management missions totaling more than \$2.2 billion for over 200 individual jurisdictions across the US.

Our team is well-versed in all aspects of disaster debris management, including the following:

- The implementation of requirements outlined in FEMA’s Public Assistance Program and Policy Guide, FP 104-009-2 (June 2020)
- FEMA Public Assistance Debris Management Guide
- FEMA Public Assistance Debris Monitoring Guide



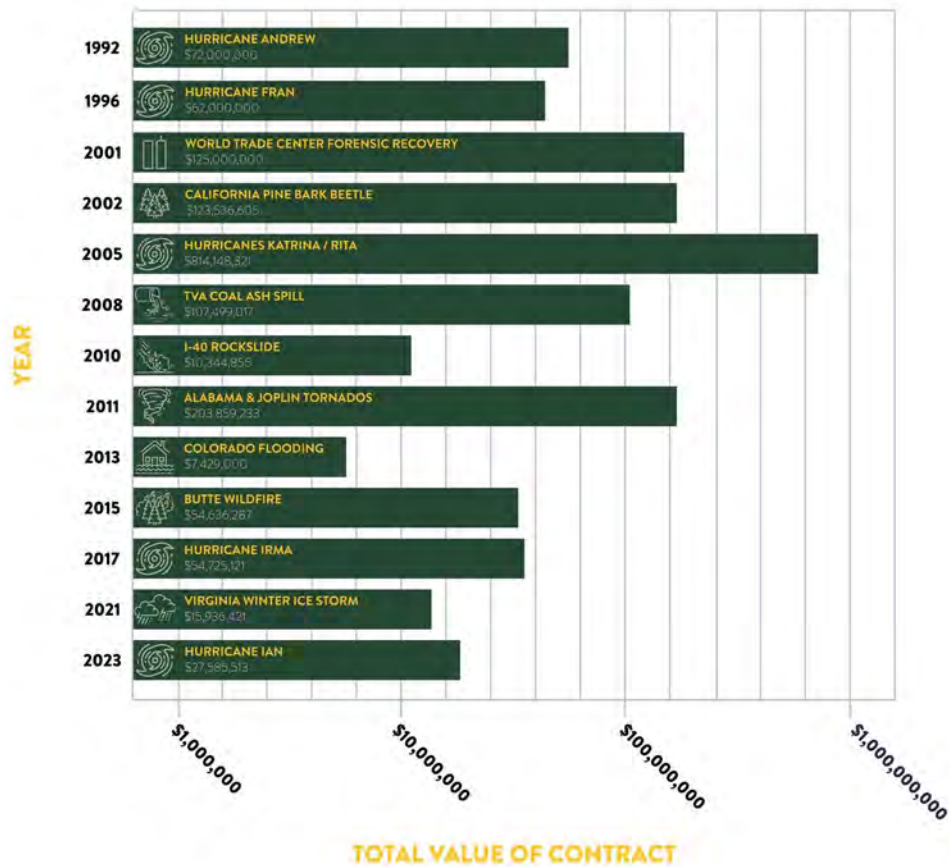
# Disaster Debris Removal and Emergency Logistical Services

- The U.S. Office of Management and Budget’s Super Circular or the Code of Federal Regulations, Title 2, Chapter 200 (2CFR 200) "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (previously under 44CFR)

## 2.2 Summary of Past Performance

With 250+ successful missions completed in 22 states, we respond to various disasters, including hurricanes, floods, wildfires, and more. The following graph represents notable disaster missions completed by our company.

In response to RFP requirements, detailed information for past projects for agencies of a similar size and scope is provided in Section 2.3.





### 2.3 Project Experience

In response to RFP requirements, detailed information for past projects for agencies of a similar size and scope is provided in the table below.

Year	Client	Event	\$ Amount	Work Description
2023	Pasco County, FL	Hurricane Idalia	\$81,481	Debris Removal, Management and Disposal
2023	Hillsborough County, FL	Hurricane Idalia	\$39,414	Debris Removal, Management and Disposal
2022	Hardee County, FL	Hurricane Ian	\$1,724,220	Debris Removal, Management and Disposal
2022	FDOT – Hardee County	Hurricane Ian	\$355,853	Debris Removal, Management and Disposal
2022	Hillsborough County, FL	Hurricane Ian	\$1,247,522	Debris Removal, Management and Disposal
2022	Highlands County, FL	Hurricane Ian	\$7,246,103	Debris Removal, Management and Disposal
2022	FDOT – Highlands County	Hurricane Ian	\$118,647	Debris Removal, Management and Disposal
2022	Desoto County, FL	Hurricane Ian	\$12,180,174	Debris Removal, Management and Disposal
2022	Manatee County, FL	Hurricane Ian	\$563,261	Debris Removal, Management and Disposal
2022	City of Holly Hill, FL	Hurricane Ian	\$1,192,978	Debris Removal, Management and Disposal
2022	City of New Smyrna Beach, FL	Hurricane Ian	\$2,284,604	Debris Removal, Management and Disposal
2022	Flagler County, FL	Hurricane Ian	\$152,367	Debris Removal, Management and Disposal
2022	City of Tampa, FL	Hurricane Ian	\$391,227	Debris Removal, Management and Disposal
2022	City of Pinellas Park, FL	Hurricane Ian	\$49,372	Debris Removal, Management and Disposal
2022	City of North Myrtle Beach, SC	Hurricane Ian	\$79,185	Debris Removal, Management and Disposal
2021	Richmond District, VA	Virginia Winter Storm Recovery	\$15,936,421	Debris Management and Disposal Services
2020	New Bern, NC	Hurricane Isaias	\$157,743	Debris Management and Disposal Services
2019	City of New Bern, NC	Hurricane Dorian	\$213,321	Debris Management
2018	Craven County, NC	Hurricane Florence	\$1,335,830	Debris Management





## Disaster Debris Removal and Emergency Logistical Services

Year	Client	Event	\$ Amount	Work Description
2018	City of New Bern, NC	Hurricane Florence	\$2,109,498	Debris Management
2018	Town of Trent Woods, NC	Hurricane Florence	\$725,118	Debris Management
2018	City of Boiling Spring Lakes, NC	Hurricane Florence	\$1,240,337	Debris Management
2017	Solid Waste City of Palm Beach County (FL)	Hurricane Irma	\$17,519,625	Debris Management & Hazardous Tree Removal
2017	City of Coral Springs, FL	Hurricane Irma	\$6,044,003	Debris Management
2017	Coral Springs Improvement District	Hurricane Irma	\$792,752	Waterway Debris Management & Hazardous Tree Removal
2017	Sunshine Water Control District	Hurricane Irma	\$2,225,883	Waterway Debris Management & Hazardous Tree Removal
2017	Village of North Palm Beach, FL	Hurricane Irma	\$214,668	Debris Management
2017	Volusia County, FL	Hurricane Irma	\$11,088,262	Debris Management & Hazardous Tree Removal
2017	Hillsborough County, FL	Hurricane Irma	\$2,752,162	Debris Management
2017	Highlands County, FL	Hurricane Irma	\$11,438,240	Debris Management
2017	City of Pinellas Park, FL	Hurricane Irma	\$431,878	Debris Management
2017	Town of Belleair, FL	Hurricane Irma	\$355,134	Debris Management
2017	Town of Palm Beach, FL	Hurricane Irma	\$37,998	Debris Management
2017	City of Atlantis, FL	Hurricane Irma	\$84,591	Debris Management
2017	City of Belle Glade, FL	Hurricane Irma	\$664,995	Debris Management
2017	City of Boynton Beach, FL	Hurricane Irma	\$447,053	Debris Management
2017	Town of Cloud Lake, FL	Hurricane Irma	\$18,232	Debris Management
2017	Town of Glen Ridge, FL	Hurricane Irma	\$33,652	Debris Management
2017	Town of Mangonia Park, FL	Hurricane Irma	\$11,664	Debris Management
2017	Town of Palm Beach Shores, FL	Hurricane Irma	\$154,262	Debris Management
2017	Village of Tequesta, FL	Hurricane Irma	\$61,920	Debris Management



Disaster Debris Removal and Emergency Logistical Services

Year	Client	Event	\$ Amount	Work Description
2017	Town of Lake Clarke Shores, FL	Hurricane Irma	\$66,609	Debris Management
2017	City of Kenneth City, FL	Hurricane Irma	\$35,392	Debris Management
2017	Town of Highland Beach, FL	Hurricane Irma	\$8,094	Debris Management
2017	Town of Oak Hill, FL	Hurricane Irma	\$74,144	Debris Management
2017	City of South Bay, FL	Hurricane Irma	\$86,395	Debris Management
2017	Harris County Flood Control District (TX)	Hurricane Harvey	\$2,448,695	Land and Waterway Debris Management
2017	City of Houston, TX	Hurricane Harvey	\$82,238	Debris Management
2016	SC Department of Transportation (DOT)	Hurricane Matthew	\$1,626,557	Debris Management
2016	Horry County Solid Waste City (SC)	Hurricane Matthew	\$5,451,736	Debris Management
2016	Town of Briarcliffe Acres, SC	Hurricane Matthew	\$196,831	Debris Management
2016	City of North Myrtle Beach, SC	Hurricane Matthew	\$619,950	Debris Management
2016	Belfair Property Owners Association (SC)	Hurricane Matthew	\$521,607	Debris Management (Private)
2016	City of Tybee Island, GA	Hurricane Matthew	\$1,708,634	Debris Management
2016	Harris County Flood Control District (TX)	Severe Storms and Historic Flooding	\$1,980,246	Land and Waterway Debris Management
2015	SCDOT	Severe Storms and Flooding	\$55,806	Debris Management
2013	Colorado DOT	Flood	\$7,429,000	Debris Management
2011	City of Raleigh, NC	Hurricane Irene	\$39,600	Debris Reduction
2011	Town of Granby, CT	Hurricane Irene	\$1,617,107	Debris Management
2011	VA DOT, Brunswick County	Hurricane Irene	\$126,761	Debris Management
2011	VA DOT, Dinwiddie County	Hurricane Irene	\$1,447,219	Debris Management



Disaster Debris Removal and Emergency Logistical Services

Year	Client	Event	\$ Amount	Work Description
2011	VA DOT, Prince George County	Hurricane Irene	\$1,072,955	Debris Management
2011	Suffolk County, NY	Hurricane Irene	\$843,550	Debris Reduction
2011	NC DOT, Martin County	Hurricane Irene	\$38,119	Debris Management
2011	NC DOT, Jones County	Hurricane Irene	\$272,029	Debris Management
2011	City of Portsmouth, VA	Hurricane Irene	\$204,825	Debris Management
2011	City of Chesapeake, VA	Hurricane Irene	\$481,411	Debris Management
2011	City of Virginia Beach, VA	Hurricane Irene	\$2,959,676	Debris Management
2011	City of Franklin, VA	Hurricane Irene	\$157,856	Debris Management
2011	City of Norfolk, VA	Hurricane Irene	\$443,303	Debris Management
2011	Ward County, ND	Flood	\$494,531	Debris Management
2011	Joplin, MO (Sub to Weston Solutions)	Tornado	\$36,120,816	Debris Management
2011	Monroe County, MS	Tornado	\$653,214	Debris Management
2011	USACE – Alabama	Tornadoes	\$164,682,726	Debris Management
2011	Wake County, NC	Tornado	\$310,864	Debris Management
2011	City of Raleigh, NC	Tornado	\$2,091,613	Debris Management
2010	Miller Environmental Group	Deepwater Horizon Oil Spill	\$9,236,787	Monitoring & Collection
2005	Palm Beach County SWA	Hurricane Wilma	\$37,045,999	Debris Management
2005	USACE – LA, MS, AL	Hurricanes Katrina and Rita	\$730,287,500 (LA) \$39,032,987 (MS) \$44,827,834 (AL)	Debris Management



## 2.4 Ability to Perform

P&J has access to extensive equipment, personnel, and financial resources throughout the State of Florida, 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 ability to respond to a contract activation within the City:

- 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 FEMA, USACE, and OSHA certifications.
- 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, many of which are based in Florida, that have provided manpower and equipment for previous P&J disaster debris management missions,
- Database of pre-registered subcontractors, including 3,411 located in the State of Florida.



### 2.4.1 Staff Availability

Because P&J operates 52 weeks of the year, we are able to retain our more than 1,000 management, operations and administrative personnel on a wide variety of construction projects at sites located throughout the U.S. If a disaster impacts the City P&J has the capability to re-assign personnel with disaster experience to support the response effort without affecting ongoing project work. The below table illustrates the support staff that could be deployed to the City in addition to our Core Response Group listed in Section 1.1.1 of this proposal.

Position	Count	Position	Count
BUSINESS DEVELOPMENT MANAGER	5	GENERAL FOREMAN	4
BUSINESS MANAGER	1	GENERAL SUPERINTENDENT	12
CLIMBER	4	GROUNDSMAN	3
CONSTRUCTION MANAGER	1	LABORER	114
CORPORATE SAFETY MANAGER	2	LOWBOY DRIVER	3
EH&S MANAGER	16	PROGRAM MANAGER	3
EQUIPMENT OPERATOR	397	PROJECT COORDINATOR	3
EQUIPMENT OPERATOR A	3	PROJECT ENGINEER	27
EQUIPMENT OPERATOR B	2	PROJECT MANAGER	28
FIELD MECHANIC	9	PROJECT SUPERINTENDENT	10
FOREMAN	2	WORKING FOREMAN	67
<b>Total: 716</b>			

### 2.4.2 Equipment Resources

Our equipment deployment strategy uses corporate-owned assets for initial response and back-end debris reduction operations, while subcontractors provide assets for debris collection and transportation operations. With over 70 years in land clearing and infrastructure construction combined with 40 years in disaster response, we have an extensive production fleet and related equipment strategically located at in-house storage and maintenance shops throughout the country, mobilizing quickly regardless of location.

The following table illustrates our owned equipment relevant to the anticipated scope of work. Our full fleet, both owned and rented equipment, includes more than 2,000 heavy and specialized pieces of equipment, and we maintain national accounts with major equipment vendors to deploy and service equipment as needed. A more comprehensive listing of our owned equipment is available upon request.



TYPE OF EQUIPMENT OWNED	QUANTITY	TYPE OF EQUIPMENT OWNED	QUANTITY
ALL TERRAIN UTILITY VEHICLE	60	GRAPPLE/PRENTICE	19
BUCKET TRUCK	6	OFF ROAD TRUCK	112
CHIPPERS/GRINDERS	6	ON-ROAD DUMP TRUCK	13
CRANE	4	PICKUP	528
DOZER CLEARING	13	PIT BURNER	5
DOZER HEAVY	123	PUMP	25
DREDGE EQUIPMENT	24	SKIDDER	2
EXCAVATOR CLEARING	39	SKIDSTEER LOADER	40
EXCAVATOR HEAVY	135	SWEEPERS/BROOMS/FORK ATTACH.	13
FARM TRACTOR	46	TELEHANDLERS/FORK LIFTS	16
FELLERBUNCHER	6	VACUUM TRUCK	3
FORWARDER	5	WATER TANKER OFF ROAD	18
FUEL/LUBE TRUCK	33	WATER TRUCK	20
FUEL/OIL TRAILERS	35	LIGHTPLANT	45
GENERATOR	11	LOADER	71
GPS EQUIPMENT	179	LOWBOY	9
GRADER	16	MECHANIC TRUCK	24

P&J will mobilize within 24 hours of NTP from multiple locations, regardless of the disaster size.

P&J has pre-positioned subcontractors with adequate equipment and a database of pre-registered local subcontractors. More regarding subcontractors can be found in Section 6 of this proposal.

## 2.5 Commitment to Conservation

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 (ESSP).

- The ESSP addresses the following goals:
- Establish Office Waste Recycling Program
- Establish Electronic Device Waste Recycling Program
- Minimize Jobsite Operational Environmental Impacts
- Document Existing Equipment Maintenance Recycling Program
- Transition to Use of Green Cleaning Products
- Transition to Use of Paper/Plastic Products Containing Recycled Material
- Transition to Purchase/Lease of Reduced Emission Equipment

Furthermore, P&J’s Disaster Debris Management Environmental Protection Plan ensures that our disaster debris management missions are completed in a manner that is friendly to the environment. P&J routinely implements its debris segregation program to address the management of solid and hazardous wastes



# Disaster Debris Removal and Emergency Logistical Services

generated during disaster events. This program is implemented under the requirements defined in a project-specific environmental work plan and best management practices that is developed for each disaster debris management mission. A copy of this document can be provided upon further request. 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.

## 2.6 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 Pasco County, FL. P&J will obtain all required licenses and/or permits prior to the start of any work within the City of Fort Lauderdale. No industry-specific licenses or certifications are required to perform disaster debris removal services.

Please find a copy of P&J’s State of Florida Contractors License below and a copy of our current Certificate of Good Standing on the following page. P&J is also prequalified with the Florida Department of Transportation to provide Disaster Debris Removal Services.





## *State of Florida Department of State*

I certify from the records of this office that PHILLIPS AND JORDAN, INCORPORATED is a North Carolina corporation authorized to transact business in the State of Florida, qualified on April 11, 1974.


The document number of this corporation is 832152.

I further certify that said corporation has paid all fees due this office through December 31, 2023, that its most recent annual report/uniform business report was filed on August 4, 2023, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Eleventh day of January, 2024*



  
*Secretary of State*

Tracking Number: 7155955942CU

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

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





### 3 APPROACH TO SCOPE OF WORK

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#### 3.1 Executive Summary

We have consistently delivered essential services throughout a community's event evolution. Our commitment remains unwavering, and we are determined to reinforce it through our actions.

- With an established track record of success, we actively provide effective solutions to impacted communities, ensuring their immediate and long-term needs are met. As a reliable partner in and out of crisis, we are here to support you.
- Our purpose is to support communities when disaster strikes, and we have a clear action plan for their recovery and long-term growth. Through continuous improvement and innovation, we enhance our response capabilities to meet future challenges. We prioritize community resilience and sustainability, offering the necessary resources, services, and expertise to help communities rebuild and thrive.
- Our efforts extend beyond immediate response. We are dedicated to assisting communities throughout the entire event evolution, from preparedness and response to recovery and resilience building. We are committed to listening, learning, and adapting, incorporating valuable feedback and lessons from past experiences to improve our services and exceed community expectations always.

With our enduring presence, ongoing support, and steadfast commitment, you can rely on us. As we outline our approach to a typical disaster event, rest assured that we will work closely with you to customize our strategy based on the unique attributes of your community and the specific challenges you face.



### OUR APPROACH TO A DISASTER LIFE-CYCLE



We approach disaster missions as part of a continuous cycle of preparation and response.

### 3.2 Preparation

Following the award of a pre-positioned contract, our senior management team will meet with City representatives to develop preparedness plans via teleconference or in person. Pre-planning includes but is not limited to identifying proposed Temporary Debris Storage & Reduction Sites (TDSRSs), equipment staging areas, and landfills authorized to receive debris for final disposal, as well as points of contact for stakeholders who would participate in a disaster debris management effort.

We will participate in the City’s annual training exercises and continuing education throughout the year to maintain awareness of the most up-to-date practices, policies, and regulations affecting disaster debris management and FEMA reimbursement procedures.

#### 3.2.1 Pre-Event Coordination

We monitor storm development during storm season and plans for potential activation in predictable disaster events. The management team initiates pre-event communication with City representatives up to 96 hours before the anticipated event to plan for mobilization.

This includes but is not limited to identifying and notifying relevant stakeholders and suppliers, establishing government relationships and contacts, and determining whether we have projects nearby that could offer resources or personnel in the event of contract activation.



# Disaster Debris Removal and Emergency Logistical Services

## 3.2.2 Community Relations

We offer community relations support upon request from the City. Timely and cost-effective disaster debris management depends on educating citizens about their role. Effective dissemination of information reduces client workload and delays/costs. Social media-based public relations campaigns are essential for reaching a large audience inexpensively. Developing a tailored community relations program facilitates efficient communication and recovery efforts before the disaster. With our in-house graphics and video team, we can assist with creating PSAs, using TV, radio, newspapers, billboards, signs, handbills, websites, and social media. We can also develop graphics, audio/visual presentations, print media inserts, and educational programs for community meetings. Real-time updates can be provided through social media posts.

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

**Atlantic Hurricane Season: June 1 – November 30**

Phillips & Jordan, Inc.  
March 25 at 5:12 PM

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 landfill.

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

23 2 Shares

Like Comment Share

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

Phillips & Jordan, Inc.  
March 25 at 5:12 PM

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 8/60 rule: each piece cannot exceed 8 feet in length or 60 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.

23 2 Shares

Like Comment Share

**After the Storm has Passed**

Phillips & Jordan, Inc.  
March 25 at 5:12 PM

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.

- A major priority for [municipality], 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 the [municipality]'s 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.

23 2 Shares

Like Comment Share



### 3.3 Disaster Event

Upon contract activation and issuance of Notice to Proceed (NTP), we will initiate mobilization of key management personnel to the Emergency Operations Center (EOC) within two (2) hours, notify partners and subcontractors of contract activation, submit financial bonding and insurance information to the City, and review contract requirements.

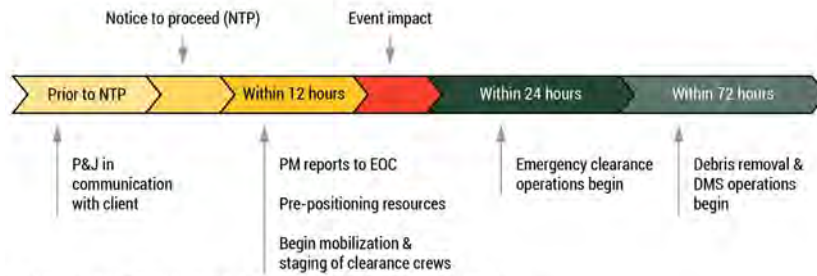


Figure 1: Predictable Event Mobilization Timeline

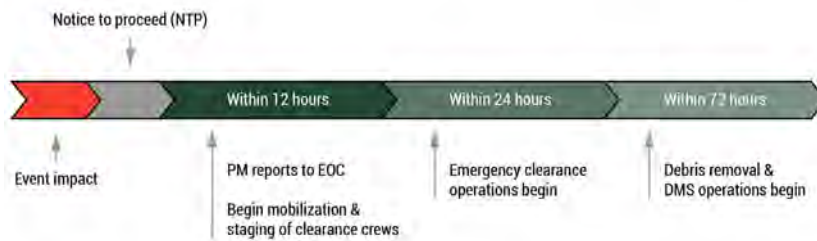


Figure 2: Non-Predictable Event Mobilization Timeline

### 3.4 Response

The magnitude and predictability of an event affect the timeline of every debris management project. We aim to remove debris within 90 days and reduce and dispose within 120 days. The P&J management team (see section 1.1) will work closely with City representatives to complete debris management activities within FEMA reimbursement timelines. If additional time is needed, we can assist the City in filing for an extension.

#### 3.4.1 Mobilization

From the EOC, the P&J management team will work with City representatives to coordinate resources based on damage assessments and route prioritization for any First Push efforts. We will modify pre-event sectoring, personnel and equipment, and staging area plans to fit actual site conditions and begin mobilizing subcontractor personnel and equipment.

P&J anticipates the following scale of mobilization of people (management and crews) and equipment (hauling and reduction/grinding) during a small, medium, or large event response.

P&J will work with City representatives to communicate with the public about debris segregation and other project information during debris assessment and mobilization.



Disaster Debris Removal and Emergency Logistical Services

Small-Scale Event		0-48 Hrs	48-72 hrs	90 hrs	1 week	2 weeks
	Management Team Members		1 Operations Manager 1 Project Manager 1 Foreman	1 Operations Manager 1 Project Manager 1 Foreman	1 Operations Manager 1 Project Manager 1 Foreman	1 Operations Manager 1 Project Manager 1 Foreman
Tree Crews		3 Bucket Trucks	5 Bucket Trucks	10 Bucket Trucks	10 Bucket Trucks	10 Bucket Trucks
Hauling Units		5 Trucks	10 Trucks	15 Trucks	25 Trucks	25 Trucks
Reduction / TDSRS Equipment with Operators		1 Excavator 1 Loader	2 Excavators 2 Loaders 2 Grinders or ACI's	2 Excavators 2 Loaders 2 Grinders or ACI's	2 Excavators 2 Loaders 2 Grinders or ACI's	2 Excavators 2 Loaders 2 Grinders or ACI's

Medium-Scale Event		0-48 Hrs	48-72 hrs	90 hrs	1 week	2 weeks
	Management Team Members		1 Operations Manager 2 Project Managers 3 Foreman	1 Operations Manager 3 Project Managers 5 Foreman	1 Operations Manager 3 Project Managers 5 Foreman	1 Operations Manager 3 Project Managers 5 Foreman
Tree Crews		10 Bucket Trucks	15 Bucket Trucks	25 Bucket Trucks	50 Bucket Trucks	50 Bucket Trucks
Hauling Units		15 Trucks	25 Trucks	50 Trucks	75 Trucks	75 Trucks
Reduction / TDSRS Equipment with Operators		2 Excavators 2 Loaders	3 Excavators 3 Loaders 3 Grinders or ACI's	3 Excavators 3 Loaders 3 Grinders or ACI's	3 Excavators 3 Loaders 3 Grinders or ACI's	3 Excavators 3 Loaders 3 Grinders or ACI's

Large-Scale Event		0-48 Hrs	48-72 hrs	90 hrs	1 week	2 weeks
	Management Team Members		1 Operations Manager 3 Project Managers 5 Foreman	1 Operations Manager 5 Project Managers 10 Foreman	1 Operations Manager 5 Project Managers 10 Foreman	1 Operations Manager 5 Project Managers 10 Foreman
Tree Crews		25 Bucket Trucks	35 Bucket Trucks	60 Bucket Trucks	75 Bucket Trucks	75 Bucket Trucks
Hauling Units		25 Trucks	50 Trucks	125 Trucks	150 Trucks	150 Trucks
Reduction / TDSRS Equipment with Operators		3 Excavators 3 Loaders	4 Excavators 4 Loaders 4 Grinders or ACI's	5 Excavators 5 Loaders 5 Grinders or ACI's	5 Excavators 5 Loaders 5 Grinders or ACI's	5 Excavators 5 Loaders 5 Grinders or ACI's



### 3.4.2 Debris Assessment

We will coordinate with City representatives to assess the debris quantity, which will help determine the amount of personnel and equipment needed, the estimated timeline of debris removal, and whether any additional TDRSs could be necessary to speed up operations.

### 3.4.3 First Push

Within 24 hours of NTP, P&J will mobilize first-push crews to begin clearance operations. This emergency road clearance will occur in concert with the debris assessment and focus on maximizing public safety while minimizing further damage to utility systems and public infrastructure. A typical first push crew will consist of one (1) Foreman with a truck, one (1) Equipment Operator with loader or skidsteer, and two (2) Laborers equipped with chainsaws and rakes and supported, if necessary, by several transport trucks.

First Push efforts are considered the first 70 hours following NTP, or roughly three (3) days.

### 3.4.4 Ancillary Services

We can provide the additional essential services, through our dedicated partners, to support your community during disaster events, including but not limited to the following:

- Ice & Water Delivery
- Mobile and Portable Generators/Light Plants
- Mobile Kitchens & Food Service
- Temporary Housing/Shelter
- Mobile Unit Services (Laundry/Restroom/Showers)
- Mobile Office Units
- Emergency Fuel Service
- Temporary Bridges and Barges
- Satellite Telephone Communications
- Community Relations
- Blue Roofing
- Mobile Fleet Repair Facilities/Assistance
- Temporary Signage and Traffic Control

*Some of our valued partners that help us deliver ancillary services.*



## 3.5 Recovery

### 3.5.1 Temporary Debris Storage & Reduction Sites (TDSRSs)

Establishing multiple TDSRSs to accept debris early in the mission schedule significantly improves removal efficiency. At the beginning of each disaster debris management mission, we will work with the City to determine or verify TDSRS locations, along with each site's feasibility, operational limitations, and



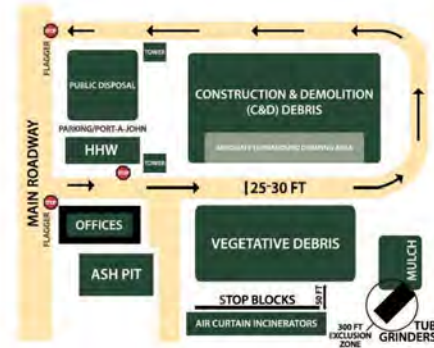


environmental characteristics. If it is necessary to obtain additional TDSRSs, City representatives will assist with identification and permitting.

We will verify or establish Debris Zones and prepare TDSRSs based on these plans. Construction of a TDSRS can be accomplished within 2 days and can include:

- Tower Construction
- Site Set-up
- Site Security
- Baseline Environmental Screening

During this time, the P&J management team will engage a third-party monitoring company to begin certification of haul trucks and safety inspections.

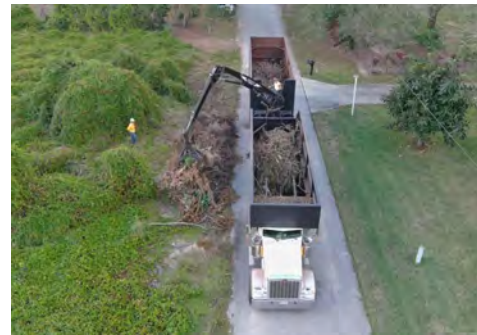


### 3.5.2 Debris Collection & Removal

After issuance of NTP, P&J will begin collecting and transporting all eligible storm-related debris from public ROWs to TDSRSs or a landfill, as determined by the City.

We handle the following classifications of debris:

- Vegetative Debris
- C&D Debris
- Hazardous Trees & Limbs
- Hazardous Stump Removal
- Specialty Debris Removal
- White Goods
- Vehicle & Vessel
- Marine Debris Removal
- Sand/Soil Removal, Screening, & Replacement
- Animal Carcass Removal
- Cadaver Recovery & Identification
- Private Property Debris Removal & Demolition
- Asbestos Containing Material
- Structure Demolition & Removal
- HHW Disposal
- Electronic Waste Disposal
- Freon Removal
- Sandbag Collection and Disposal



#### P&J EXPERIENCE

We collected and processed over 1.4 million cubic yards of vegetative and C&D debris during the 2022 Hurricane Ian disaster debris management mission.



#### P&J EXPERIENCE

We collected and processed over 3,100,000 cubic yards of vegetative and C&D debris during the 2017 Hurricane Irma disaster debris management mission.

### 3.5.3 Debris Reduction

We balance vegetative debris reduction through a combination of grinding, open pit burning, and air curtain incineration to account for current wood chip and mulch markets and landfill capacity. Marketable trees transported to TDSRSs can also be



segregated rather than reduced and beneficially reused to produce dimensional lumber, firewood, and landscape timbers.

For C&D debris, we will seek recycling and beneficial reuse opportunities where feasible, including:

- Segregating recyclable building material at curbside for direct transport to recycling locations,
- Loading and transporting mixed C&D to authorized landfills where it is sorted to segregate recyclable building material, and
- Hauling mixed C&D debris to a TDSRS where it can be segregated, reduced, and recycled.

Our preferred approach to C&D reduction is to haul debris to a TDSRS and reduce by compaction, reducing the volume to be hauled to a landfill while still leaving opportunities to beneficially reuse components. This approach reduces disposal fees on average by 50%.



#### P&J EXPERIENCE

In 2011, we simultaneously operated over 45 TDSRSs during debris operations in response to the tornado super-outbreak that impacted the state of Alabama and Joplin, Missouri. More recently in 2017, we simultaneously operated 21 TDSRSs in Florida following Hurricane Irma.

### 3.5.4 Debris Final Disposal & Haul-Out

Once reduced or processed, we will haul all debris materials to their final disposal location, as determined by the City.

### 3.5.5 Project Close-Out

Upon removal of all debris transported to TDSRSs for reduction, we will demobilize equipment; remove inspection towers, fencing, erosion control devices, and signage at each site; and return the site to equal or better condition than before the project start. TDSRS closure is generally accomplished within 30 days of last receipt of vegetative debris.

Our Operations Manager will conduct a final closeout inspection of each site with a City representative, who will formally release P&J from site control after conditions meet approval.

Closeout environmental screening will also be performed for each TDSRS after initial site restoration to assess whether operations significantly impacted the soils and/or groundwater, compared to baseline data. If significant differences are found, additional site restoration will be completed to the greatest extent feasible.

### 3.5.6 FEMA Reimbursement Assistance

Following project close-out, we will assist the City and its third-party monitoring firm with relevant reporting and communication to ensure timely and comprehensive FEMA reimbursement for work performed. We have successfully managed over 50 FEMA-reimbursed disaster debris management mission contracts, resulting in payments exceeding \$300,000,000.





## 3.6 Mitigation

### 3.6.1 Post-Event Debrief

Following the completion of a debris removal mission and TDSRS closeout inspections, our Operations Manager will meet with a client representative to assess how well the pre-event planning modeled actual conditions, address any lessons learned, and determine areas of success as well as potential improvements for future event response plans.

### 3.6.2 Infrastructure Rehabilitation & Resiliency Improvements

The enterprise mission of the Phillips family of companies is to modernize, build, and maintain resilient critical infrastructure. The work of our collective companies strengthens communities' ability to withstand disasters by ensuring the power grid and water resources infrastructure facilities are fortified against higher winds and flooding risks. Our disaster debris management services are only a piece of the services offered to help prepare for and weather a disaster event. Our understanding of this work makes us uniquely suited to assess not only damage in the moment but also potential solutions for future events.

## 3.7 Safety Program



Our enterprise is committed to having a world-class safety program driven by our desire to put the safety and health of our people first on every project we undertake and every decision the company makes. The following key principles guide our program:

- Strong, committed leadership
- Individual accountability
- Employee involvement and feedback
- Continuous improvement

## 3.8 EH&S Program Overview

### Safety – A Core Value

As a People First enterprise guided by a commitment to actively care, we believe a safe workplace and workforce are the only acceptable way to do business - and the only way to take care of the people, the environment, and the communities where we work. This commitment is a fundamental cornerstone of our business and is shared by all our enterprise employees, from executive to craft, as we pursue challenging projects. We embrace individual accountability at all levels, starting with our leadership and extending to our people and subcontract employees. Our Environmental, Health, & Safety (EH&S) Program aims to protect the safety and health of our employees, subcontractors, clients, and the public.

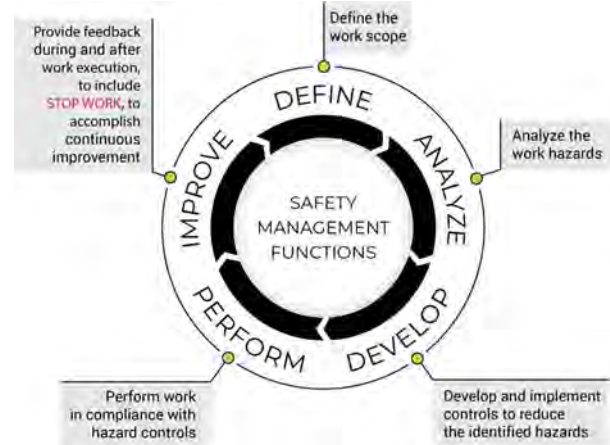
Our program is based on our core values. It is implemented by personal accountability to our policies, protocols, and processes developed from best practices and lessons learned over decades of experience. As we strive for a world-class safety program, we pride ourselves on exceeding regulatory requirements and always calibrating our efforts.



### A Systematic Approach to Safety

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
2. Analyze
3. Develop
4. Perform
5. Improve



This systematic approach is accomplished by instituting multiple dynamic controls that have proven to be effective over numerous construction projects in the past, while encouraging employee feedback, and routinely engaging our employees in safety education, job planning and preparation. Ongoing programmatic monitoring is conducted to ensure the implementation of all program elements.

## 3.9 Quality Control

Quality is a core value ingrained in our operations, permeating all aspects of our disaster management response, including employee selection, training, emergency protocols, and service delivery to affected communities. Our unwavering commitment to quality ensures preparedness to respond with professionalism, expertise, and compassion, tailored to meet the unique needs of each community with care and efficiency.

We obtain this quality through the following:

- Managing and delivering defect-free services performed safely, on time, and within budget.
- Maintaining personal contact with client representatives and engineers to address project issues and recommendations.
- Developing relationships and partnering agreements with subcontractors and suppliers.
- Promoting 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.
- Documenting lessons learned and applying them to future work.

### 3.9.1 Documentation Management

#### 3.9.1.1 Resource Controls

Orientation is given to all personnel and subcontractors, each receiving a unique ID number and possibly a photo ID card for high-security projects. Equipment is inspected and photographed, and trucks used for hauling debris are assigned a cubic yard capacity and a unique ID number, with ownership documented.

#### 3.9.1.2 Daily Timecards

Daily timecards will be completed when performing T&M work with information including employee details, equipment ID, date and hours worked, work location, supervisor signatures, and City representative signature.



### 3.9.1.3 Client Invoicing

We have created controls for disaster debris management that work seamlessly with monitoring company data management systems. We prepare and submit invoices to the City and/or the monitoring company for each billing cycle. We then reconcile all project data, audits (if any), and project closeout with City administrative personnel and monitoring firm.

### 3.9.1.4 Claims Management

We assign a Claims Manager to each debris management mission. The Claims Manager inspects damages and negotiates resolutions with property owners within 48 hours of receiving a damage claim report. After resolution, property owners will sign a damage release and we will provide the City with documentation of all claims, including photos.

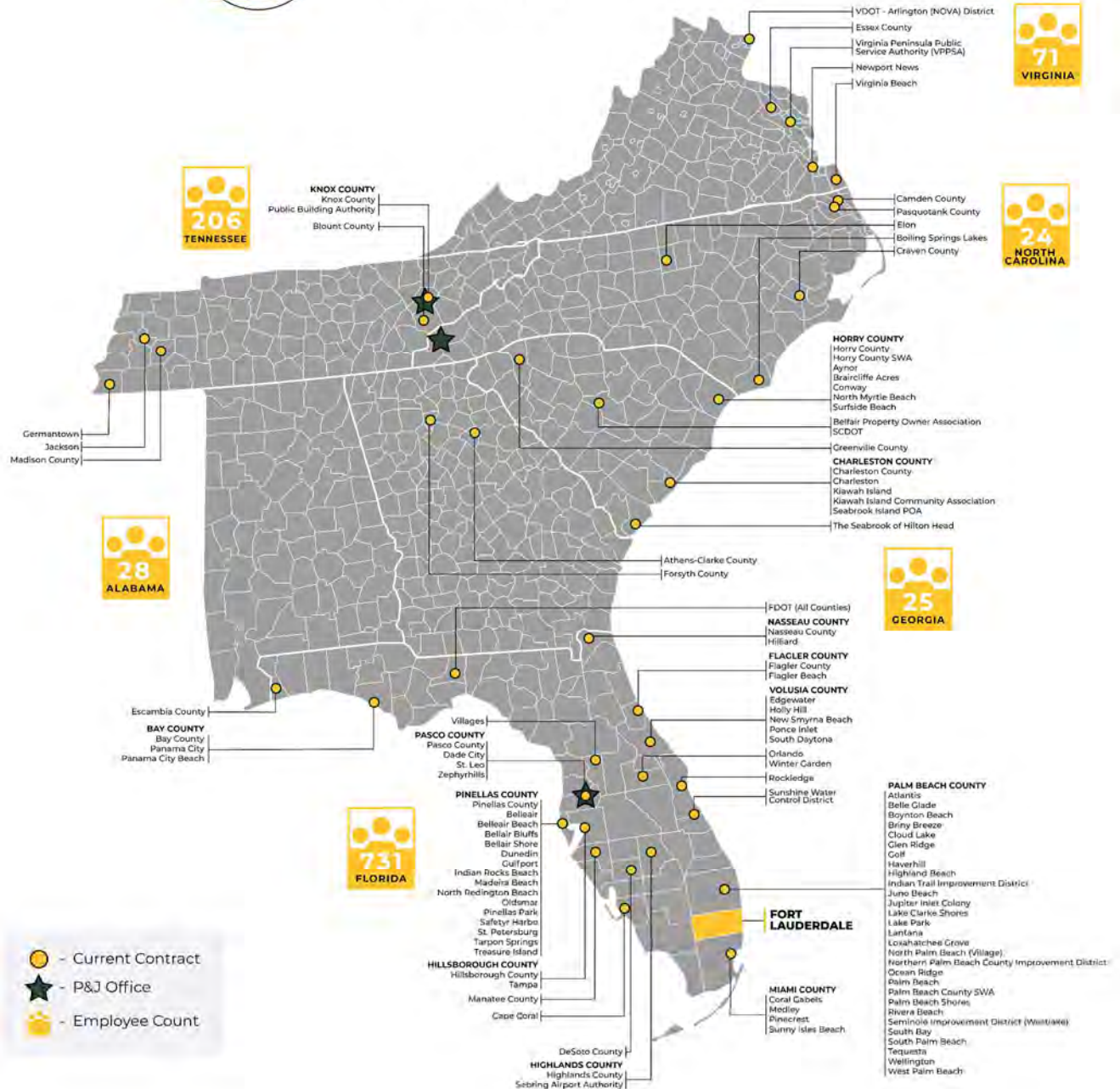
## 3.10 Current Workload

The following key points ensure our resource availability:

- Over 100 management and field personnel have supported disaster debris management missions.
- A highly qualified and experienced workforce includes a core response group of individuals that offer an average of 17 years of disaster response experience and have a combined total of 8 Federal Emergency Management Agency (FEMA), U.S. Army Corps of Engineers (USACE), and Occupational Safety and Health Administration certifications.
- 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.
- 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 additional manpower and equipment for previous disaster debris management missions.
- Below is an information diagram that shows our allocated and available resources. We have 206 employees in TN, 28 in AL, 731 in FL, and 25 in GA, 71 in VA and 24 in NC along with two equipment shops in TN and FL that can mobilize immediately if activated by the City.



# CURRENT PROJECT WORKLOAD





### 3.10.1 Proven Track Record of Successful Simultaneous Contract Activation

We have managed simultaneous contract activations in response to multiple events. Our established pool of key and pre-registered subcontractors, including 3,411 based in Florida, allows us to execute multiple simultaneous disaster debris management missions successfully. Some of our team’s notable simultaneous contract activations have included:

2005



#### HURRICANES KATRINA & RITA

*Orleans Parish, Louisiana  
City of Gulfport, Mississippi  
Mobile County, Alabama*

Total Value of Contracts  
**\$814,148,321**

Secured temporary housing sites for approximately 75 people in Orleans Parish, including power and food.



#### HURRICANE WILMA

*City of Gulfport, Mississippi*

Total Value of Contract  
**\$37,045,999**

Collectively managed removal of more than 17.5 CY of debris during these consecutive disaster response missions.

2011



#### TORNADOES

*Joplin, Missouri  
Monroe County, Mississippi  
USACE, Alabama  
Wake County, North Carolina  
Raleigh, North Carolina*

Total Value of Contracts  
**\$203,859,233**

Removed ~4.9 million CY of debris across 24 counties in Northern Alabama.

The Alabama tornado response had the largest number of FEMA applicants (41) ever assigned by USACE to a single contractor for a single event.



2017



**HURRICANE HARVEY**

*Houston, Texas  
Harris County, Texas*

Total Value of Contracts  
**\$2,530,933**

Removed 96,765 CY of debris and 1,424 hazardous trees from 100 miles of storm drainage canals and 13 bays under a pre-positioned contract in Texas.



**HURRICANE IRMA**

*Broward County, Florida  
Highlands County, Florida  
Hillsborough County, Florida  
Miami-Dade County, Florida  
Palm Beach County, Florida  
Pinellas County, Florida  
Volusia, Florida*

Total Value of Contracts  
**\$54,725,121**

Removed more than 3.3 million CY of debris in Florida.

2022



**HURRICANE IAN**

*Hardee County, Florida  
Hillsborough County, Florida  
Highlands County, Florida  
Desoto County, Florida  
Manatee County, Florida  
Holly Hill, Florida  
New Smyrna Beach, Florida  
Flagler County, Florida  
Tampa, Florida  
Pinellas Park, Florida  
North Myrtle Beach, South Carolina*

Total Value of Contracts  
**\$27,585,513**

Mobilized personnel and equipment from heavy civil projects in the region to immediately start emergency road clearing.

Responded to 12 clients from coast-to-coast across Florida. Processed more than 1.4 million CY of debris.

More detailed information about simultaneous contract activations is available on request.



## 4 REFERENCES


The following table provides client contact information for several projects recently completed by P&J. P&J encourages the City to contact the references provided herein to obtain feedback on the high quality of our work.

Project	Year Completed	Description of Work	Total Cost	Contact Information
<b>Hurricane Ian - Highlands County, FL</b>	2023	551,537 CY Debris Removed	\$7,246,103	Clinton Howerton, County Engineer 505 S. Commerce Ave Sebring, FL 33870 863-402-6877 chowerton@highlandsfl.gov
<b>Hurricane Ian - Desoto County, FL</b>	2023	569,747 CY Debris Removed, Hauled and Ground. Leaners & Hangers cut.	\$12,180,174	Mandy Hines, County Administrator 21 East Oak Street, Suite 201 Arcadia, FL 34266 863-993-4800 mhines@desotobocc.com
<b>Hurricane Ian - Hardee County, FL</b>	2022	119,191 CY Debris Removed	\$1,724,220	Christopher Simpron, Public Works Director 205 Hanchey Road Wauchula, FL 33873 863-773-3272 christopher.simpron@hardeecounty.net
<b>Hurricane Ian - City of New Smyrna Beach, FL</b>	2022	126,373 CY's Debris Removed, Hauled and Ground. Leaners & Hangers cut.	\$2,284,604	David Ray, Director of Maintenance Operations 124 Industrial Park Ave. New Smyrna Beach, FL 32168 386-424-2202 dray@cityofnsb.com
<b>Hurricane Ian - Town of Holly Hill, FL</b>	2022	77,451 CY's Debris Removed, Hauled and Ground. Leaners & Hangers cut.	\$1,192,978	Steve Juengst, Administration Manager Department of Public Works 453 LPGA Blvd Holly Hill, Florida 32117 (386) 248-9463 sjuengst@hollyhillfl.org



## 5 MINORITY/WOMEN (M/WBE) PARTICIPATION

P&J's certification from the Women's Business National Enterprise Council (WBENC) is presented below.



hereby grants

# National Women's Business Enterprise Certification


to

**Phillips Infrastructure Holdings, Inc. DBA Phillips and Jordan, Inc., Rowcon, LLC, P&J Environmental Services, LLC**


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 Women's Business Enterprise Council - South, a WBENC Regional Partner Organization.













Certification Granted: February 28, 2019  
Expiration Date: February 28, 2025  
WBENC National Certification Number: WBE1900471



Authorized by Phala Mire, President Women's Business Enterprise Council - South



NAICS: 237990, 237110, 237120, 237210, 238910, 561730, 562119  
UNSPSC: 72140000





## 6 SUBCONTRACTORS

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### 6.1 Subcontract Procurement

We classify our subcontractor strategy into three categories:

- **Key Pre-Positioned Subcontractors:** with whom we have existing Master Subcontract Agreements (MSAs)
- **Pre-Registered Subcontractors:** who meet our insurance and qualifications requirements and have been documented in our internal subcontractor database for potential subcontracts
- **Small & Disadvantaged Business Concerns:** identified following a disaster event.

### 6.2 Subcontractor Utilization

We anticipate approximately 60% of the work will be performed by subcontractors while the rest will be performed by P&J-owned equipment. We will perform 100% of the project management.



### 6.3 Proposed Subcontractors

Company Name	Location	Designation	Type Of Work
Rio-Bak Corporation	Wellington, FL	SBE (FEDERAL)	Hauling
H & R Of Belle Glade, LLC	Belle Glade, FL	SBE	Hauling
Siboney Contracting Co.	West Palm Beach, FL	MBE	Hauling
Optimum Services, Inc.	Okeechobee, FL	HZ, SBE, VO	Hauling
BKW, Inc.	Pensacola, FL	WBE	Hauling
Emerald Coast Site Construction	Panama City, FL	SBE	TDSRS Management
EE&G Disaster Response, LLC	Miami Lakes, FL	None	Env
Drewery Construction Co, Inc.	Nacogdoches, TX	None	Hauling
Grillot Construction, LLC	Belle Chase, LA	None	Hauling
Metrolina Landscape Co, Inc.	Charlotte, NC	None	Hauling
Terry Bucks Contracting, LLC	Gainesville, GA	None	Hauling
Thunder Disaster Services, Inc.	Waynesville, NC	VO, WBE	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*



## 7 REQUIRED FORMS

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The below required forms are presented on the following pages:

- Non-Collusion Statement
- Non-Discrimination Certification Form
- E-Verify Affirmation Statement
- Affidavit of Compliance
- Proposal Certification
- Addenda Acknowledgement
- Cost Proposal
- Sample Insurance Certificate
- W-9
- Active Status Page from Division of Corporations – Sunbiz.org
- Corporate Resolution – Authorized Officers



**NON-COLLUSION STATEMENT**

By signing this offer, the vendor/contractor certifies that this offer is made independently and free from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g., ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents, and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

**NAME**

**RELATIONSHIPS**

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**

Authorized Signature

**Morgan Pierce**

Name (Printed)

President, Power

Title

February 13, 2024

Date



**CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH  
NON-DISCRIMINATION PROVISIONS OF THE CONTRACT**

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

Pursuant to City Ordinance Sec. 2-17(a)(i)(ii), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

- A. Contractors doing business with the City shall not discriminate against their employees based on the employee's race, color, religion, gender (including identity or expression), marital status, sexual orientation, national origin, age, disability, or any other protected classification as defined by applicable law.

Contracts. Every Contract exceeding \$100,000, or otherwise exempt from this section shall contain language that obligates the Contractor to comply with the applicable provisions of this section.

The Contract shall include provisions for the following:

- (i) The Contractor certifies and represents that it will comply with this section during the entire term of the contract.
- (ii) The failure of the Contractor to comply with this section shall be deemed to be a material breach of the contract, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.

\_\_\_\_\_  
Authorized Signature

**Morgan Pierce, President - Power**

\_\_\_\_\_  
Print Name and Title

**February 13, 2024**

\_\_\_\_\_  
Date



**E-VERIFY AFFIRMATION STATEMENT**

Solicitation/Bid /Contract No: RFP #211

Project Description:

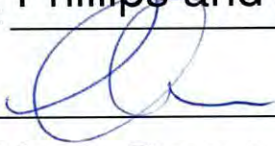
Emergency Debris Removal and Disaster Recovery Services

Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

- A. all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
- B. all persons (including subcontractors/vendors) assigned by Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

Contractor/Proposer/ Bidder Company Name: Phillips and Jordan, Inc.

Authorized Company Person's Signature: 

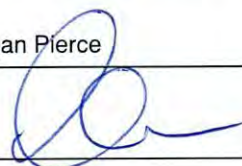
Authorized Company Person's Title: President, Power

Date: February 13, 2024

**AFFIDAVIT OF COMPLIANCE WITH FOREIGN ENTITY LAWS**  
**(Florida Statute- §287.138, 692.201, 692.202, 692.203, and 692.204)**

The undersigned, on behalf of the entity listed below ("Entity"), hereby attests under penalty of perjury as follows:

1. Entity is not owned by the government of a foreign country of concern as defined in Section 287.138, Florida Statutes. (Source:§ 287.138(2)(a), Florida Statutes)
2. The government of a foreign country of concern does not have a controlling interest in Entity. (Source:§ 287.138(2)(b), Florida Statutes)
3. Entity is not organized under the laws of, and does not have a principal place of business in, a foreign country of concern. (Source: § 287.138(2)(c), Florida Statutes)
4. Entity is not owned or controlled by the government of a foreign country of concern, as defined in Section 692.201, Florida Statutes. (Source:§ 288.007(2), Florida Statutes)
5. Entity is not a partnership, association, corporation, organization, or other combination of persons organized under the laws of or having its principal place of business in a foreign country of concern, as defined in Section 692.201, Florida Statutes, or a subsidiary of such entity. (Source: § 288.007(2), Florida Statutes)
6. Entity is not a foreign principal, as defined in Section 692.201, Florida Statutes. (Source: § 692.202(5)(a)(I), Florida Statutes)
7. Entity is in compliance with all applicable requirements of Sections 692.202, 692.203, and 692.204, Florida Statutes.
8. **(Only applicable if purchasing real property)** Entity is not a foreign principal prohibited from purchasing the subject real property. Entity is either (a) not a person or entity described in Section 692.204(1)(a), Florida Statutes, or (b) authorized under Section 692.204(2), Florida Statutes, to purchase the subject property. Entity is in compliance with the requirements of Section 692.204, Florida Statutes. (Source:§§ 692.203(6)(a), 692.204(6)(a), Florida Statutes)
9. The undersigned is authorized to execute this affidavit on behalf of Entity.

Name: Morgan Pierce Title: President, Power Entity: Phillips and Jordan, Inc.  
Signature:  Date: February 13, 2024

**NOTARY PUBLIC ACKNOWLEDGEMENT SECTION**

STATE OF Tennessee  
COUNTY OF Knox

The foregoing instrument was acknowledged before me, by means of  physical presence or  online notarization, this 13 day of February 2024 by Morgan Pierce, as President, Power for Phillips and Jordan, Inc., who is

personally known to me or who has produced \_\_\_\_\_ as identification.

Notary Public Signature:   
Print Name: Samantha Kriews

(Notary Seal)

My commission expires: 11/23/2025



**CITY OF FORT LAUDERDALE BID/PROPOSAL CERTIFICATION**

**Please Note:** It is the sole responsibility of the bidder/proposer to ensure that their response is submitted electronically through the City's on-line strategic sourcing platform prior to the bid opening date and time listed. Paper bid submittals will not be accepted. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) Phillips and Jordan, Inc. EIN (Optional): 56-0694573

Address: 10142 Parkside Drive, Suite 500

City: Knoxville State: TN Zip: 37922

Telephone No.: 865-688-8342 FAX No.: 865-688-8369 Email: disasterservices@pandj.com

Delivery: Calendar days after receipt of Purchase Order (**section 1.02 of General Conditions**): TBD

Total Bid Discount (**section 1.05 of General Conditions**): None

Check box if your firm qualifies for DBE (**section 1.09 of General Conditions**):

**ADDENDUM ACKNOWLEDGEMENT** - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
<u>1</u>	<u>2/1/2024</u>	<u>5</u>	<u>3/1/2024</u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>
<u>2</u>	<u>2/6/2024</u>	<u>6</u>	<u>3/4/2024</u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>
<u>3</u>	<u>2/12/2024</u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>
<u>4</u>	<u>2/27/2024</u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>

**VARIANCES:** If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A.

N/A

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal, I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

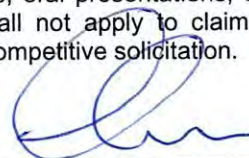
Submitted by:

Morgan Pierce

Name (printed)

March 8, 2024

Date



Signature

President, Power

Title





## ADDENDUM NO. 1 - Revised

### RFP No. 211 Emergency Debris Removal and Disaster Recovery Services

ISSUED: 2/6/24

This addendum is being issued to make the following change(s):

The Specifications and Requirements have been revised. Words in ~~striketrough~~ are deletions from the existing text and words in **bold underline** are additions to the existing text (~~striketrough~~ removed; **underlined bolded** is added).

1. Providing Question and Answer to Question 1 as it is not visible on Q and A Forum:

**QUESTION:**

1. Price line items 33 – 40, vessel recovery, is this intended to be a land based or water based operations?
2. Please confirm that all disposal fees shall be a pass through cost.

**ANSWER:**

- Please look at the Description for all line items for full descriptions.  
33-36 specify vessels on land; 37-40 specify vessels in water.  
Yes, all disposal fees shall be a pass through cost.

2. **Disposal Fee shall be a pass-through cost.** – Clarification updated on line items 33-40.
3. Response to Question 4.13 regarding section 4.2.4:

#### **4.2.4 Approach to Scope of Work**

Provide in concise narrative form, your understanding of the City's needs, goals, and objectives as they relate to the project, and your overall approach to accomplishing the project. Give an overview of your proposed vision, ideas, and methodology. Describe your proposed approach to the project.

~~As a part of the response, a design plan and diagram(s) shall be presented to the City for approval.~~

The Proposer shall also propose a scheduling methodology (timeline) for effectively managing and executing the work in the optimum time. The delivery time shall be stated in calendar days from the date of City notification of award or notice to proceed with delivery. Such timeline information and proposed dates shall include, but not necessarily be limited to: delivery, installation, acceptance testing, personnel, and other related completion dates, in accordance with the RFP specifications.



City of Fort Lauderdale • Procurement Services Division  
 100 N. Andrews Avenue, Suite 619 • Fort Lauderdale, Florida 33301  
 954-828-5933 • Fax 954-828-5576 • [purchase@fortlauderdale.gov](mailto:purchase@fortlauderdale.gov)

4. In response to question 4.18. Solicitation line-item updated, and Exhibit B Line-Item 31 shall now read as follows:

31	Household Hazardous Waste Removal, Transport and Disposal	+ <b>1000</b>	<del>TN</del> <b>LB</b>	\$ -
----	---	------------------	----------------------------	------

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin  
 Senior Procurement Specialist

Note: Addendum 1 issued 2/1/24 and Addendum 2 (Revised Addendum 1) issued 2/6/2024  
 Addendum #3 (change of due date) issued 2/12/2024

Company Name: Phillips and Jordan, Inc.

(please print)

Bidder's Signature: 

Date: February 6, 2024



## ADDENDUM NO. 4

### RFP No. 211 Disaster Debris Removal and Emergency Logistical Services

ISSUED: 2/27/24

This addendum is being issued to make the following change(s):

The Specifications and Requirements have been revised. Words in ~~strikethrough~~ are deletions from the existing text and words in **underline** are additions to the existing text (~~strikethrough~~ removed; **underlined bolded** is added).

1. Page 1 of the solicitation document shall have the following changes.:

A. Solicitation name has changed and shall now read as follows:

**City of Fort Lauderdale**  
**Emergency Debris Removal and Disaster Recovery Services**  
**Disaster Debris Removal and Emergency Logistical Services**  
**RFP Event # 211**

B. Section 1.1 shall now read as follows:

**1.1 Purpose**

The City of Fort Lauderdale, Florida (City) is seeking qualified, experienced, and licensed firm(s) to provide ~~Emergency Debris Removal and Disaster Recovery Services~~ **Disaster Debris Removal and Emergency Logistical Services** for the City, in accordance with the terms, conditions, and specifications contained in this Request for Proposals (RFP).

2. Section 1.5 – Strategic Sourcing Platform link fixed. It shall now read as follows:

**1.5 Electronic Bid Openings/Proposal Closings**

Please be advised that effective immediately, and until further notice, all Invitation to Bids, Request for Proposals, Request for Qualifications, and other solicitations led by the City of Fort Lauderdale will be opened electronically via the ~~City's on-line strategic sourcing platform~~ **City's on-line strategic sourcing platform** at the date and time indicated on the solicitation. All openings will be held on the City's on-line strategic sourcing platform.

Anyone requesting assistance or having further inquiry in this matter must contact the Procurement Specialist indicated on the solicitation, via the Question-and-Answer forum on the City's on-line strategic sourcing platform before the Last Day for Questions indicated in the Solicitation.



3. Sections 2.24.1 and 2.34.2 have been updated as Surety 2000 should not be used. Verbiage updated to provide clarifying instructions for Proposal Security. Sections shall read as follows:

## 2.24 Proposal Security

**2.24.1** A proposal security payable to the City of Fort Lauderdale shall be submitted with the proposal response in the amount of five percent (5%) of the total proposed amount. A proposal security can be in the form of a bid/proposal bond or cashier's check. Proposal security will be returned to the unsuccessful contractor as soon as practicable after opening of proposals. Proposal security will be returned to the successful Proposer after acceptance of the Payment and Performance Bond, if required; acceptance of insurance coverage, if required; and full execution of contract documents, if required; or other conditions as stated in Special Conditions or elsewhere in the RFP.

~~The [City's on-line strategic sourcing platform](#) allows proposers to submit bid bonds electronically directly through the system using **Surety 2000**.~~

**2.24.2** ~~The Proposer may choose to **shall** mail their original executed bid/proposal bond or upload the bid/proposal bond on [City's on-line strategic sourcing platform](#)~~ **attach a PDF of the original bid/proposal bond** to accompany their electronic proposal and then deliver the original, signed and sealed bid/proposal bond within five (5) business days from the solicitation end date or it will be determined as non-responsive. A bid/proposal security in the form of a cashier's check must be an original document and must be submitted at the time of the bid/proposal due date. If choosing the cashier's check method, plan in advance to send via United States Postal Service or air freight carrier to ensure cashier's check arrives on or before bid opening/ proposal closing deadline.

**A.** Deliver via United States Postal Service or air freight carrier to the following address:

City of Fort Lauderdale  
Procurement Services  
Attn.: Laurie Platkin  
521 NE 4<sup>th</sup> Avenue  
Fort Lauderdale, FL 33301

**B.** Include company name, solicitation number and title clearly indicated outside of the envelope.

4. Section 2.27 shall now read as follows:

## 2.27 Award of Contract

A Contract (the "Agreement") may be awarded by the City Commission. The City reserves the right to execute or not execute, as applicable, a contract with the Proposer(s) that is determined to be in the City's best interests. The City reserves the right to award a contract to more than one Proposer, at the sole and absolute discretion



of the City. **The City may award this contract to multiple contractors on a line item, group, or any other combination basis deemed in the City's best interest.**

5. Sections 3.3.5, 3.3.6, 3.3.7, 3.3.10, and 3.3.12 have been removed.
6. Section 3.3.8, the second sentence has been removed.
7. Section 3.3.13, the second sentence has been removed.
8. Section 3.3 shall now read as follows:

### **3.3 MINIMUM QUALIFICATIONS**

- 3.3.1** To be eligible for award of a contract in response to this RFP, the Proposer must demonstrate that it has successfully completed services, as specified in this solicitation and are normally and routinely engaged in performing such services and are properly and legally licensed to perform such work. In addition, the Contractor must have no conflict of interest with regard to any other work performed by the Contractor for the City of Fort Lauderdale.
- 3.3.2** The Proposer must have the capacity to manage a major and diverse workforce with multiple subcontractors and to cover the expenses associated with a major recovery operation prior to the initial payment and between subsequent payments, as well as the capacity to provide the necessary bonds and insurance. Proposer must also have an established management team, an established network of resources to provide the necessary equipment and personnel, comprehensive debris removal and volume reduction operations plans and demonstrate experience in major disaster recovery projects.
- 3.3.3** The selected firm must be experienced and knowledgeable in Federal Emergency Management Administration (FEMA) and Insurance reimbursement rules and procedures and must demonstrate such to the City in its proposal and subsequent selection process presentations. The selected firm must also demonstrate experience and knowledge of state, local and federal environmental regulating and permitting agencies. The selected firm will be responsible for staying current with all FEMA and other agencies guidelines and regulations and will be responsible for advising the City from beginning to end to ensure maximum financial recovery for the City.
- 3.3.4** Proposer is properly and legally licensed to perform Disaster and Debris Management Services.
- ~~**3.3.5** Proposer is currently, and has been conducting business as, a full-service Disaster Debris Management Contractor for the last ten (10) consecutive years.~~
- ~~**3.3.6** Proposer provides Disaster Debris Management Services as the primary contractor in at least three (3) states.~~



- ~~3.3.7~~ Proposer has experience performing work as a primary contractor on Disaster Debris Management projects exceeding fifty million dollars (\$50,000,000) per event.
- 3.3.8 Proposer currently has a minimum of three (3) full-service Disaster Debris Management contracts in place in which (1) the Proposer is the primary contractor, and (2) the contract is with a government entity with a population of at least 150,000 residents.
- 3.3.9 Proposer has experience in simultaneously operating a minimum of three (3) Temporary Debris Management Sites (TDMS).
- ~~3.3.10~~ Proposer has direct management and permitting experience in sand screening and beach re-nourishment projects, with at least one (1) project including screening a minimum of twenty thousand (20,000) cubic yards of sand.
- 3.3.11 Proposer will provide experienced staff. Certification or active involvement with disaster preparedness agencies is highly desirable such as: NIMS certification, FEMA Region IV, FEMA National Advisory Council, FEMA National Training Programs (NTP), FEMA Center for Domestic Preparedness (CDP), FEMA Emergency Management Institute (EMI), Florida State Emergency Response Team (SERT), and/or Florida Governor's Hurricane Conference training/instructor.
- ~~3.3.12~~ Proposer certifies that their company is a licensed General Contractor, preferably in the State of Florida, or a joint agency with a Florida General Contractor. Proposer must submit a copy of the license with the proposal and be in good standing with the State regulatory body. No specific designation is required, only that the company is properly licensed as a Contractor to perform the work detailed in this RFP.
- 3.3.13 Proposer must show its qualifications in the handling of hazardous materials and household hazardous waste. This requirement can be demonstrated by including a listing of the proposer's employees and their respective HAZWOPER licenses, asbestos licenses and other related qualifications.

9. Section 3.8.18 (E) shall now read as follows:

- E. Tipping fees are not included in ~~EXHIBIT B~~ **EXHIBITS B and C** or Event line items.

10. Section 3.12.4 (C) shall now read as follows:

- C. Labor and fuel for fueling the fuel powered unit shall be in accordance with hourly labor and equipment rates for the items listed in ~~EXHIBIT B~~ **EXHIBITS B and C** and Event line items.

11. Section 3.12.5 (B) shall now read as follows:

- B. Labor for refilling trucks shall be compensated based on hourly labor and equipment rates for the items listed in ~~EXHIBIT B~~ **EXHIBITS B and C** and Event line items.



12. Section 5.2.2 shall now read as follows:

**5.2.2 Weighted Criteria**

<b>Qualifications and Experience:</b> A) Firm background, history, and overall experience; B) Staff experience and resumes - specifically, operational, and administrative personnel assigned to the City	15% <b>25%</b>
<b>Operational Plan for the City:</b> A) Subcontractor Plan; B) Quality control and customer service plans; C) Organizational Structure of Firm	25%
<b>Resources and Availability:</b> A) Current workload and future commitments; B) Plan for managing multiple Florida-based contracts; C) Demonstrated financial capability	15%
<b>Past Performance:</b> A) Reference Checks; B) Closed, active and pending FEMA disputes, audits, or lawsuits; C) Explanation of unrecovered (deobligated) FEMA reimbursements	15%
<b>Price Proposal</b>	30% <b>20%</b>
<b>Total Percent Available</b>	<b>100%</b>

13. Section 5.3 shall now read as follows:

**5.3 Contract Award**

The City reserves the right to award a contract to that Consultant who will best serve the interests of the City. The City reserves the right, based upon its deliberations and in its opinion, to accept or reject any or all proposals. The City also reserves the right to waive minor irregularities or variations of the submittal requirements and RFP process. **The City may award this contract to multiple contractors on a line item, group, or any other combination basis deemed in the City's best interest.**

14. Section VI – Cost Proposal Page has been revised. See attached for replacement Cost Proposal Page.

15. Exhibit B shall be voided and removed. See attached.

16. New Exhibit B and Exhibit C have been added to the solicitation. Quantities and Units of Measure have remained the same. See Attached.



- A. Exhibit B represents Group A – Disaster Debris Removal Services
  - 1) Line item 5: (PPDR) removed.
  - 2) Previous line item 69: River and Canal Shoreline Restoration was removed and replaced with line item 549 Mechanized Street Streetsweeper.
  - 3) Previous line items 369-412 moved up and are now in Group A.
  
- B. Exhibit C represents Group B – Emergency Logistical Services
  - 1) Previous line items 70-368 have moved down and are now in Group B.

17. Updated Answers to the following Questions previously posted in the Sourcing Platform:

*Q: Can the City provide the names and titles of the evaluation committee members?*

**A: The Evaluation Committee will now have the following 5 members:**

**Shane Simcox, Fire Captain; Sandria Barrett-Lee, Chief Accountant; Joe Pasquariello, Assistant Building Official, Gabrielle Bush, Management Analyst; and Kim Pearson, Parks Manager.**

*Q: The RFP states "The City reserves the right to award a contract to more than one proposer, at the sole discretion of the City." Can the City clarify if the contracts will be categorized by order of intended activation (e.g. Primary, Secondary, Tertiary) or if there will be a pool of qualified vendors?*

**A: The City may award this contract to multiple contractors on a line item, group, or any other combination basis deemed in the City's best interest.**

*Q: If there will be a pool of qualified vendors, then how will the order of activation occur?*

**A: Contracted vendor will be notified by the contract administrator should an activation occur.**

18. The opening date has been changed to March 11, 2024 at 2 p.m.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin  
Senior Procurement Specialist

Company Name: Phillips and Jordan, Inc.  
(please print)

Bidder's Signature: 

Date: 2/27/2024





City of Fort Lauderdale • Procurement Services Division  
 100 N. Andrews Avenue, Suite 619 • Fort Lauderdale, Florida 33301  
 954-828-5933 • Fax 954-828-5576 • [purchase@fortlauderdale.gov](mailto:purchase@fortlauderdale.gov)

**ADDENDUM NO. 5**

**RFP No. 211  
 Disaster Debris Removal and Emergency Logistical Services**

**ISSUED: 3/1/24**

This addendum is being issued to make the following change(s):

The Specifications and Requirements have been revised. Words in ~~strikethrough~~ are deletions from the existing text and words in **bold underline** are additions to the existing text (~~strikethrough~~ removed; **underlined bolded** is added).

1. Section VI – Cost Proposal Page has been revised.

**Project Cost Group A** (Line Items ~~1-69~~ **481-549**) \$ \_\_\_\_\_

**Project Cost Group B** (Line Items ~~70-412~~ **550-892**) \$ \_\_\_\_\_

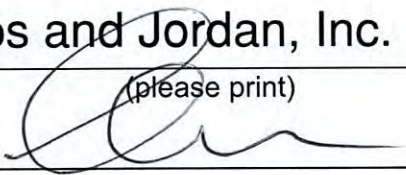
**Total Project Cost** (Lines Items ~~1-412~~ **481-892**) \$ \_\_\_\_\_

See attached for replacement Cost Proposal Page.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin  
 Senior Procurement Specialist

Company Name: Phillips and Jordan, Inc.  
 (please print)

Bidder's Signature: 

Date: 3/1/2024



**ADDENDUM NO. 6**

**RFP No. 211  
Disaster Debris Removal and Emergency Logistical Services**

**ISSUED: 3/4/24**

This addendum is being issued to make the following change(s):

The Specifications and Requirements have been revised. Words in ~~strickthrough~~ are deletions from the existing text and words in **bold underline** are additions to the existing text (~~strickthrough~~ removed; **underlined bolded** is added).

1. Exhibit B – Group A and Exhibit C – Group B in Addendum 4 are now void. Category N – Emergency Road Clearance and Debris Removal should have been included in Group A rather than Group B.
2. Revised Cost Proposal Page in Addendum 5 is now void. The above change affected Section VI – Cost Proposal Page. The page has been revised and shall now read as follows:

**Note: Proposer may choose to provide pricing for ALL of Group A and / or ALL of Group B. No lines shall be omitted when providing pricing for either or both Groups or you will be deemed non-responsive.**

**Provide Project Cost for Group A, Group B, and Total Project Cost from your Submission in the Infor Sourcing Platform. (Group A and Group B are not tallied individually in the Sourcing Platform. You will provide your own calculations below in the designated area.)**

**Project Cost Group A (Line Items ~~1-69 481-549~~ **481-593**)** \$ \_\_\_\_\_

**Project Cost Group B (Line Items ~~70-412 550-892~~ **594-892**)** \$ \_\_\_\_\_

**Total Project Cost (Lines Items ~~1-412~~ **481-892**)** \$ \_\_\_\_\_

3. See attached for voided and revised Section VI – Cost Proposal Page\_R3 and Exhibit B – Group A and Exhibit C – Group B\_R2.

All other terms, conditions, and specifications remain unchanged.



City of Fort Lauderdale • Procurement Services Division  
100 N. Andrews Avenue, Suite 619 • Fort Lauderdale, Florida 33301  
954-828-5933 • Fax 954-828-5576 • [purchase@fortlauderdale.gov](mailto:purchase@fortlauderdale.gov)

Laurie Platkin  
Senior Procurement Specialist

Company Name: Phillips and Jordan, Inc.  
(please print)

Bidder's Signature: 

Date: March 4, 2024



**ADDENDUM NO. 7**

**RFP No. 211  
 Disaster Debris Removal and Emergency Logistical Services**

**ISSUED: 3/11/24**

This addendum is being issued to make the following change(s):

The Specifications and Requirements have been revised. Words in ~~strikethrough~~ are deletions from the existing text and words in **bold underline** are additions to the existing text (~~strikethrough~~ removed; **underlined bolded** is added).

1. Exhibit B – Group A, lines 526 and 526, quantity on lines should read as follows:

<b>526</b>	Dead Animal Carcasses Animals on Land (can be collected on shore or from shoreline)	4 <b><u>0.5</u></b>	TN	\$	-
<b>527</b>	Dead Animal Carcasses Animals or Fish in Waterway (collected from barge or boat)	4 <b><u>0.5</u></b>	TN	\$	-

Quantity is sourcing platform is correct.

2. System updated to allow “No Bid” line-item response when not providing pricing for Group A or Group B.
3. Solicitation Open Date has been extended to 3/13/24 at 2:00pm.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin  
 Senior Procurement Specialist

Phillips and Jordan, Inc.

Company Name: \_\_\_\_\_

DocuSigned by: \_\_\_\_\_ (please print)  
 Bidder's Signature: Morgan Pierce  
2E2CED33513C4D1...

March 11, 2024  
 Date: \_\_\_\_\_

SECTION VI - COST PROPOSAL PAGE

Proposer Name: Phillips and Jordan, Inc.

Proposer agrees to supply the products and services at the prices bid/proposed below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

~~Notes: Provide Total Project Cost from your Submission in the Infor Sourcing Platform~~

Total Project Cost \_\_\_\_\_ \$ \_\_\_\_\_

Note: Proposer may choose to provide pricing for ALL of Group A and / or ALL of Group B. No lines shall be omitted when providing pricing for either or both Groups or you will be deemed non-responsive.

Provide Project Cost for Group A, Group B, and Total Project Cost from your Submission in the Infor Sourcing Platform. (Group A and Group B are not tallied individually in the Sourcing Platform. You will provide your own calculations below in the designated area.)


Project Cost Group A (Line Items ~~1-69 481-549~~ 481-593)      \$ ~~30,547,651~~      \$30,549,401.40

Project Cost Group B (Line Items ~~70-412 550-892~~ 594-892)      \$ 0

Total Project Cost (Lines Items ~~1-412~~ 481-892)      \$ ~~30,547,651~~      \$30,549,401.40

P&J has chosen not to bid Group B as Addendum 6 states "Proposer may choose provide pricing for ALL of Group A and/or ALL of Group B"

Submitted by:  
Morgan Pierce  
Name (printed)  
March 4, 2024  
Date

  
Signature  
President, Power  
Title

P&J acknowledges and confirms the updated pricing shown above.

DocuSigned by:  
Morgan Pierce      March 22, 2024  
Morgan Pierce      Date  
President, Power

SECTION VI - COST PROPOSAL PAGE

Proposer Name: Phillips and Jordan, Inc.

Proposer agrees to supply the products and services at the prices bid/proposed below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

~~Notes: Provide Total Project Cost from your Submission in the Infor Sourcing Platform~~

~~Total Project Cost~~ \_\_\_\_\_ \$ \_\_\_\_\_

Note: Proposer may choose to provide pricing for ALL of Group A and / or ALL of Group B. No lines shall be omitted when providing pricing for either or both Groups or you will be deemed non-responsive.

Provide Project Cost for Group A, Group B, and Total Project Cost from your Submission in the Infor Sourcing Platform. (Group A and Group B are not tallied individually in the Sourcing Platform. You will provide your own calculations below in the designated area.)


Project Cost Group A (Line Items ~~1-69 481-549~~ 481-593)      \$ 30,547,651

Project Cost Group B (Line Items ~~70-412 550-892~~ 594-892)      \$ 0

Total Project Cost (Lines Items ~~1-412~~ 481-892)      \$ 30,547,651

P&J has chosen not to bid Group B as Addendum 6 states "Proposer may choose provide pricing for ALL of Group A and/or ALL of Group B"

Submitted by:  
Morgan Pierce  
Name (printed)  
March 4, 2024  
Date

  
\_\_\_\_\_  
Signature  
President, Power  
Title

**PROOF OF INSURANCE**

- 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 the 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.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 5/22/2023

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 rights to the certificate holder in lieu of such endorsement(s).

Table with columns: PRODUCER (Scott Insurance), CONTACT NAME (Carla Cook), PHONE, FAX, E-MAIL, ADDRESS, INSURER(S) AFFORDING COVERAGE (American Contractors Insurance, ACIG, Everest, National Fire, Continental), NAIC #.

COVERAGES CERTIFICATE NUMBER: 396613647 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.

Main table with columns: INSR LTR, TYPE OF INSURANCE, POLICY NUMBER, POLICY EFF, POLICY EXP, LIMITS. Includes Commercial General Liability, Automobile Liability, Umbrella Liability, Workers Compensation, and Auto Liability for Florida.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Table with columns: CERTIFICATE HOLDER (Proof of Coverage), 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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Form **W-9**  
(Rev. October 2018)  
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.

Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.  
**Phillips and Jordan, Inc.**

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. 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:** Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its 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. See instructions.  
**10142 Parkside Drive, Suite 500**

6 City, state, and ZIP code  
**Knoxville, TN 37922**

7 List account number(s) here (optional)

Requester's name and address (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 instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

				-					
--	--	--	--	---	--	--	--	--	--

OR

Employer identification number

5	6	-	0	6	9	4	5	7	3
---	---	---	---	---	---	---	---	---	---

#### Part II Certification

Under penalties of perjury, I certify that:

- 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
- 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
- I am a U.S. citizen or other U.S. person (defined below); and
- 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 for Part II, later.

Sign Here Signature of U.S. person ▶ *Samantha Knowles* Date ▶ *1/2/2024*

#### General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

#### 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), 1095-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*, later.



**Detail by Entity Name**

Foreign Profit Corporation  
PHILLIPS AND JORDAN, INCORPORATED

**Filing Information**

**Document Number** 832152  
**FEI/EIN Number** 56-0694573  
**Date Filed** 04/11/1974  
**State** NC  
**Status** ACTIVE

**Principal Address**

10142 Parkside Dr, Ste 500  
Knoxville, TN 37922

Changed: 03/01/2023

**Mailing Address**

10142 Parkside Dr, Ste 500  
Knoxville, TN 37922

Changed: 03/01/2023

**Registered Agent Name & Address**

CT CORPORATION SYSTEM  
1200 S. PINE ISLAND ROAD  
PLANTATION, FL 33324

Name Changed: 05/20/1992

Address Changed: 05/20/1992

**Officer/Director Detail**

**Name & Address**

Title DIRECTOR, CHAIRMAN

PHILLIPS, AVIS A.  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922



Title DIRECTOR, VICE CHAIRMAN & CEO

PHILLIPS, WILLIAM T., JR.  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title DIRECTOR, PRESIDENT

MCMULLEN, JOHN PATRICK  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title VICE PRESIDENT

RILEY, RUSSELL PAGE  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title DIRECTOR, SECRETARY

ROSE, JAMES F.  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title VICE PRESIDENT

HOKE, MICHAEL P.  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title PRESIDENT-POWER

PIERCE, MORGAN  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922



Title PRESIDENT-HEAVY CIVIL

ARVIDSON, GERRY  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title CHIEF FINANCIAL OFFICER

MCISAAC, BRYAN  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title SENIOR VICE PRESIDENT

PHELPS, ART  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title SENIOR VICE PRESIDENT OF OPERATIONS

HEDRICK, ERIC  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title SENIOR VICE PRESIDENT OF OPERATIONS

WILLIAMS, PAT  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title SENIOR VICE PRESIDENT OF OPERATIONS

ERTLE, ROBERT J.  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922



Title VICE PRESIDENT OF OPERATIONS

ORR, SCOTTY  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title VICE PRESIDENT OF OPERATIONS

VIR, MARIO  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title VICE PRESIDENT

WAGLEY, MATTHEW  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title ASSISTANT SECRETARY

EDDINGS, CHRISTINA M.  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title DIRECTOR

WHITSON, LESA P.  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

Title DIRECTOR

SHULER, CALVIN LAMAR, JR.  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922



Title VICE PRESIDENT

GARNER, JASON  
10142 PARKSIDE DRIVE  
SUITE 500  
KNOXVILLE, TN 37922

**Annual Reports**

<b>Report Year</b>	<b>Filed Date</b>
2023	03/01/2023
2023	08/03/2023
2023	08/04/2023



**UNANIMOUS WRITTEN CONSENT  
OF THE BOARD OF DIRECTORS**

**July 10, 2023**

The undersigned, being all of the members of the Board of Directors (the "Board") of Phillips and Jordan, Incorporated, a North Carolina corporation (the "Corporation"), acting by written consent without a meeting pursuant to Section 55-8-21 of the North Carolina Business Corporation Act, do hereby take the following actions on behalf of the Corporation:

**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.	Vice Chairman and Chief Executive Officer
J. Patrick McMullen	President
Bryan McIsaac	Chief Financial Officer
Morgan Pierce	President, Power
Gerry Arvidson	President, Heavy Civil
Art Phelps	Senior Vice President
Eric Hedrick	Senior Vice President of Operations
Pat Williams	Senior Vice President of Operations
Robert Ertle	Senior Vice President of Operations
Scotty Orr	Vice President of Operations
Mario Vir	Vice President of Operations
Wesley Compo	Vice President of Operations
Russell Page Riley	Vice President
Michael P. Hoke	Vice President
Matthew Wagley	Vice President
Jason Garner	Vice President, Controller and Treasurer
James F. Rose	Secretary
Christina M. Eddings	Assistant Secretary

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Unanimous Written Consent of the Board of Directors Dated July 10, 2023



**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:

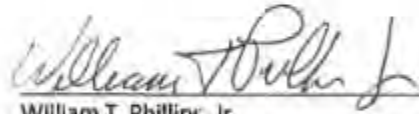
- |                          |   |
|--------------------------|---|
| Avis A. Phillips         | Chairman                                  |
| William T. Phillips, Jr. | Vice Chairman and Chief Executive Officer |
| J. Patrick McMullen      | President                                 |
| Morgan Pierce            | President, Power                          |
| Gerry Arvidson           | President, Heavy Civil                    |
| Art Phelps               | Senior Vice President                     |
| Matt Wagley              | 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.

This Unanimous Written Consent may be signed in two or more counterparts, each of which shall be deemed an original, and all of which shall be deemed one instrument.

IN WITNESS WHEREOF, the undersigned Directors have duly executed this Unanimous Written Consent as of the date first written above.

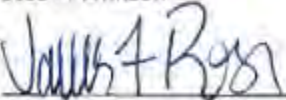
  
\_\_\_\_\_  
Avis A. Phillips

  
\_\_\_\_\_  
William T. Phillips, Jr.

  
\_\_\_\_\_  
J. Patrick McMullen

  
\_\_\_\_\_  
Lesa P. Whitson

  
\_\_\_\_\_  
C. Lamar Shuler, Jr.

  
\_\_\_\_\_  
James F. Rose

  
\_\_\_\_\_  
Morgan Pierce

  
\_\_\_\_\_  
Gerry Arvidson

Unanimous Written Consent of the Board of Directors Dated July 10, 2023





# THANK YOU

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