

City of Fort Lauderdale, FL

RFP No. 12149-885

Disaster Debris Removal and Management Services

Tuesday, June 12, 2018 @ 2:00 pm



*Crowder Gulf is committed to protecting
and preserving our environment.
As part of this effort, our proposal is on
recycled paper.*

John Ramsay, President & CEO
5435 Business Parkway
Theodore, Alabama 36582
800-992-6207 Phone
251-459-7433 Fax
jramsay@crowdergulf.com
www.crowdergulf.com

CrowderGulf

Disaster Recovery and Debris Management

5435 Business Parkway
Theodore, Alabama 36582

Office: (800) 992-6207
Fax: (251) 459-7433

June 8, 2018

City of Fort Lauderdale
Attn: Laurie D. Platkin, Procurement Specialist II
100 N. Andrews Avenue, Suite 619
Fort Lauderdale, FL 33301

RFP: 12149-885 Disaster Debris Removal and Management Services

CrowderGulf is pleased to submit the enclosed proposal in response to Bid# 12149-885 Disaster Debris Removal and Management Services for the City of Fort Lauderdale. CrowderGulf was proud to serve as the City's Primary Debris Removal Contractor from 2001 thru 2012. We look forward to the opportunity to work with the City again. Our long history working within the City allowed us to develop a strong familiarity with the City personnel, the geography of the area and its citizen's expectations.

CrowderGulf is uniquely positioned to continue our successful relationship and ensuring, even more, the solid foundation for disaster debris removal and disposal services. Moreover, we have a strong sense of "pride" toward the City and feel our longstanding experience working with the City and our ability to respond within four hours or less to any debris generating event, best positions our Company to provide the vital services for the City of Fort Lauderdale and their residents.

As a national full-service debris management firm with over fifty (50) years of experience in debris management, we have developed one of the most capable recovery management teams in the United States as well as a large cadre of experienced local and regional subcontractors. The completion of **over four hundred and fifty (450) disaster recovery projects** and success in removing, reducing and disposing of **over two hundred and fifty million (250,000,000) cubic yards of debris** is testament to our ability to meet the scope of work established by the City.

We recognize that an efficient, orderly and safe debris management operation can only be achieved by experienced on-site personnel. You will find our team fully knowledgeable in all aspects of debris clean-up from operational methodology to quality control and FEMA public assistance reimbursements as demonstrated in our past performance submitted in the RFP and our previous response to the City's needs.

CrowderGulf worked side by side with the City of Fort Lauderdale after Hurricane Katrina in 2005. The City called upon CrowderGulf to assist in preparing the necessary paperwork required by FEMA and our team worked countless hours to help compile documentation to meet any City request. CrowderGulf's team of Debris Specialists diligently review FEMA policy and stay current on changes in order to provide guidance assistance to our clients. We are committed to "going to the mat" with our clients! CrowderGulf maintains all project documentation files for 10+ years and employ previous **FEMA directors** and debris specialists to give our Clients the very best assistance and training throughout the year...**AT NO ADDITIONAL CHARGE!**

Don Madio, Regional Manager for Florida, is a Central Florida resident and will respond to the City within a few hours' notice. He is a highly seasoned employee with 20+ years of experience working disaster declarations in the State of Florida. Don has an intimate knowledge of procedures and protocols for any debris removal missions in the City of Fort Lauderdale and most recently oversaw multiple activations after Hurricane Irma. In addition, John Campbell, Florida Director has significant FEMA experience and has an extensive resume of past experience working disaster recovery in and around the State of Florida. Both of these individuals will provide valuable knowledge and experience with an inherent commitment and dedication to the City. Mr. Madio and Mr. Campbell can be reached at (800) 992-6207 or email: dmadio@crowdergulf.com / jcampbell@crowdergulf.com.

CrowderGulf is committed to unequivocal protection of the environment at all work sites and surrounding areas. This is accomplished by attention to organizational, operational and performance details. CrowderGulf will ensure all applicable permits are obtained before work is started and we will work in full regulatory compliance with all agencies involved in disaster recovery. We are committed to completing any debris management and recovery project for the City in the minimum amount of time and at the best price possible.

We appreciate the opportunity to submit this proposal and look forward to your favorable consideration in being selected as your Debris Contractor. We will be pleased to provide any additional information that would assist the City in its deliberations.

As the President of CrowderGulf, I have the authority to bind the company in all transactions relative to the award of this RFP. In addition, Ashley Ramsay-Naile, Senior Vice President, also has the authority to bind the company.

Best Regards,



John Ramsay, President & CEO
jramsay@crowdergulf.com

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4.2.2 EXECUTIVE SUMMARY



4.2.2 Executive Summary

CrowderGulf is a national full service debris management firm with over fifty years' experience in helping communities like the City of Fort Lauderdale recover from disasters. Having successfully managed debris clean-up operations in 15 states, we have developed one of the most capable recovery management teams in the United States.

During the last five decades, CrowderGulf has managed over four hundred fifty (450) disaster recovery projects and successfully removed, reduced and disposed of over 250 million cubic yards of debris. CrowderGulf's current and past performance, as highlighted in this proposal, demonstrates our expertise in successful debris management.

CrowderGulf At-A-Glance

- **Full time (365 days/yr) Debris Management Company with over 50 years of successful experience** in debris management, removal and disposal services.

- **Bases of Operation:**

Primary

Theodore, Alabama

Satellite Offices

Coral Springs, Davenport, Florahome, Clearwater and Winter Garden, FL
Rocky Mount, North Carolina
Hilton Head Island and Laurens, South Carolina
Austin and Denton, Texas

- **Never failed to complete** all contract obligations and never defaulted on a contract.
- **Committed to the same** Project Management Team remaining with the project from start to finish.
- Large cadre of management personnel with extensive disaster debris training and experience.
- **Completed simultaneous** debris projects after all major hurricanes **since 1969**.
- Over **450** disaster recovery projects successfully completed.
- Successfully removed, reduced and disposed of over **250 million cubic yards of debris**.
- Industry leader in **waterway debris removal**, including work after Hurricane Sandy and Deep Horizon Oil Spill.
- Fully committed to using local citizens and qualified local subcontractors to the maximum extent, including Minority Business Enterprise (MBE) owners.
- **No lawsuits, liens or judgments by clients ever** filed or pending and no bankruptcy proceedings filed or pending.
- **No lawsuits, liens or judgments by CrowderGulf to clients ever** filed.
- Over 350 pieces of company-owned/leased equipment available for rapid response.
- Experienced in providing FEMA compliant documentation to every client. We provide unlimited support and accurate documentation to help ensure that no clients are denied reimbursement.
- Well-developed and proven Debris Management and Operations Plan that is reviewed and revised after every event.
- Quality Control always maintained to reinforce the "Clean as You Go" policy for debris removal.
- Technical advice and training available to all clients throughout the contract term, at no cost to client.
- Significant financial strength:

AGGREGATE BONDING CAPACITY	\$ 500,000,000
SINGLE BONDING CAPACITY	\$ 250,000,000
OTHER AVAILABLE FUNDING	\$ 80,000,000



4.2.3 EXPERIENCE AND QUALIFICATIONS

4.2.3 Experience and Qualifications

Over 50 Years of Debris Management Experience

CrowderGulf's owners, John and Woodie Ramsay, joined forces with local contractors in 1969 to clean up Biloxi and much of the Mississippi Gulf Coast after Hurricane Camille. The business continued to grow and in 1984, they began doing business as Gulf Equipment Corporation, an Alabama General Contractor licensed in seven Southeastern states. Based on the work generated, John and Woodie developed three divisions in Gulf Equipment: tower erection, construction, and disaster management.

In 2002, CrowderGulf was formally created by the Ramsay brothers as an independent disaster management company. During the last five decades, Principal Officers/Owners John Ramsay, President and his daughter Ashley Ramsay-Naile, Vice President and COO, have directed and managed over **450 disaster recovery projects in 15 states and have successfully removed, reduced and disposed of over 250 million cubic yards of debris**. CrowderGulf's current and past performance, as highlighted in this proposal, demonstrates our expertise in successfully completing multiple contracts simultaneously, regardless of their locations or the amount of damage.

CrowderGulf has encountered and successfully handled everything within the City's Scope of Work identified in this RFP. We are committed to completing every project in a minimum amount of time and in a safe, orderly, and practical manner. CrowderGulf contracts have involved disaster debris work in all eligible areas identified in FEMA's Public Assistance Program, Category A. The confidence that we can deliver services to the City effectively and efficiently is bred from our past successes.

We are committed to doing everything we can to help our clients reduce the impact of disaster recovery on the environment. All disaster management work is completed in full regulatory compliance with all agencies involved in disaster recovery, including the Federal Emergency Management Agency (FEMA), the Federal Highway Administration (FHWA), the Environmental Protection Agency (EPA), the Florida Department of Environmental Protection (FDEP) the Florida Department of Public Health (FDPH), and the Florida Department of Transportation (FDOT). This commitment to regulatory detail has earned CrowderGulf a reputation as a company of integrity, dependability and reliability.

CrowderGulf is committed to working as a team with City personnel to facilitate the pre-planning that will assure a smooth debris removal operation in the event of a disaster. CrowderGulf's Corporate office located at 5435 Business Parkway, Theodore, Alabama will provide administrative and contract support throughout the contract term. Project Management personnel in field offices located in Clearwater and Winter Garden will provide field and technical support to the City. Senior Director John Campbell and Regional Manager Don Madio will be the supervisory staff working directly with the City and can help with any planning and training needs the City may have throughout the year. CrowderGulf will provide preparedness training designed specifically to meet the needs of the City. **Our training and technical advice is provided free of charge throughout the contract term.** Our *Director of Operations, Nick Pratt, and our Subcontractor Manager Jenny Weaver* work daily on the recruitment of subcontractor resources and the development of resource and response capabilities.

"The County of York has worked with CrowderGulf on three different storm events. On all three events CrowderGulf's professionalism, responsiveness, and attention to detail was outstanding! As a Manager, I could not have asked for any more support than they provided to us during these events."

*Frank Hedspeth, Waste Services
Manager
County of York, VA*

The CrowderGulf Staff is dedicated to providing the City of Fort Lauderdale with priority service, quality performance and expert on-site management. The combination of CrowderGulf's human resources, extensive equipment inventory, financial capacity and experienced subcontracting teams, allow the company to honor all contractual commitments with dispatch and efficiency, regardless of geographic location or size of disaster. The depth of these integrated components will also allow CrowderGulf to respond to those special needs of the City that may not have been considered in the pre-event contract.

CrowderGulf Services Available to the City of Fort Lauderdale

CrowderGulf has a plan tailored to meet the needs and specific requirements of the City. The services provided will consist of furnishing all labor, materials, and equipment to complete and deliver full Emergency Response and Recovery Services. CrowderGulf is able to offer the City the widest possible spectrum of debris management and disaster recovery services which are itemized below:

Pre Planning & Training

Annual pre-disaster debris management planning sessions include training, review of emergency management plans, Debris Management Site (DMS) selection and other disaster recovery components.

Emergency Road Clearance "PUSH"

CrowderGulf provides push services by making certain that roadways designated by the City of Fort Lauderdale are clear and passable within 70 working hours from issuance of a Notice to Proceed (NTP) with such clearance.



ROW & ROE Debris Removal

CrowderGulf performs permitting, clearing, and/or removing FEMA eligible disaster related debris from the public rights-of-way, private property, streets, roads, canals, lakes, ponds and waterways in the City's jurisdiction as directed. Each load of debris is accurately and verifiably recorded on load tickets and presented to the City daily along with requested daily and weekly reports.

Development and Operation of DMS

CrowderGulf constructs DMS to handle the volume of debris generated in the City by the disaster. Operation of the DMS includes debris separation, reduction, recycling and proper holding, separating and disposal of hazardous waste and fluids. DMS are fully restored to original condition after project completion. CrowderGulf can also assist in selecting and identifying appropriate DMS locations and provide site specific operational plans.



Final Debris Disposal

CrowderGulf disposes of all debris, including reduced debris, in accordance with all applicable federal, state and local laws, standards and regulations. Tipping fees are typically associated with final disposal facilities and can be paid by CrowderGulf and back billed at a later date as a pass through cost at the City's request.

Tree Trimming & Removal (Leaners and Hangers)

CrowderGulf performs tree trimming and removal in accordance with American National Standard ANSI A300. Other tasks also associated with tree trimming are tree topping, stump grinding, grubbing, clearing, hauling and disposal of trees to abate imminent and/or significant threats to public health and safety. All Tree work is directed by the City and a FEMA representative.

Stump Removal

All stump removal will be conducted following all FEMA regulations. Stumps left on the rights-of-way will be hauled as regular vegetative debris. Only hazardous stumps that meet FEMA stump requirements will be removed upon FEMA approval. Complete documentation will be collected before and after the extraction.

Demolition

CrowderGulf provides demolition services and removal of condemned structures and buildings that pose a threat to public health and safety. All demolition services requested are commenced with safety and regulatory requirements in place and all local, state and federal requirements are followed.



Derelict Vehicle Removal & Abandoned Vehicle Removal

CrowderGulf can perform all aspects of vessel and vehicle removal from land or water. Also offered is assistance with Ownership records and contact verification procedures. If needed, a storage site is established, maintained and managed for the vessel and/or vehicle holding as may be required by law. Documentation is kept on all stages of the removal of each vessel and vehicle from collection to final disposal.

Removal & Disposal of White Goods & E-Goods

CrowderGulf is experienced in the special handling of white goods (refrigerators, stoves, ac units, etc.) and e-goods (electronic equipment). All regulations on the proper disposal of hazardous fluids removal are followed.

Waterway Debris Removal & Shoreline Restoration

CrowderGulf has completed numerous projects throughout the Southeast removing marine debris from storm water drainage ditches to large rivers and canal systems. Removal of debris from the rivers and canals can require the use of shallow draft boats and barges equipped with knuckle-booms or track-hoes with debris grapples. In shallow water areas with limited access and extremely sensitive areas, the debris will be removed by hand labor.

CrowderGulf has also completed earthen fill repairs and restoration as well as armored shorelines consisting of rip-rap, (both stone and recycled concrete). Additionally, CrowderGulf has the capabilities and experience to install gabions, geo-web products and various types of bulkheads and retaining walls.

Sonar Scanning

CrowderGulf has conducted numerous large scale operations utilizing sonar imagery and underwater video and photography. Sonar scanning is a technological and efficient way to locate and remove sunken marine debris from waterways.

Technical Disaster Recovery Assistance

CrowderGulf can provide assistance with all aspects of the Public Assistance Program including damage survey reports, project worksheets, documentation support and consultations/negotiation services and any other technical assistance needed.

“The City of Dickinson would like to commend Crowder Gulf for doing an excellent job in clearing Borden's Gully, Geisler's Gully, and Benson's Gully. These guys did an amazing job and we were really impressed with everything they accomplished and the amount of time it took them to finish the project. We had a great experience working with them and are pleased with the work completed.”

*Ana Garcia, Assistant Public Works Director
 Dickinson, TX*



Other services CrowderGulf is experienced in are, but not limited to:

Household Hazardous Waste (HHW)	Temporary Ice, Water and Other Consumables
Levee Construction	Hazardous Materials Handling
Land Clearing and Site Preparation	Historic Property Preservation
Road and Utility Work	Temporary Power Services/Generators
Marine Salvage	Dredging
Marine Construction	Pile Driving
Bulkhead and Pier Replacement	Bio-Mass Recycling
Portable Housing	Wetlands Restoration
Cellular Tower Construction	

General Business Information

Legal entity name, principal address, phone number, email address and principals in charge

- Legal Name and Address: CrowderGulf Joint Venture, Inc.
Disaster Administration Office
5435 Business Parkway
Theodore, Alabama 36582
Phone: 800-992-6207
Fax: 251-459-7433
jramsay@crowdergulf.com
www.crowdergulf.com
- John Ramsay, President & CEO and/or Ashley Ramsay-Naile, Senior Vice President & COO

Contact Person

- Ashley Ramsay- Naile

Corporate Information

- CrowderGulf is a Florida Corporation.
- Incorporated in the State of Florida in September 2002.

Principals

John Ramsay
President & CEO, Binding Authority
Authorized to contract for CrowderGulf
(800) 992-6207 Office
jramsay@crowdergulf.com

Ashley Ramsay
Senior Vice President & COO, Binding Authority
Authorized to contract for CrowderGulf
(646) 872-1548 cell
aramsay@crowdergulf.com

Project Management Personnel and Office Locations

Name	Location	Position	Email	Phone	Years Exp.
John Campbell	Winter Haven, FL	Senior Regional Director	jcampbell@crowdergulf.com	(859) 963-8672	30
Don Madio	Clearwater, FL	Regional Manager	dmadio@crowdergulf.com	(813) 285-8749	18
Nick Pratt	Mobile, AL	Director of Operations	npratt@crowdergulf.com	(251) 402-5566	14
Wilber Ledet	Mobile, AL	Project Mgr.	wledet@crowdergulf.com	(228) 326-5915	7
Jeff Zemlik	Mobile, AL	Safety Manager	jzemlick@crowdergulf.com	(251) 509-9422	11
Dr. Margaret Wright	Mobile, AL	Program Doc. Mgr.	mwright@crowdergulf.com	(251) 604-6346	10
Leigh Anne Ryals	Mobile, AL	Quality Control Mgr.	lryals@crowdergulf.com	(251) 751-8660	21
Gary Jones	Denton, TX	FEMA Technical Asst. Mgr	gjones@crowdergulf.com	(940) 206-4021	28

- CrowderGulf's Disaster Administrative Office referenced above, serves as our Corporate office for handling all paperwork, invoicing and document management. CrowderGulf maintains 4 Florida Satellite Offices in Coral Springs, Davenport, Florahome and Winter Garden. CrowderGulf has 50 full-time debris specialists and 150 reservist/part-time employees in the field.

State of Florida License (s)

- FL License: CGC1522633
- CrowderGulf FEIN: 01-0626019

(Minimum Requirement 3.3.1)

State of Florida Department of State

I certify from the records of this office that CROWDER-GULF JOINT VENTURE, INC. is a corporation organized under the laws of the State of Florida, filed on September 3, 2002.

The document number of this corporation is P02000095020.

I further certify that said corporation has paid all fees due this office through December 31, 2016, that its most recent annual report/uniform business report was filed on February 11, 2016, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

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



Ken Detjen
Secretary of State

Tracking Number: CU609117250
To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed:
<http://services.mahz.org/Filing/CertificateOfStatus/CertificateAuthentication>

Designation of Legal Entity



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
CONSTRUCTION INDUSTRY LICENSING BOARD (850) 487-1395
1940 NORTH MONROE STREET
TALLAHASSEE FL 32399-0783

SMALLWOOD, WESLEY BRIAN
CROWDER-GULF JOINT VENTURE, INC.
5435 BUSINESS PKWY
THEODORE AL 36582

Congratulations! With this license you become one of the nearly one million Floridians licensed by the Department of Business and Professional Regulation. Our professionals and businesses range from architects to yacht brokers, from lawyers to barbecue restaurants, and they keep Florida's economy strong.

Every day we work to improve the way we do business in order to serve you better. For information about our services, please log onto www.myfloridalicense.com. There you can find more information about our divisions and the regulations that impact you, subscribe to department newsletters and learn more about the Department's initiatives.

Our mission at the Department is License Efficiently, Regulate Fairly. We constantly strive to serve you better so that you can serve your customers. Thank you for doing business in Florida, and congratulations on your new license!

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
CGC1522633 ISSUED 06/15/2016

CERTIFIED GENERAL CONTRACTOR
SMALLWOOD, WESLEY BRIAN
CROWDER-GULF JOINT VENTURE, INC.

IS CERTIFIED BY THE DEPARTMENT OF CHARTERED
EXPIRATION DATE: AUG 31, 2018

DETACH HERE

RICK SCOTT, GOVERNOR

KEN LAWSON, SECRETARY

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
CONSTRUCTION INDUSTRY LICENSING BOARD

LICENSE NUMBER
CGC1522633

The GENERAL CONTRACTOR
Named below IS CERTIFIED
Under the provisions of Chapter 489 FS
Expiration date: AUG 31, 2018

SMALLWOOD, WESLEY BRIAN
CROWDER-GULF JOINT VENTURE, INC.
5435 BUSINESS PKWY
THEODORE AL 36582



ISSUED 06/15/2016

DISPLAY AS REQUIRED BY LAW

SFO # 1-60915001351

Contract Management - Experience

CrowderGulf has provided professional services for many of our clients with populations and size equal to and larger than the City of Fort Lauderdale. It has always been our corporate goal to complete all of our projects within the timeframe identified in our Client's Notice to Proceed. To date, CrowderGulf has never failed to complete a contract assignment and has always finished within the designated time.

CrowderGulf has a proven track record of managing contracts and many specialty debris projects such as waterway debris removal and demolition. CrowderGulf has at its disposal an extensive inventory of company-owned equipment coupled with a large pool of dedicated subcontractors to complete any project, large or small and within the schedules identified by our Client's notice to proceed.

The Summary Table below provides a snapshot of CrowderGulf's disaster-related work experience. In addition, it reflects the Company's ability to successfully complete multiple simultaneous disaster projects by providing the personnel and equipment resources needed, regardless of size, location, number of active projects, or the nature and severity of the disaster.

The 2017 Hurricane Season was extremely challenging as Hurricane Harvey caused extensive damage to the Texas Coast and two weeks later Hurricane Irma impacted the Florida Keys and stretched all the way to South and North Carolina.

In Texas, CrowderGulf had 27 contracts activated and debris removal operations were in full swing. Then Hurricane Irma visited Florida, leaving behind great damage and devastation. As a result, CrowderGulf's resources had to be quickly expanded and adjusted to accommodate 64 clients in Florida. While the usual initial chaos and stress for everyone after a disaster was present, CrowderGulf focused on serving all affected clients in both states as quickly and efficiently as possible. As a result, all jobs were finished within 180 days, with many clients being able to utilize the FEMA reimbursement incentives.

Over 98% of the 368 disaster projects listed in the table below were the result of pre-event contracts that were activated after a disaster. CrowderGulf successfully provided every Client all documentation FEMA required for our Client to receive reimbursement.

"Their (CrowderGulf) overall performance and management of each project I found to be exceedingly professional. They maintained their projected schedules, if not exceeding them in some cases, met our staff's expectations, performed within the contract documents, adhered to schedules and budgets defined within their' projects and the close-out process was smooth and submitted promptly."

*Cathie Lewis, Public Works Director
Town of Fort Myers Beach, FL*

SUMMARY TABLE OF SIMULTANEOUS DISASTER DEBRIS PROJECTS

Year	Hurricane	# of DMS Managed	Simultaneous Contract Activations	Approx. CY	Invoice Amt
2017	<i>Hurricane Irma (projects ongoing)</i>	91	64	11,374,514+ CY	\$171,285,478+
2017	<i>Hurricane Harvey (projects ongoing)</i>	15	27	5,170,292+ CY	\$74,472,886+
2016	<i>Hurricane Matthew</i>	32	39	5,675,560 CY	\$82,267,725
2016	<i>Hurricane Hermine (2 Activations)</i>	3	2	401,366 CY	\$9,080,715
2016	<i>Severe Storms, (Ice, Flood & Tornados)</i>	1	12	648,612 CY	\$9,153,193
2015	<i>Severe Storms, (Ice, Flood & Tornados)</i>	0	15	109,578 CY	\$2,311,844
2014	<i>Ice Storms Pax & Ulysses, Severe Storms (Flood & Tornados)</i>	5	14	669,314 CY	\$9,866,559
2012	<i>Sandy</i>	1	4	727,194 CY	\$57,805,734
2012	<i>Isaac</i>	3	9	245,799 CY	\$2,821,936
2011	<i>Irene</i>	13	31	1,673,821 CY	\$14,754,641
2008	<i>Ike</i>	27	36	16,933,904 CY	\$178,318,425
2005	<i>Dennis, Katrina, Rita, and Wilma</i>	41	67	19,441,656 CY	\$279,764,959
2004	<i>Charley, Frances, Ivan, Jeanne</i>	61	36	16,800,678 CY	\$292,426,233
2003	<i>Isabel</i>	19	16	5,447,815 CY	\$66,344,733

Currently we are not working on any disaster related debris removal projects at this time. Due to the unforeseen nature of disasters, it is difficult to predict a contract activation. A contract does not have value until activated and each contract may have all or parts of the contract activated based on need. In the beginning of contract activations, clients often times must make damage assessments and work with debris specialists to assess the needs of the community. These assessments dictate the size, type and amount of equipment and personnel needed to restore the community to their wholeness. Every community affected by the event will have their own specific needs and the ramp up of equipment resources is different for each affected area.

During the 2017 Hurricane season, Hurricanes Harvey and Irma created resource challenges for many of the debris companies. Our customary ramp up schedules were slower than usual due to the widespread destruction that both hurricanes caused to the States of Texas and Florida. We are proud to say that regardless of the amount of CrowderGulf activated contracts, CrowderGulf never defaulted on any of our contractual obligations nor did we try to re-negotiate higher prices from our clients or withhold resources for higher paying contracts. **Our 50 year reputation of Excellence is based on our Company's pledge to provide the services bid to our clients without price increase or multiple change orders.** Due to the diverse geographical locations and CrowderGulf's substantial manpower and equipment resources, we have been able to honor all of our contractual commitments with dispatch and efficiency. CrowderGulf has never defaulted on a contract and all of our activated contracts have been completed on or ahead of schedule.



Florida Chapter of the APWA
 2018 Contractor of the Year for Hurricane
 relief efforts following Hurricane Irma for
 the City of Punta Gorda, FL

Our ability to successfully manage multiple contracts is demonstrated in the following excerpts of our past experience following major natural disasters:

2017 Hurricane Irma

Florida - On September 10, 2017, Hurricane Irma made two landfalls in the State of Florida. The first landfall was recorded in Cudjoe Key, Florida, with winds of 130 mph. The second landfall occurred in Naples, Florida, with sustained winds of 115 mph. This large hurricane impacted all of Florida as it moved north, causing 67 counties to be declared for FEMA Public Assistance. In response, CrowderGulf had 65 contract activations and managed 92 DMS in Florida while simultaneously managing 26 contract activations that occurred in August in the State of Texas, following Hurricane Harvey. Clean up included the removal of over **7 MILLION CUBIC YARDS** of debris and resulting in costs of over **100 MILLION DOLLARS**.

2017 Hurricane Harvey

Texas - On August 25, 2017, Hurricane Harvey, one of the strongest hurricanes to hit the United States since 2005, made landfall as a Category 4 Hurricane in Rockport, Texas. The maximum winds were 130 mph as it churned its way through Aransas County. As the storm continued to make its way along the eastern edge of the Texas coastline, additional impacts of storm surge and inland flooding affected numerous areas. The Houston metropolitan area observed between 30 and 60.5 inches of rain from this historic tropical system. Harvey destroyed 9,000 homes and damaged an additional 185,000 dwellings. CrowderGulf had 27 Texas County and Municipal contracts activated during this event and managed 15 Debris Management Sites (DMS), resulting in approximately **5 MILLION CUBIC YARDS** of debris being removed.

2017 Hurricane Harvey & Irma Projects and Tasks

91 Total Clients	Number of Clients in 2017 Hurricane Harvey & Irma Utilizing Task											
Contract Amt	PUSH Ops	ROW Hauling	Private Rds Hauling	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	E-waste	HHW	ADMS Utilized	Waterway Debris
\$245,758,364	7	91	15	49	91	36	12	18	15	15	79	2

Additional information will be supplied as projects are reconciled and completed.

2016 Hurricane Matthew

Georgia - On October 7th, 2016, Hurricane Matthew began its devastating impacts on thirteen Counties in Georgia. CrowderGulf's debris contracts were activated the following week in Liberty County (serving the County and the Cities of Hinesville, Midway and Riceboro) as well as two contract activations in Chatham County. The storm left over 182,460 cubic yards of vegetative storm debris, 2,055 leaners and hangers, 727 stumps and 75 tons of C&D to be removed, reduced (by air curtain incineration) and disposed in Liberty County.

During our kick-off meeting, CrowderGulf was made aware the County elected to participate in the Public Assistance Pilot Program for expedited debris removal. CrowderGulf immediately began ramping up resources to successfully remove, reduce and dispose all debris within the given timeframe established by the County. Invoicing for the County was submitted in 30 day increments and supported by daily progress reports by both CrowderGulf and the monitoring Company. This close working relationship made participation in the Pilot Program successful for the County. The total project cost for Liberty County was \$1,736,692.

In Chatham County, the municipalities of Port Wentworth, Thunderbolt and Garden City activated their pre-event contracts with CrowderGulf. Port Wentworth recovered over 6,282 cubic yards of vegetative debris and removed 952 leaners and hangers while Garden City had 33,580 cubic yards of debris removed. Thunderbolt recovered 9,896 cubic yards of vegetative debris. All three municipalities reduced their debris by mulching/chipping. Three Georgia contracts were monitored by Tetra Tech and one was monitored by Witt O'Briens. All were completed in less than 90 days. The total project cost for Port Wentworth was approximately \$84,000, Thunderbolt was approximately \$108,700 and Garden City totaled \$365,490.

Florida - Following Hurricane Matthew impacting the east coast of Florida, CrowderGulf received 13 Florida contract activations from Counties and cities as far south as Martin County and as far north as Duval County. Utilizing 18 Project Managers, and numerous field supervisors and equipment assets, CrowderGulf removed over 1,695,743 cubic yards of debris and managed 13 debris management site locations. CrowderGulf forces were tasked with the removal of vegetative debris, C&D, leaners, hangers and stumps, and collection and disposal of white goods. Reduction was performed by burning, grinding and mulching debris. Additional contract activations were received by the Florida Department of Environmental Protection (FDEP) in Duval, Clay, St John's, Brevard, Volusia and Nassau Counties for Waterway Debris Removal. Costs for the recovery efforts in Florida were \$30,358,208.

South Carolina - CrowderGulf was activated by Hilton Head Island (HHI) on October 7, 2016. CrowderGulf supplied over 125 pieces of equipment which included 6 grinders and a Trammel screen plus an additional 300+ personnel to assist with the HHI's 12 communities with recovery operations. Reduction operations consisted of chipping and mulching at both Debris Management Site locations. CrowderGulf removed, reduced and disposed 2,989,342 cubic yards of vegetative debris and removed 42,058 hangers 5,301 leaners and 10,693 Cubic Yards of C&D material and managed 2 debris management site locations on the island for a total project cost of \$33,693,545.

Having worked in 2015 for the SCDOT to recover Richland and Lexington Counties from severe flooding, CrowderGulf was once again activated to aid Darlington, Florence and Sumter Counties with Hurricane Matthew debris removal. The SCDOT tasked CrowderGulf with removing debris on the right of way and hazardous leaners, hangers and stumps. CrowderGulf was responsible for debris removal from the following roads throughout the Counties:

State Maintained Roads

Darlington County
 Florence County
 Sumter County

County Maintained Roads

Florence County
 Sumter County

City Maintained Roads

City of Sumter

CrowderGulf quickly mobilized forces and hired local companies to begin the debris removal. CrowderGulf set up 7 Debris Management Sites and reduced the debris by grinding. All of the mulch from reduction by grinding was hauled to mulch recycling facilities and papermills in the areas. None of the debris was hauled to any landfill which resulted in significant cost saving to the SCDOT from not paying landfill tipping fees. Overall, CrowderGulf removed and reduced over 500,000 cubic yards of debris in less than 90 days.

2016 Hurricane Matthew Projects and Tasks											
39 Total Clients	Number of Clients in 2016 Hurricane Matthew Utilizing Task										
Contract Amt	PUSH Ops	ROW Hauling	Private Rds Hauling	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	ADMS Utilized	Waterway Debris	Special Projects
\$82,267,725	8	33	3	24	33	12	6	2	18	1	5

2016 Floods & Storms

Texas Tornado – Starting in late December 2015, Severe Storms made their way through Texas (FEMA-4255-DR-TX) causing flooding and tornados. Our fist activation of the year was requested by Rowlett, TX. A tornado ripped through the town causing C&D debris to be scattered in its path. Over 70,000 cubic yards of debris was collected and disposed after this event. CrowderGulf was also tasked to remove and dispose of 140 white goods and 49 e-waste debris. It took 37 days to complete the project under the City's management. CrowderGulf also worked with the monitoring firm True North during this project. The total cost of this project was \$680,036.

Ice Storms – Late January, Virginia was the target for a winter storm (FEMA-4262-DR-VA). Approximately 16,000 cubic yards of vegetative, C&D and stump debris was collected, transported and disposed from the ROW in Essex County, VA due to this winter storm. The project was completed in 20 days and involved CrowderGulf working with the County, Virginia Peninsulas Public Service Authority (VPPSA) and the monitoring firm Rostan Solutions (aka Arcadis). The total cost of this project was \$138,739.

Louisiana Storms – Louisiana received their share of severe storms and flooding (FEMA-4263-DR-LA) in March. CrowderGulf was activated by St. John the Baptist Parish and Ouachita Parish. St. John the Baptist Parish relied on volunteers and its citizens to help in the recovery. The Parish requested that CrowderGulf only provide portable showers and restrooms for the volunteers and citizens.

Ouachita Parish, LA activated CrowderGulf at the end of March. After 53 days, CrowderGulf had removed and disposed of over 32,000 cubic yards of debris, 18 white goods, 105 Tires and 370 pieces of e-waste. In some areas, water had to recede before hauling could begin. The project total cost was \$397,774.

Second Round of Storms in Texas – In March, Texas received another round of storms, tornados and flooding (FEMA-4266-DR-TX). CrowderGulf was activated by Montgomery County, Newton County and Waller County.

Montgomery County tasked CrowderGulf with removing and disposing of vegetative debris and C&D debris. Just over 19,000 cubic yards of debris was removed in 21 days. Along with working with the County, CrowderGulf also teamed with the monitoring firm Tetra Tech. The total cost of the project was \$288,408.

Newton County Activated CrowderGulf near the beginning of April. Newton County was experiencing flooding and CrowderGulf was tasked with the removal and disposal of over 37,000 cubic yards of C&D debris. There were also 418 pieces of white goods removed and disposed of during the project. CrowderGulf has worked with their monitoring firm, Thompson consulting on the project. The total cost for this project was \$349,990.

Waller County was also affected by the storms with flooding and straight lined winds. CrowderGulf was activated to remove a small amount of vegetative and C&D debris. Just over 1,000 cubic yards of debris was removed and disposed of in 7 days. Along with working with the County, CrowderGulf also teamed with the monitoring firm Tetra Tech. The total cost of the project was \$19,674.

Third Round of Storms in Texas – In April another round of severe storms and flooding hit Texas (FEMA-4269-DR-TX). CrowderGulf was once again activated in Montgomery and Waller Counties. CrowderGulf worked in these counties with the same tasks as with the previous storm.

Montgomery County accumulated an additional 39,079 cubic yards of debris on this round of storms that was managed by CrowderGulf. The total cost for this project was \$520,549.

Waller County accumulated an additional 1,183 cubic yards of debris on this round of storms that was managed by CrowderGulf. The total cost for this project was \$18,402.

CrowderGulf was also activated in Brazoria County, TX. To date, CrowderGulf has removed approximately 19,202 cubic yards of C&D debris. The debris is being hauled to a final disposal facility and is being monitored by Tetra Tech. The cost of the project so far is estimated at \$301,984.

Along with the other Texas Counties, the contract for debris removal services has also been activated by the Texas General Land Office for the cleanup efforts on 20 miles of Brazoria County's beaches. CrowderGulf worked closely with their monitoring firm, Tetra Tech, on this project with over 6,000 cubic yards of vegetative debris being removed and disposed. The total cost of this project was \$397,252.

In August, Louisiana experienced storms that caused severe flooding. CrowderGulf was awarded a contract for debris removal in Central, LA in East Baton Rouge Parish. Among the debris hauled were C&D and HHW. CrowderGulf worked closely with the City's debris monitor, Debris Tech who is using their ADMS system. The final project total was: \$5,486,871 and our team removed and disposed of 324,951 cubic yards.

2015 Floods & Storms

Ice Storms - Early in 2015 the City of Raleigh activated the Pre-Event Contract and called on CrowderGulf to support debris removal operations within the City. The operation consisted of debris pickup from rights-of-way. CrowderGulf removed approximately 30,000 cubic yards of debris during the week long project.

Texas Flooding - In June of 2015, CrowderGulf was activated by Blanco County for debris removal operations after severe storms came through the County. Vegetative and C&D debris was collected and hauled directly to a landfill.

South Carolina Flooding - In early October 2015, a cold front with widespread heavy rain moved southeast across the Carolinas and interacted with Hurricane Joaquin to produce record breaking rains throughout the region. Rainfall across parts of South Carolina reached 500-year event levels, with areas within Richland County, SC experiencing 1-in-1,000 year levels. The record breaking rainfall overwhelmed the Midlands causing severe flooding, power outages, dam breaches, road washouts and bridge collapses.

On October 7, 2015, the South Carolina Department of Transportation (SCDOT), activated the CrowderGulf Pre-event Contract for *Disaster Recovery Assistance following a Declared Disaster*, to remove and dispose of flood debris from State maintained roads within Richland and Lexington County, SC. Soon thereafter, both Richland and Lexington County executed Memorandums of Understanding (MOU) with the SCDOT to enable CrowderGulf to also remove and dispose of flood generated debris from County maintained roads. CrowderGulf immediately mobilized forces and began debris removal operations simultaneously in both Counties. Over the next few weeks, CrowderGulf hauled the flood related debris, inclusive of demolished house debris, damaged furniture and possessions, electronic waste, appliances, white goods (washers, dryers, refrigerators, etc.) and household hazardous waste (HHW) to the local landfills. Overall CrowderGulf removed and disposed of over 33,000 cubic yards of debris, 20,000 pounds of HHW, 300 White Goods and 400 Electronic Goods. The majority of the above operations were completed within the first 30 days of the FEMA incident period to aid the State and Counties in applying for 85% reimbursement from the Federal Emergency Management Agency (FEMA).

Texas Tornadoes - In November of 2015, the City of Friendswood, TX experienced damages from a tornado that devastated several neighborhoods. CrowderGulf responded quickly to remove and dispose of the 8,700 cubic yards of debris.

2015 Storms Projects and Tasks								
15 Total Clients	Number of Clients in 2015 Storms Utilizing Task							
Contract Amt	ROW Hauling	Debris Reduction	Debris Disposal	White Goods/ Ewaste	HHW	Wet Debris	Sand/ Beach Work	Special Projects
\$2,727,109	9	1	12	1	1	5	1	8

2014 Storms

Severe Flooding Event for the States of Alabama and Florida - Following 18-22 inches of rainfall in the States of Alabama and Florida coupled with tornados across the State of Alabama in April, CrowderGulf was activated by **eight** Alabama Contracts (Baldwin, Blount, DeKalb and Limestone Counties, and the Cities of Orange Beach, and Perdido Beach as well as the Alabama Department of Conservation and Natural Resources and Alabama Department of Transportation) and **two** Florida Contracts (Escambia and Walton Counties). The debris services included emergency debris removal and reduction of over **280,000** cubic yards of debris. It also involved managing citizen drop sites, removing over **600** leaning trees and hanging limbs from over **1000** trees, removing over 150 hazardous stumps, clearing storm debris from beaches, providing pumping stations for flooded areas, and removing drift debris from rivers. **The total event** utilized 10 subcontractors, 54 trucks including certified trailers (all averaging around 54 cubic yards capacity). Twelve tree crews and several more crews doing specialized tasks were used and all managed by CrowderGulf.

Ice Storms Pax and Ulysses - These February, 2014 ice storms produced primarily tree damage. CrowderGulf had **three** pre-event contracts activated as a result of these storms.



In both Berkeley County, SC, and Dorchester County, SC, CrowderGulf performed ROW debris removal, reduction, and final disposal of vegetative debris. CrowderGulf was also tasked with the removal of leaning trees and hanging limbs in both South Carolina counties. Hanging limbs were removed from over **30,000** trees from both counties and over **277,000** cubic yards of vegetative debris removed. All work in both counties was completed in a little over two months.

The third contract activated was Greensboro, NC, for debris removal. Work was completed in Greensboro in approximately **45** days and **13,510** tons of debris removed.

During these three projects, CrowderGulf managed 26 tree crews from 18 subcontractors to complete the work. Over 123 trucks were certified and hauled debris, including certified trailers (averaging approximately 67 cubic yards capacity).

2014 Storms Projects and Tasks										
13 Total Clients	Number of Clients in 2014 Storms Utilizing Task									
Contract Amt	ROW Hauling	Debris Reduction	Debris Disposal	Burn	Grind	L&H	Stump Work	Wet Debris	Sand/ Beach Work	Special Projects
\$9,866,559	9	5	10	1	3	5	3	2	1	1

2012 Tropical Storms Beryl and Debby; Hurricanes Isaac and Sandy

Tropical Storms Beryl and Debby - Following two early season tropical storms, CrowderGulf was activated for debris removal in Nassau County, FL; Polk County, FL; and the Town of Fort Myers Beach, FL. The work consisted of hauling and reducing vegetative debris and cleaning and restoring beaches.

Hurricane Isaac - CrowderGulf had **nine** contracts activated across **three** states. Our work ranged from providing emergency "Push" operations in Key West, FL, sand removal and sand screening for the Town of Dauphin Island, AL, to debris removal and reduction, providing generators and removal of hazardous leaners and hangers.

Hurricane Sandy - This late season storm at the end of October affected the entire Eastern Seaboard from Florida to the New England states. By far, the greatest damage was inflicted on the New York and New Jersey coasts.



As part of the "Superstorm Sandy" cleanup, the State of New Jersey Department of Environmental Protection (NJDEP) awarded three waterway contracts in January, 2013. CrowderGulf was awarded the central coast of New Jersey where **the worst damage occurred**. In this area, the ocean surged over the densely populated chain of barrier islands and into Barnegat Bay causing massive destruction to the homes in its path. As a result, debris, sand, and multiple homes were washed into the Bay. Some homes were left almost intact while others were torn apart and strewn across the Bay waters. CrowderGulf was tasked with removing all storm related debris from the Bay and all tributaries in the central region of New Jersey, including wetlands and salt marshes. Submerged debris required using side scan sonar to locate and document the submerged storm debris. CrowderGulf conducted side scan sonar, evaluated the results, and then directed crews to remove the identified debris. **Over 100,000 cubic yards of submerged and floating debris were removed.**

Crews completed the removal of eligible floating and submerged debris in approximately eight months. Part of this operation was the management of the aggregate site for the vessels and vehicles removed from the waterways, which included **6 vehicles and 117 vessels**. The total project value for this contract with the NJDEP was **over \$57,000,000.**

The Sandy waterway project in New Jersey presented several unique situations such as the requirement that no waterway debris could touch the ground. The debris had to be off-loaded directly into a debris hauling truck and taken to the final disposal site. CrowderGulf had to secure several off-loads sites and each site had to be approved by the NJDEP. Both public and private sites were identified and all necessary documentation secured before any site was used. Besides removing eligible submerged debris, four large homes that were pushed into Barnegat Bay had to be demolished and removed. This was a slow and careful process conducted on the water using long-reach track hoes with grapples on barges to take the houses apart and load the debris onto debris barges. The house debris was taken to the off-load site and loaded into the hauling trucks for disposal.

The tremendous amount of debris that was deposited in the wetlands and salt marshes presented another unique situation. CrowderGulf was tasked with removing the eligible debris while ensuring minimal disturbance to these areas. CrowderGulf used specialized low ground pressure amphibious equipment to minimize further damage to the sensitive areas. In addition, all work was scheduled to accommodate the endangered/protected species in the region. Another unique aspect of this contract was the removal of over 300,000 cubic yards of displaced sediment that Sandy washed into Barnegat Bay. The operation involved mechanical dredging, hydrographic surveying, staging the dredged sediment for drying, screening the sediment, replacing beach quality sand on the ocean side, and hauling the remainder of the sediment and debris to a certified disposal site. As a result, over **320,000** cubic yards of displaced sediment were dredged from the Bay areas and over 100,000 cubic yards of sediment were screened and returned to beach quality sand. The documentation for this part of the Sandy project required a combination of measures be implemented to document the dredged sediment. Pre- and post-hydrographic surveys were used in measuring the dredging that was done. The dirty and screened sediment, and resulting debris, were measured by truck loads and documented using cubic yards and truck load tickets.

CrowderGulf is the most experienced contractor in waterway disaster debris removal. During this project, several of our documentation methods and procedures were adopted and used as a model for the other two companies working under this contract. Other projects, as a result of Hurricane Sandy, included activation by two coastal towns, one in Florida and the other in North Carolina. In November, 2012, CrowderGulf hauled and removed vegetative and C&D debris for Kitty Hawk, NC, and provided sand removal operations for roadways in Ft. Lauderdale, FL. These contracts resulted in the removal of over **274,725** cubic yards of debris at a cost of **\$3,016,226.**

Overall, during the 2012 season of two tropical storms and two hurricanes, CrowderGulf managed 15 subcontractors, which included 274 trucks, 3 tree crews, and multiple boat crews, side scan sonar crews, dredging and hydrographic surveying crews.

2012 Tropical Storm Beryl & Debby; Hurricanes Isaac & Sandy Projects and Tasks												
15 Total Clients	Number of Clients in Tropical Storms Beryl & Debby; Hurricanes Isaac & Sandy Utilizing Task											
Contract Amt	Push	ROW Hauling	Debris Reduction	Debris Disposal	Grind	Vessel/ Vehicle Removal	L&H	Wet Debris	Side Scan Sonar	Sand/ Beach Work	Special Projects	Generators
\$60,769,355	1	7	3	8	3	2	1	1	1	8	6	1

2011 Hurricane Irene

Following Hurricane Irene in 2011, CrowderGulf was activated for debris removal, reduction and disposal contracts by **20 municipalities in North Carolina and four municipalities in Virginia**. We were also awarded **six contracts with the North Carolina Department of Transportation (NCDOT) to remove debris from DOT roads in 13 counties**. During these activations we developed, managed and restored **13 temporary DMSs** and removed over **1.5 million cubic yards of debris**, for a total cost of **\$14,754,641**.

The work in North Carolina and Virginia primarily involved **ROW debris removal, reduction and disposal of both C&D and vegetative debris**. These contracts ranged from work that required no more than two trucks and one day of work, to sixty trucks and over three months work. Some towns had less than **5,000 cubic yards** of debris removed while others had over **100,000 cubic yards**. Regardless of the amount of debris, size or location, CrowderGulf provided immediate and effective debris removal to all clients.

During Hurricane Irene recovery, CrowderGulf worked with **four different monitoring firms** while managing **527 trucks** from approximately **50 subcontractors**.

2011 Hurricane Irene Projects and Tasks											
25 Total Clients	Number of Clients in Hurricane Irene Utilizing Task										
Contract Amt.	Tonnage	ROW Hauling	Debris Reduction	Debris Disposal	Stump Work	Burn ACI	Grind	HHW	L&H	Monitoring Co	Special Projects
\$14,384,727	3	20	16	20	5	9	6	1	2	11	5

Throughout the Hurricane Irene work, CrowderGulf was also working along the Alabama Gulf Coast on the BP Deepwater Horizon oil spill cleanup.

2010 BP Deepwater Horizon Oil Spill

On April 20, 2010, the BP Deepwater Horizon oil spill occurred, eventually leaking an estimated **4.9 million barrels** of oil into the Gulf of Mexico. From the beginning, CrowderGulf played a role in the cleanup, responding first to the needs of our pre-event clients. Throughout this project, the CrowderGulf management team and crews worked hand in hand with local, state, federal agencies and municipalities as well as with BP management and BP Safety, Quality Assurance and Quality Control personnel to safely and efficiently complete the project.

In all efforts, CrowderGulf complied with all laws, rules and regulations designed to protect the environment and wildlife habitats. In every aspect of the project, CrowderGulf remained sensitive to public concerns and requests. After September, 2010, CrowderGulf was primarily involved in on-shore cleanup using hand crews and power screening. This operation included simultaneously managing five field offices in two counties. At the height of the response, work at these five sites involved the employment of over **1,200 people** and approximately **700 pieces of equipment** to clean Alabama beaches. In approximately five months, CrowderGulf screened the entire Alabama coast from the toe of the dunes to ten feet above the rack line. This required the coordination of **over 160 pieces of heavy equipment**, including **40 one-ton off-road trucks** and **JD-330 size excavators** with operators. Approximately **7 billion pounds** of sand was screened and over **3 million pounds of hydrocarbon material** was recovered from the beaches in both counties.



CrowderGulf also provided services to several pre-event contract clients along the Gulf Coast that were directly affected by the Deep Horizon oil spill.

Other types of operations we conducted in response to the Oil Spill include:

Work Performed	Location	Purpose of Work
Berm Construction	Dauphin Island, AL	Prevent oil from reaching beach areas
Lagoon Pass Dredging to close opening to Gulf	Gulf Shores, AL	To protect lagoon from oil contamination
Back Bay Skimming	Orange Beach, AL	Provided boats and skimmers to patrol back bay waters in an effort to remove oil sheen
Boom Placement	Baldwin County	Prevent oil from coming ashore and protection of wetlands
Anchor Retrieval	Alabama Gulf Coast Ways	Locate by side scan sonar and retrieve boom anchors abandoned by other contractors
Gabian Basket Removal	Dauphin Island/Fort Morgan	Removed from Surf Line

2008 Hurricane Ike

After Hurricane Ike in 2008, CrowderGulf managed **36 contracts** and removed, reduced and disposed of approximately **17 million cubic yards of debris**. During these activations, we developed, **managed and restored 27 temporary DMSs**. The total cost for these contracts was approximately **\$180,000,000**. This operation included Right-of-Way (ROW) and Right-of-Entry (ROE) debris removal, reduction and disposal, demolition, leaning trees and hanging limbs removal and disposal, stump removal and disposal, removal and proper disposal of white goods, e-goods, tires, hazardous household materials and abandoned vehicles and vessels, marine debris removal and disposal, and beach cleaning and sand screening. Hurricane Ike did the most damage in Texas and, as a result, CrowderGulf had pre-event contracts activated in **five counties and 23 cities in that state**. Two days before Hurricane Ike made landfall, CrowderGulf's management team was on-site in Texas and communicating with the counties and cities in preparation to begin immediate response and recovery efforts for debris removal. Immediately after the storm, CrowderGulf's management team and subcontractors were in place to begin the cleanup in affected areas of Texas. Throughout the recovery process, the same CrowderGulf senior management personnel were directly involved with the cleanup operation and worked closely with county, state and federal officials and their representatives to ensure that all debris was FEMA eligible and reimbursable. CrowderGulf communicated daily with all appropriate officials and assisted in decision-making to successfully complete the project.



CrowderGulf **simultaneously completed three contracts for the Texas General Land Office (GLO)** for beach cleaning which included sand screening, side scan sonar of gulf and bay waters, removal and disposal of sunken debris, and removal and disposal of abandoned and sunken vessels in waterways under the responsibility of the GLO.

2008 Hurricane Ike Projects and Tasks											
36 Total Clients		Number of Clients in Hurricane Ike Utilizing Task									
Contract Amt	ROW Hauling	Debris Reduction	Debris Disposal	ROE	Haz Mat	HHW	L&H	Marine Debris	Special Projects	Vacuum Truck	Generators
\$176,411,377	28	21	22	5	1	12	7	7	5	2	4

2005 Hurricanes Katrina, Rita and Wilma

Following these storms, CrowderGulf had **56 contracts** activated **across five states**, and completed all of them successfully by removing, reducing and disposing of over **18 million cubic yards** of debris. We developed, managed and restored **35 temporary DMSs** during these activations. The total cost for these contracts was approximately **\$267,000,000**. This operation included ROW and ROE debris removal, reduction and disposal, demolition, leaning trees and hanging limbs removal and disposal, stump removal and disposal, removal of marine debris, removal and proper disposal of white goods, e-goods, tires, hazardous household materials, abandoned vehicles and vessels, sand screening and beach restoration.

2005 Hurricanes Katrina, Rita & Wilma Projects and Tasks														
56 Total Clients	Number of Clients in Hurricanes Katrina, Rita & Wilma Utilizing Task													
Contract Amt.	PUSH	ROW Hauling	Debris Reduction	Debris Disposal	ROE	Stump Work	L&H	White Goods/E-Goods	Demo	Side Scan Sonar	Sand Screening	Marine Debris	Vac Trucks	Generators
\$265,772,848	13	27	21	27	6	8	4	2	3	4	4	9	1	5

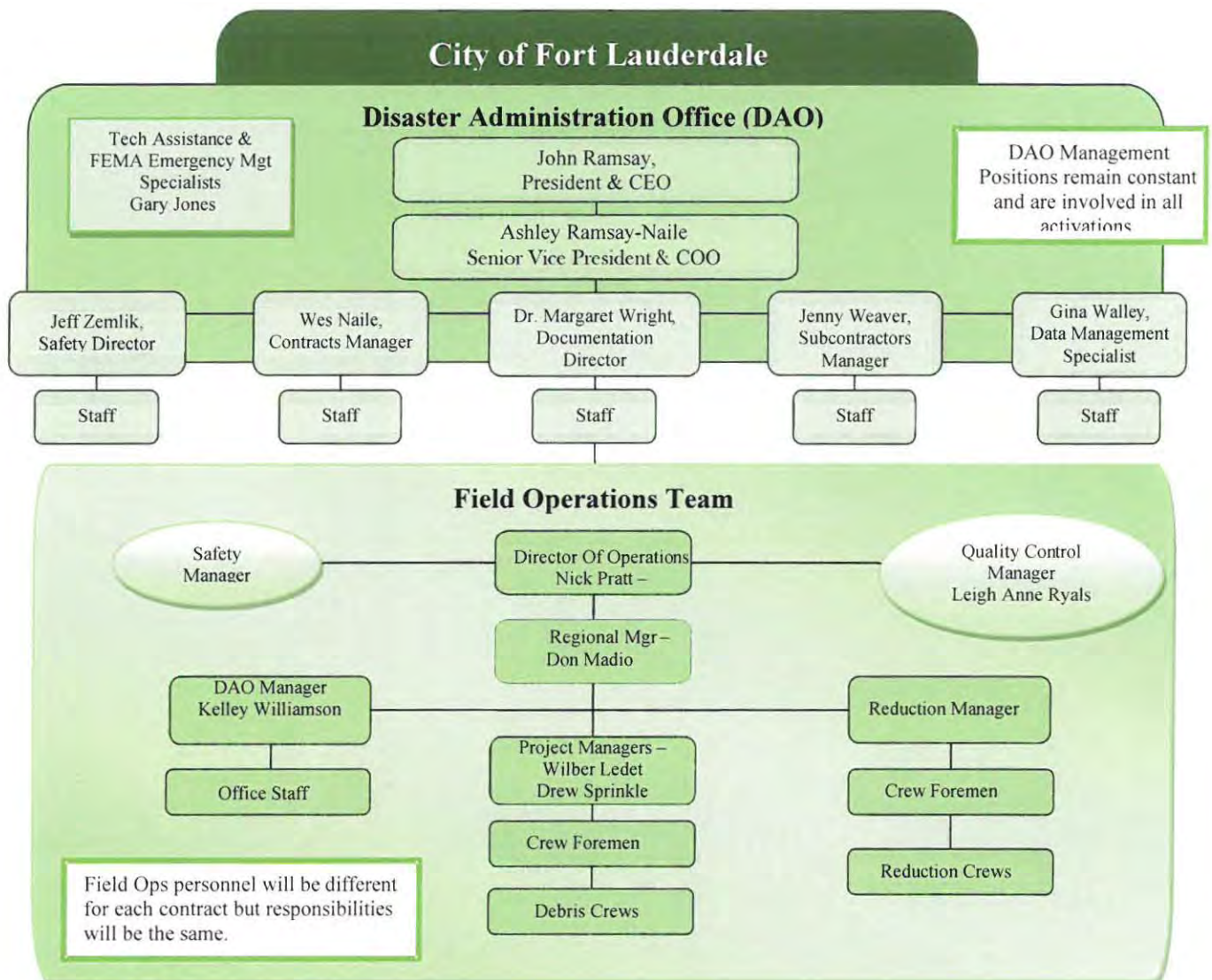
2004 Hurricanes Charley, Frances, Ivan, Jeanne

In 2004, as a result of the four hurricanes within a six week span, CrowderGulf had **36** pre-event contracts activated. 23 of these were in Florida, 12 in Alabama, and one in Mississippi. All of these projects were in operation simultaneously during the period from October, 2004 through December, 2004, and some continued through June, 2005. During these activations we developed, managed and restored **61 temporary DMSs** and removed over **16 million cubic yards of debris** during this timeframe for a total cost of **\$292,426,233**. CrowderGulf was activated by both large and small municipalities and provided quality service to all of them. CrowderGulf had nine field offices in operation during these projects. All field offices were operated by local citizens who were provided on-the-job-training and were managed by CrowderGulf's on-site senior management. As with all of CrowderGulf's projects, from the beginning to the end of the work, CrowderGulf's Management Teams remained the same for each contract, and met with County officials daily to provide the leadership and guidance that allowed all of the damaged areas to be cleaned up in an organized manner. As a result, correct decisions were made in order to get the eligible hurricane debris removed and to restore the Cities/Counties to normal, as quickly as possible. In addition, CrowderGulf helped City and County officials ensure FEMA reimbursement for all eligible work.

2004 Hurricanes Charley, Frances, Ivan & Jeanne Projects and Tasks												
36 Total Clients	Number of Clients in Hurricanes Charley, Frances, Ivan & Jeanne Utilizing Task											
Contract Amt	PUSH	ROW Hauling	Debris Reduction	Debris Disposal	Stump Work	L&H	White Goods/E-Goods	Beach Work	Wet Debris	Generators	Special Projects	
\$276,149,129	8	28	23	27	16	6	4	4	2	1	2	

Organizational Chart

The Organizational Chart presented below depicts the structure and chain of command of the Company. CrowderGulf uses an organizational hierarchy based on the nationally recognized Incident Command System (ICS). The ICS employs a cascade of organizational components in groups of five or less to assure good quality control in high stress operations. This arrangement limits the respective spans of control to tolerable levels. CrowderGulf's use of the ICS-based hierarchy of responsibilities exploits the strength and flexibility of its management/supervisory structure.



Key Personnel

CrowderGulf is a fulltime debris management company which employs numerous individuals throughout the year for our various projects. We employ over 50 fulltime debris specialists and have 250 field reservists that work with our Company on various projects throughout the year. In past activations, CrowderGulf has mobilized over **300 subcontractors** with as many as **3,000 people, 1,600 trucks, and 600 pieces of loading equipment to meet the needs of our clients.** CrowderGulf Disaster Management brings a responsible and experienced organization to partner with the City of Fort Lauderdale. CrowderGulf's extensive experience and personnel resources enables us to quickly assemble uniquely trained and experienced project teams and match specialized equipment and subcontractor resources with project execution requirements. All CrowderGulf officers, managers and supervisors have been involved in previous successful disaster related to debris operations and have been fully trained in quality control, safety, ethics and drug policies of CrowderGulf. Should we need their services we have additional management resources that include retired and semi-retired construction, City, County, FEMA, and Power Company professionals who are experienced in managing and inspecting disaster related work. We also have a standby agreement in place with various engineering companies to provide personnel for engineering services.

Project Management Team Member Bios

The names and biographical information of CrowderGulf's professional staff are provided below. Each individual is very experienced in emergency debris management. Depending on the need, additional staff may service the City. All additional CrowderGulf staff added will be upon approval of the City.

Nick Pratt – Operations Director

Mr. Pratt has served as one of CrowderGulf's key Field Project Manager's since 2010 working for BP on the Deep Horizon oil spill cleanup. He initially handled all of the logistics for the Oil Spill project, putting hundreds of pieces of CrowderGulf equipment in place and directing and training hundreds for CrowderGulf employees throughout the operation. Mr. Pratt has been involved with storm cleanup work since 2006. He played a vital role as project manager for our large waterway debris removal contract with the New Jersey Dept. of Environmental Services, as a result of Hurricane Sandy in 2012. He has been worked for CrowderGulf since 2011. Prior to becoming a project manager, he was Field Supervisor providing oversight for one of CrowderGulf's primary subcontractors for debris removal in Texas after Hurricane Ike in 2008. He supervised and managed several hauling crews until the final cleanup work was completed in Bolivar, Texas. After Hurricane Katrina in 2005, Mr. Pratt was the field supervisor providing oversight for one of CrowderGulf's subcontractors for the debris removal work in Pascagoula, MS. In 2004, after Hurricane Ivan, he worked as a crew foreman and a truck driver during CrowderGulf's debris cleanup work in Baldwin County, AL. Mr. Pratt attended the University of South Alabama. He also holds certificates in CPR and First Aid, 40 hour HAZWOPER and refresher and in 30 Hr OSHA Construction. (NIMS Trained)



Don Madio – Florida Regional Manager

Since 1999, Don Madio has served on more than 75 mid-to-large-scale disaster recovery and debris management projects. Don's seasoned portfolio offers a wide range of competent recovery and management disciplines, providing critical oversight to operational challenges and innovative project strategies that regularly exceed client expectations and project goals. Upon taking a position with CrowderGulf, Don was deployed, following Hurricane Matthew, where he provided management and oversight to four adjoining municipal governments. These projects were successfully completed within the client's time frame and contract specifications. Most recently, Mr. Madio served as Florida's Regional Manager and was tasked to manage multiple clients after Hurricane Irma swept through the State of Florida. He and his team of Project Managers and Field Supervisors, along with 50+ subcontractors managed 17 successful debris management and waterway projects. All the while, Mr. Madio handled any challenges that the historic 2017 Storm Season threw at him and met all client's expectations. After project completion, he and his team helped remove and dispose of over 1 **MILLION CUBIC YARDS** of debris. Mr. Madio is a graduate from the University of Florida. (NIMS Trained)



Brian Smallwood – Western Regional Manager, LEED AP

Mr. Smallwood graduated Auburn University in 2006 with a Bachelor's Degree in Building Science. After graduation, he worked as a Project Manager in Atlanta, GA for one of the largest general contracting firms in the nation. There he built a strong management foundation and obtained the necessary fundamentals to plan and coordinate with owners, engineers and government officials. Mr. Smallwood has the skills to estimate, propose, contract, coordinate, schedule, manage, budget, document and close-out a project from start to finish. Mr. Smallwood is often the first employee on the ground after a disaster. His fast mobilization time is of great benefit to clients as it generates an extremely quick start time. Mr. Smallwood has the ability to accurately assess damaged areas to help municipalities plan for a recovery effort. Mr. Smallwood took on the role of Regional Manager during the activation that took place after Hurricane Harvey. He oversaw ALL 26 contract activations throughout the State of Texas. He and his team removed and disposed of approximately **4.7 MILLION CUBIC YARDS** of Debris. In 2016, he worked during Hurricane Matthew with the South Carolina Department of Transportation removing and disposing of approximately 500,000 Cubic Yards of Debris. He managed 6 separate Debris Management Sites for both State and County Roads and coordinated assets and resources for a population of over 315,000 residents. Mr. Smallwood serves as the Contract Representative for pre-event contracts in Alabama, Florida, Mississippi, Louisiana, Washington and California. His role in servicing contracts include conducting yearly training sessions, determining high risk areas within a community, locating debris storage sites, determining final debris disposal locations and discovering methods and options for recycling and reuse of debris.



Mr. Smallwood is a LEED Accredited Professional with certifications in NPDES and FEMA courses. Mr. Smallwood has a current OSHA 30 and HazWoper 40 certification. Mr. Smallwood also holds the General Contractors license for CrowderGulf in the State of Florida. (NIMS Trained)

Barrett Holmes – Eastern Regional Manager

Mr. Holmes joined the CrowderGulf Management Team after more than 29 years of successful leadership and management experience with the United States Army Corps of Engineers with such elite groups as the Army European Command, the 1st Cavalry Division - III Corps, and the Japan Engineer District of the Pacific Ocean Division. From 2010 to 2014, Mr. Holmes was Senior Manager / Defense Coordinating Officer for the Federal Emergency Management Agency (FEMA), Region IV, Atlanta, GA. He is a successful manager with substantial experience in crises management and disaster responses to complex catastrophes. He has worked closely with authorities at all levels of government including governors, state emergency management directors and local officials. His most recent experience includes oversight of the entire cleanup operation in Hilton Head Island, SC after Hurricane Matthew. Mr. Holmes and his team handled Emergency PUSH Operations and removed and disposed of approximately **3,012,487 Cubic Yards of Debris**. His experience includes operations related to hurricanes Earl, Isaac and Sandy as well as the Gulf clean-up operations after the Deepwater Horizon oil spill. Mr. Holmes holds a Master of Science degree in Construction Management from the University of Florida and a Master of Science degree in Strategic Studies from the United States Army Senior Staff College. He is also affiliated with the Society of American Military Engineers, Army Engineer Association and the International Association of Emergency Managers. (NIMS Trained)



Wilber Ledet – Senior Project Manager

Mr. Ledet's disaster experience with CrowderGulf began after Hurricane Ike with the managing of the wet debris targets identified by sonar from West Galveston Bay, Tiki Island and Omega Bay, TX. This project also included his expertise in managing the stored vessel reclamation program in which he assisted in the removal of hazardous substances from the vessel and coordinated its proper disposal. From 2010 to 2012, Mr. Ledet managed up to 800 Hazwoper certified responders and facilitated meetings with Environmental Teams and BP officials, serving as project manager, assigned to the Deepwater Horizon Oil Spill. In 2012, following Hurricane Isaac, Mr. Ledet was assigned as Project Manager to oversee the sand removal, sand screening and beach berm construction for the Town of Dauphin Island, AL. This project included sea oat replacement, and the management of the right of entry program for sand reclamation on private property. Following Super Storm Sandy in 2012, Mr. Ledet was assigned as project manager to oversee the wet debris removal from Barnegat Bay, NJ, and successfully completed removal and disposal of over 700,000 yards of wet debris. Mr. Ledet has also served as Project Manager for Ice Storm Pax (NC), and 2014 Tornado Outbreak in Limestone County (AL). Mr. Ledet worked as the Project Manager after the 2015 Severe Floods that devastated Columbia County (SC) in early October, 2015. Most recently, Mr. Ledet managed the floods in Ouachita Parish (LA) and Brazoria County (TX). In late 2016, the City of Central (LA) suffered some severe flooding and Wilber lead the CrowderGulf Team during the removal operations within the City and East Baton Rouge Parish. Mr. Ledet also was the Senior Manager on Hilton Head Island (SC) which resulted in the removal and disposal of over **2.8 Million Cubic Yards** of debris. After Hurricane Matthew, he worked on the waterway debris removal project in Brevard and Volusia County (FL) for the Florida Department of Environmental Protection. In 2017, Mr. Ledet was deployed to **Aransas County, Rockport and Corpus Christi after Hurricane Harvey** caused extensive damage to the area. As Senior Project Manager, he was in charge of all 3 locations and he and the CrowderGulf Team removed and disposed of approximately **2.5 Million Cubic Yards** of debris.



Corporate Management Team / Top Level Management Personnel

The personnel listed below bring a wealth of disaster debris removal and management experience. They have been involved in management and operational decisions of all past contract activations for the past 10 years. The knowledge and expertise make them invaluable assets to any debris removal operation from startup to final invoicing and reconciliation.

John Ramsay – Chief Executive Officer & President

Mr. Ramsay is a graduate of Auburn University with a degree in Agriculture and has over 45 years of experience in storm debris removal and reduction operations and management. Working all disaster work since Hurricane Camille, in 1969, Mr. Ramsay is one of the foremost experts in all phases of a debris operation, including removal, reduction, recycling and disposal. As one of the owners and the founder of CrowderGulf, he takes a personal interest in each of the municipalities we have served over the years. In non emergencies, Mr. Ramsay is a well respected member of the timber industry. His experience in agriculture, farming, and silviculture provides opportunities for CrowderGulf to leverage additional services and expertise to our clients. He is well respected in the field and his technical advice has been and continues to be sought after by other contractors, municipalities, and various agencies such as Wildlife and Fisheries. Mr. Ramsay has been especially involved in creating innovative ways to recycle debris wastes. (NIMS Trained)

**Ashley Ramsay-Naile – Senior Vice President and Chief Operating Officer**

Mrs. Ramsay-Naile is a Graduate of the University of South Alabama. She has been involved in managing the day to day business of CrowderGulf operations since 1995 when Hurricane Opal impacted the Florida Panhandle. She has played a vital role in establishing the Disaster Administration Office (DAO) in which she has structured and managed since its acquisition. As Chief Operating Officer for CrowderGulf, her role has provided a liaison to clients, logistics coordination with our field operations, contract negotiations, preparation of proposals, subcontractor coordination, field supervisor, project management, and all aspects of back office activities including accounts payable, accounts receivable and human resources. In 2012, Mrs. Ramsay-Naile was appointed by Governor Robert Bentley, to the Alabama State Workforce Investment Board. (NIMS Trained)

**Margaret R. Wright, Ph.D. – Senior Documentation Director**

Dr. Wright has over 25 years of professional training and managerial experience. As a vital member of CrowderGulf's Senior Management Team, her roles include technical proposal writing, training developer and facilitator, regulations compliance, management of record keeping, including day-to-day operations of work completed, communication and coordination with contracting entities during reconciling process, and conducting formal evaluations at completion of projects. Dr. Wright has worked in field operations setting up and managing field offices, hiring and training personnel to work with all required documentation, and at CrowderGulf's Disaster Assistance Office (DAO) after all major disasters since 2003. In 2017, Dr. Wright worked **onsite** with our Client and their monitoring firm to assure that documentation and FEMA reimbursement went smoothly after Hurricane Hermine caused damage in the Florida. She worked to properly invoice and document approximately 9 Million Dollars for the City of Tallahassee and Leon County. Most recently, she and her team worked to invoice and reconcile **82 Million Dollars** for Hurricane Irma and **55 Million** for Hurricane Harvey. (NIMS Trained)

**Raymond "Buddy" Young – Texas Regional Director**

Mr. Young was **Regional Director of FEMA Region VI from 1993 – 2001** and served as Administrator for 133 federally declared disasters and emergencies. He is nationally known and recognized in the Emergency Management field and is extremely knowledgeable about FEMA policies and procedures. He is a retired Captain of the Arkansas State Police where he served for 26 years. As the Director of Operations, Mr. Young has been directly involved in the field operations for all major disasters from Hurricane Isabel in 2003. Mr. Young's FEMA knowledge and experience is invaluable to both CrowderGulf and all clients as decisions must be made during the cleanup operation. Mr. Young is one of the most knowledgeable people working in the debris management field with firsthand experience in managing major disasters. He is also a current member of the Board of Directors for Disaster Recovery Contractors Association (DRCA). (NIMS Trained)



Gary Jones – FEMA Specialist and Technical Assistance Manager

Mr. Jones has over 28 years working for the Federal Emergency Management Agency (FEMA). He served as **Deputy Regional Director of FEMA Region VI for 17 years**. During those 17 years as Deputy, he also served as Acting Regional Director for 4 years. Mr. Jones was responsible for administration of emergency management programs in the FEMA Region VI states of Arkansas, Louisiana, New Mexico, Oklahoma, and Texas. He provided direct oversight and implementation of response and recovery operations for presidentially declared disasters in the five-state region. Additionally, Mr. Jones served as a Branch Chief managing several Technological Hazards Branch programs to include Radiological Emergency Management Preparedness, Radiological Defense, Haz. Materials, Earthquake and Hurricane Preparedness, Dam Safety and Chemical Stockpile Emergency Preparedness programs. He was designated Federal Coordinating Officer for Hurricanes Katrina, Rita and Georges and provided executive leadership to over 300 federally declared disasters. Mr. Jones has a Master's Degree from Tulane University and a Bachelor's Degree from the University of Arkansas. (NIMS Trained)



John Campbell – Florida Regional Director

Mr. Campbell has experience in disaster response planning and management since 1968. He has a B.S. degree in Political Science from the University of Southern Mississippi and a Masters' degree in Logistics Management from the Florida Institute of Technology. After retirement from the U.S. Army as a full Colonel with 30 years of service, he served for six years as Chief of Operations for Lee County Emergency Management in Fort Myers, Florida. He has direct experience in debris recovery operations from Hurricane Iniki in Hawaii and Hurricanes Charley, Ivan and Wilma that impacted Southwest Florida. He also provided mutual aide to Escambia County, Florida following Hurricane Ivan. During his 36 years of public service, he amassed an extensive background in high-level management, disaster response and training. He also trains CrowderGulf clients in all facets of debris management, Incident Command System (ICS), National Incident Management System (NIMS) and the FEMA PA program process. Mr. Campbell was previously qualified as an accredited Professional Emergency Manager through the Florida Emergency Preparedness Association (FEPA) and remains active in the organization. (NIMS Certified Instructor)



Reid Loper – Vice President, LEED AP

Mr. Loper previously worked as a project manager for a commercial construction company in Atlanta, Georgia, prior to choosing to return to the Gulf Coast. The time spent in Atlanta gave him vast knowledge in management, estimating, schedule and budget supervision. Mr. Loper has estimated over \$200 million of work and completed over \$100 million in commercial construction. He graduated from Auburn University with a bachelor's degree in Aerospace Engineering where he worked as a research and design student. Mr. Loper started his career with CrowderGulf in 2010, as Senior Project Manager (SPM) for the BP Oil Spill. As SPM, his role was managing over 1,200 personnel and 600 pieces of equipment. Managing several projects at once is Mr. Loper's strong point and the BP project consisted of simultaneously managing more than eight different major projects throughout the Alabama Gulf Coast for the BP Deep Horizon oil spill operation. These projects ranged from sand screening, dredging, hazardous waste handling and vessel operations, to side scan sonar work. All projects have cumulatively exceeded \$130 million in invoicing and total project cost. In 2012 Mr. Loper took on the task as SPM to oversee CrowderGulf's Hurricane Sandy Response for the New Jersey Department of Environmental Protection Agency. The work consisted of waterway, marine, and marsh debris removal, totaling in over 450,000 cubic yards of debris removed and 109 vessels recovered. The project was called "Unprecedented" by the DEP commissioner as the largest waterway debris removal operation and set new guidelines with the Federal Government on how marine debris and dredging operations are conducted. While in New Jersey, Mr. Loper also managed a flood prevention (Harding) project using HESCO barriers, for JP Morgan Chase's national data center in Carlstadt, NJ. This project used temporary structures to effectively raise the building's relative flood plain. Towards the end of 2014 and his stay in New Jersey, Mr. Loper oversaw the removal of 6 massive derelict house boats in Southern New Jersey, which was funded under a NOAA Grant for coastal restoration and improvements. Mr. Loper is NIMS certified and holds general contractor licenses in the following states: Virginia, South Carolina, Georgia, Alabama, Mississippi, and Louisiana. (NIMS Trained)



Disaster Administration Office Team

Leigh Anne Ryals, ALEM, CLEM – Emergency Management and Quality Control Specialist

Mrs. Ryals has over 17 years of experience and training in Emergency Management. She has 11 years serving as an Emergency Management Director and 5 years serving as a Disaster Public Information Officer. She has worked 12 Presidential Disaster Declarations and one Incident of National Significance, the Deep Water Horizon oil spill, and of those disasters she served as Incident Commander for eight of those events. She is extremely knowledgeable with FEMA's public assistance policies and procedures and has been successful in the FEMA appeals process. She has served as a member of the FEMA Hurricane Liaison Team and testified before the 110th and 111th U.S. Congress on Hurricane Katrina Preparedness and Response Initiatives – Best Management Practices. Mrs. Ryals learned first-hand the type of documentation and determination it takes to be successful in an OIG / FEMA audit. She obtained valuable knowledge in documentation proper damage survey, reports/technical writing, and extensive knowledge on FEMA policy and procedure. Mrs. Ryals is a Licensed and Certified Alabama Emergency Manager; and serves as a NIMS 300 & 400 Course Instructor and holds numerous FEMA and State Emergency Management Certifications. (NIMS Certified Instructor)



Jeff Zemlik – Safety Manager

Mr. Zemlik has been affiliated with the construction industry since a young age, starting his safety career by managing the safety department of his family's masonry company, which completed over 1.5 million safe work hours. His past projects have included the State of New Jersey after Hurricane Sandy in 2012, developing and directing the safety program for the BP Oil Spill for the State of Alabama, constructing the largest indoor primate house at Chicago's Brookfield Zoo and reworking furnaces in and around the steel mills of Gary, Indiana. He is currently charged with overseeing the Safety Department for CrowderGulf. Mr. Zemlik is a graduate of Indian River State College, earning degrees in both Organizational Management and Occupational Health and Safety. Currently he is enrolled at Columbia Southern working toward his masters in Occupational Health and Safety. He holds certifications in USACE Construction Quality Management, USACE 385-1-1 40 hour, 40 hour HAZWOPER certificate and Instructor, SONS & TWIC, OSHA 10 hour General Industry, OSHA 510 & 500, Leadership & influence, DOT Supervisor and Root Cause & Incident Training. (NIMS Trained)



Andrew "Drew" Sprinkle - Project Manager

Prior to joining the CrowderGulf team, Mr. Sprinkle worked as an Account Manager for a third party logistics provider in Chattanooga, TN. In this position, he managed multiple high volume logistics accounts for customers in the construction and steel industries. The cradle-to-grave business model of this company allowed Andrew to oversee all aspects of his accounts, giving him valuable knowledge in the many areas of project management. Upon coming aboard with CrowderGulf, Mr. Sprinkle was involved in debris removal and haul out operations in the Corpus Christi, TX area following hurricane Harvey. Most recently, Mr. Sprinkle worked as a Project Manager in Collier County, FL on a waterway debris removal project. Mr. Sprinkle has a BSBA Degree from Auburn University in Supply Chain Management. While studying at Auburn, Mr. Sprinkle served as a Student Project Management Consultant intern for the Port of Catania in Sicily, Italy. While there, he worked within a team of other international students to develop a solution plan that would allow for an increase in port traffic while maintaining safe and efficient operations. He holds certifications in OSHA 30, TWIC, and NIMS.



Wesley Naile - Contracts Manager

Mr. Naile has had experience in the disaster and recovery field since 2004 when he served in Volusia County, Florida as a CrowderGulf's Field Manager during Hurricane Charley, Frances and Jeanne. In 2005, he was assigned the role of Logistics Coordinator working out of the disaster administration office, coordinating materials, equipment and subcontractors to CrowderGulf's clients. Mr. Naile's roles now include the management of the pre-event contracts database information, coordinating with new and existing clients in establishing pre-event contract awards and contract documents and coordinating with clients on contract renewals. In 1999, he worked for Gulf Equipment Corporation Wireless Telecom Division on the southern east coast doing tower site build out. He has attended the University Of South Carolina Of Beaufort. He also served three years in the U.S. Army as a 12B Combat Engineer with an honorable discharge. (NIMS Trained)



Amber Ramsay – Public/Community Relations and Marketing Manager

Ms. Ramsay has been CrowderGulf's Public/Community Relations and Marketing Manager since 2004. Throughout the year she interfaces with Clients and acts as CrowderGulf's (continuing education) Conference Coordinator. During a disaster, one of her main responsibilities is to liaison between CrowderGulf's Project Managers and USACE, elected officials, public work directors, incident commanders of Emergency Operations Centers and Clients. She coordinates directly with Public Information Officers and assists in the release of pertinent debris recovery operations to the citizens. Some of her field experience includes Field Supervisor in Pascagoula, MS after Hurricane Ivan in 2004, Lake Charles, LA after Hurricane Rita in 2005, Deere Park, TX after Hurricane Ike in 2008, and in Edenton, NC after Hurricane Irene in 2011 and Dauphin Island, AL after Hurricane Isaac in 2012. Prior to coming to CrowderGulf she was a Marketing/Sales Manager for McKenzie-Childs in New York City for 10 years. Ms. Ramsay is a Graduate of Auburn University. (NIMS Trained)



Gina Walley – Accounts Receivable Manager / Documentation Specialist

Ms. Walley has been the Accounts Receivable Manager and Documentation Specialist since 2005. She continually interfaces with clients and client representatives to build a strong team relationship to provide accurate documentation to support CrowderGulf work and eligibility. She works closely with clients during FEMA audits to provide necessary documentation in a timely manner. Her background in Computer Engineering Technology has helped her in creating and managing all in-house databases. Each database is specifically designed to meet the client's needs. In addition to client databases, she also builds databases that house pertinent company data such as contract information, subcontractor information and historical CrowderGulf information. Shortly after Hurricane Ike in 2008, she teamed with a programmer to build a unique and powerful database that has proven to increase accuracy in data recording. Ms. Walley's experience has spanned across more than 20 major hurricane events as well as numerous non-disaster related projects. (NIMS Trained)



Jenny Todd – Subcontractor SMBE Manager

Ms. Todd manages subcontractors and develops and promotes CrowderGulf's Small/Minority Business division. Her focal point is to contact and localize subcontractors during and after the RFP development phase in an effort to maintain community involvement and maximize local small /minority businesses participation. In 2003, she earned a Bachelor of Science degree in Marketing and a minor in Mathematics from the University of Alabama. After graduation, she joined a law firm in Tuscaloosa. In 2005 she joined the CrowderGulf Team which was during the rebuilding process along the Gulf Coast after Hurricane Katrina. The legal experience she gained made her the ideal candidate to oversee the subcontracting operations. (NIMS Trained)



Management Team Resumes Provided in the Required Document Section of this Proposal

Additional Personnel

The following is a partial list of CrowderGulf's available management, administrative, and supervisory personnel (full resumes are available upon request) who, depending on the scope of work, may be assigned to the contract:

Full Time and DAO Personnel

Personnel	Debris Management Skills	Personnel	Debris Management Skills
John Aaron Ramsay	Superintendent, Sub Contractor Crew Foreman	Drew Sprinkle	Field Supervisor
Lyman M. Ramsay	Senior Project Manager	Tom Robinson	Field Supervisor
James Thompson	Foreman	Kelly Williamson	Subcontractor Accounts Payable Mgr, DAO
Ercil Goodwin, PLS	Professional Land Surveyor, Project Manager	Gabriel Rel	Field Supervisor
Hough Holton	Project Manager/Field Supervisor	Jim Rinehart	Field Supervisor
Mike Moulder	Project Coordinator	Donna Suters	Accounting, Documentation Management
Howard Turner	Project Manager/Field Supervisor	Jenny James	Accounting, Documentation Management
John Bush	Project Coordinator/Field Supervisor	Mary Turner	Logistics, Contract Management
Daryl Moulder	Field Supervisor	Desiree Matlack	Project Manager, Field Supervisor
Larry Hedgepath	Project Manager, Account Manager	Charles Clark	Field Supervisor
Kelly Pridgen	Project Manager, Account Manager	Ronald Thorson	Field Supervisor
Melinda Edwards	Executive Administrative Assistant	Kerrie Noll	RFP Coordinator
Theresa Cotton	Accounting, Documentation Management	Paris Simon	Accounting, Documentation Management

➤ Personnel Certifications and Understanding of Governmental Programs


(Minimum Requirement 3.3.8)



CrowderGulf's management team includes previous FEMA Directors, Emergency Managers and FEMA trained Debris Specialists. Numerous certifications are held by all of our key management staff as well as our field operations staff. This wealth of knowledge is used to assist our clients in complying with FEMA guidelines and completing any and all paperwork that they may be called upon to provide FEMA, FHWA or the Office of Inspector General. Our staff is well-versed in the Code of Federal Regulations (44 CFR), FEMA's Debris Management Guide (FEMA 325), and Public Assistance Debris Monitoring Guide (FEMA 327). Additional Courses that are relevant to Debris Management that are held by staff members include:

Course No.	Course Name	Course No.	Course Name
IS 1	Emergency Program Mgr.	IS-75	FEMA Military Resources and EMA
IS-2	Emergency Preparedness in the USA	IS-101/102	Deployment Basics
IS-5	Intro to Hazardous Materials	IS-111	Livestock in Disaster
IS-10/11	Animals in Disaster	IS-120	Introduction to exercises
IS-27	Orientation to FEMA logistics	IS-139	Exercise Design
IS-30/31	Mitigation eGrants training	IS-208	State Disaster Management
IS-45.11	FEMA Safety Orientation	IS-230	Principals of Emergency Management
IS-55	Household Hazardous Materials	IS-235	Emergency Planning
IS-240	Leadership & Influence	IS241	Decision Making and Problem Solving
IS-242	Effective Communications	IS-250	Emergency Support Functions
IS-324	Community Hurricane Preparedness	IS-403	Individual Assistance
IS-630	Intro to Public Assistance Process	IS-631	Public Assistance Operations
IS-632	Intro to Debris Ops in FEMA's PA Program		Oil and Hazardous Materials Response
G202	Debris Management	G363	Hurricane Readiness
G 385	Disaster Response and Recovery Operations	FEMA	EMI Professional Development Series
	Debris Mgt Planning for State Tribal and locals	L449	ICS Incident Command Train the Trainer
OSHA	HazWoper Training	ICS 363	Hurricane Readiness

CrowderGulf's Certifications & Training

The following is a short list of certificates and training specialized by CrowderGulf personnel. There are over 135 additional certifications and training certificates available upon request.

 FEMA Emergency Management Institute					
IS-00100 - Intro to Incident Command Systems			IS-00200 - ICS for Single Resources & Initial Action Incidents		
John Ramsay	Gary Jones	Ronald Thorson	John Ramsay	Eric Hall	Mike Moulder
Buddy Young	Gina Walley	Mike Moulder	Buddy Young	Gary Jones	Mark Loper
John Campbell	Jenny Todd	Mark Loper	John Campbell	Gina Walley	Nick Pratt
Ashley Ramsay	Jeff Zemlik	Nick Pratt	Ashley Ramsay	Jenny Todd	Reid Loper
Amber Ramsay	Leigh Anne Ryals	Reid Loper	Amber Ramsay	Jeff Zemlik	Vance DeHart
Barrett Holmes	Lisa Baldwin	Vance DeHart	Andrew Sprinkle	Leigh Anne Ryals	Wes Naile
Brian Smallwood	Margaret Wright	Wes Naile	Barrett Holmes	Margaret Wright	Wilber Ledet
Clayton Young	Charles Clark	Wilber Ledet	Brian Smallwood	Don Madio	Ronald Thorson
Donna Suters	Andrew Sprinkle	Desiree Matlack	Clayton Young		
Eric Hall		Don Madio	Donna Suters		
IS-230 - Principles of Emergency Management			IS-00235 - Emergency Planning		
Leigh Anne Ryals			Leigh Anne Ryals		
IS-00242 - Effective Communication			IS-00632 - Intro to Debris Ops in FEMA's Public Asst. Program		
Reid Loper	Mike Moulder	Leigh Anne Ryals	Reid Loper	Donna Suters	Leigh Anne Ryals
			Mike Moulder		

IS-00700 - Intro to National Incident Management System (NIMS)		
John Ramsay Buddy Young John Campbell Ashley Ramsay Amber Ramsay Andrew Sprinkle Barrett Holmes Brian Smallwood Clayton Young Donna Suters	Don Madio Ronald Thorson Eric Hall Gary Jones Gina Walley Jenny Todd Jeff Zemlik Leigh Anne Ryals Lisa Baldwin	Margaret Wright Mark Loper Mike Moulder Nick Pratt Reid Loper Vance DeHart Wes Naile Wilber Ledet Desiree Matlack
IS-300 - Intermediate ICS		
IS-300 Instructors: John Campbell and Leigh Anne Ryals		
Reid Loper	Jeff Zemlik	
OSHA 30 Hour – Construction		
John Ramsay Buddy Young John Campbell Barrett Holmes Brian Smallwood Clayton Young Eric Hall Ronald Thorson Mike Moulder Mark Loper	Jeff Zemlik Lisa Baldwin Charles Clark Andrew Sprinkle Nick Pratt Reid Loper Vance DeHart Wes Naile Wilber Ledet	
OSHA Misc.		
OSHA 10 Hour General industry	Brian Smallwood Jeff Zemlik	
OSHA 500 – Train the trainer	Jeff Zemlik	
U.S.A.C.E. – Q.C.M (Construction Quality Management)		
Brian Smallwood Jason Zirlott Jeff Zemlik Reid Loper Don Madio	John Campbell Leigh Anne Ryals Margaret Wright Nick Pratt Barret Holmes	
First Aid/CPR		
Buddy Young Clayton Young John Campbell Ashley Ramsay Amber Ramsay Andrew Sprinkle Barrett Holmes Brian Smallwood Clayton Young Donna Suters Margaret Wright Mark Loper Mike Moulder	Desiree Matlack Eric Hall Reid Loper Vance DeHart Gary Jones Gina Walley Jenny Todd Jeff Zemlik Leigh Anne Ryals Charles Clark Ronald Thorson	 Wes Naile Wilber Ledet Nick Pratt
IS-00800 - Intro to National Response Plan (NRP)		
John Ramsay Buddy Young John Campbell Ashley Ramsay Amber Ramsay Andrew Sprinkle Barrett Holmes Brian Smallwood Clayton Young Donna Suters	Don Madio Eric Hall Gary Jones Gina Walley Jenny Todd Jeff Zemlik Leigh Anne Ryals Charles Clark Ronald Thorson	Margaret Wright Mark Loper Mike Moulder Nick Pratt Reid Loper Vance DeHart Wes Naile Wilber Ledet
IS-400 - Advanced ICS Command & General Staff IS-400 Instructors: John Campbell and Leigh Anne Ryals		
Reid Loper	Jeff Zemlik	
Hazardous Waste Operations and Emergency Response		
Brian Smallwood Jason Zirlott Jeff Zemlik John Campbell Nick Pratt Reid Loper	Ronnie Duhan Mark Loper Wilber Ledet Vance Dehart.	
Watershed Management Training		
Brian Smallwood Jeff Zemlik Reid Loper	Brandi Snell Clayton Young Leigh Anne Ryals	
T.W.I.C. Card		
Reid Loper Jeff Zemlik Wilber Ledet	Brian Smallwood Nick Pratt Drew Sprinkle	
Misc. Training		
Asbestos Supervisor	Jeff Zemlik	
Asbestos Inspector	Jeff Zemlik	
USACE 385-1-1 40 hour	Jeff Zemlik	

State and Federal Reimbursement Programs: Including, but not limited to (FEMA) / Public Assistance Program, FHWA and NRCS Experience (Minimum Requirement 3.3.8)

For almost four decades, the majority of CrowderGulf's work (95%) has been with municipalities that received reimbursement from FEMA under the Public Assistance (PA) Reimbursement Program. CrowderGulf officials are proud of the solid working relationships we have established and maintained over the years with numerous State Emergency Response Agencies as well as other key agencies involved in disaster response and recovery, including FEMA, the U.S. Army Corps of Engineers (USACE), the United States Coast Guard and U.S. Fish and Wildlife. The knowledge and experience of our Florida management team regarding federal, state and local regulatory guidelines is derived from our team member's many years of experience and previous positions in Florida local and state government. Florida team members include: John Wilson, previous Lee County Emergency Management Director, FEMA Region IV employee and Florida Dept. of Emergency Management Planner, John Campbell, previous Operations Chief for Leon County, Florida, Charlie Hunter, previous Solid Waste and Operations Director for Brevard County, Florida. Our Team's previous work experience and expertise in the state of Florida is invaluable to our clients and the overall success of our Company. CrowderGulf has worked the following Florida Federal Disaster Events over the last 10 years. Additional information regarding the types of debris removed, quantities and points of contact may be obtained from our Past Performance submitted in this section:

Project Experience in the State of Florida

EVENT	County	Municipality			
2017 Hurricane Irma	Brevard Co.	Okeechobee Co	Apopka	Juniper	Palmetto Plantation
	Clay Co.	Orange Co	Arcadia	Kissimmee	Punta Gorda
	DeSoto Co.	Orlando	Aventura	Lake Mary	Sanford
	Flagler Co	Polk	Bonita Springs	Lakeland	Sanibel Island
	Glades County	Putnam Co.	Casselberry	Lauderdale by the Sea	St. Petersburg
	Hardee County	Sarasota County	Cocoa Beach	North Port	Stuart
	Lake Co.	Sumter Co	Coleman	Ocala	Sunny Isles Beach
	Lee Co		Deltona	Miami Springs	Sunrise
	Nassau Co		Edgewater	Miami	Tarpon Springs
			Edgewood	Mount Dora	Venice
			Flagler Beach	Ormond Beach	Vero Beach
			Fort Myers	Palm Coast	Villages Community
			Ft Myers Beach	Palm Springs	Wilton Manor
2016 Hurricane Matthew	Flagler County		City of Edgewater	City of Stuart	City of Cocoa Beach
	Clay County		City of Ormond Beach	City of Bunnell	City of Deltona
	Brevard County		City of Palm Coast		
2016 Hurricane Hermine	Leon County		City of Tallahassee		
2014 Severe Flooding	Escambia County	Walton County			
2012 Hurricane Sandy			Fort Lauderdale		
2012 Hurricane Isaac	Walton County		City of Key West	Town of Ft. Myers Beach	
2012 Tornado	Polk County				
2012 T.S. Debby & Beryl	Nassau County		Town of Ft. Myers Beach		
2008 T.S. Fay	Leon County, FL				
2005 Hurricane Wilma	Collier County		City of Aventura	City of Sanibel Island	Beach City of Naples
	Lee County		City of Ft. Lauderdale	Village of Wellington	Town of Ft. Myers
			City of Ft. Myers	Village of Lazy Lake	City of Pembroke Pines
			City of Pompano Beach	City of North Miami	City of Wilton Manors
				City of West Palm	

CrowderGulf has seen extensive changes in the organization and documentation required for federal government reimbursement. We are continuously reviewing policy and regulation changes to the Public Assistance Program to guarantee our clients are provided with the latest policy guidance along with accurate and complete documentation to assist in the reimbursement process. In an effort to provide the best service to clients, all CrowderGulf Management and field staff are trained in the FEMA's Debris Management Guide (FEMA 325), and Public Assistance Debris Monitoring Guide (FEMA 327). In addition, CrowderGulf's staff are encouraged to take FEMA courses both online and at conferences and collectively hold hundreds of FEMA course certifications. CrowderGulf has several debris specialists on-staff to assist the City with debris related issues.

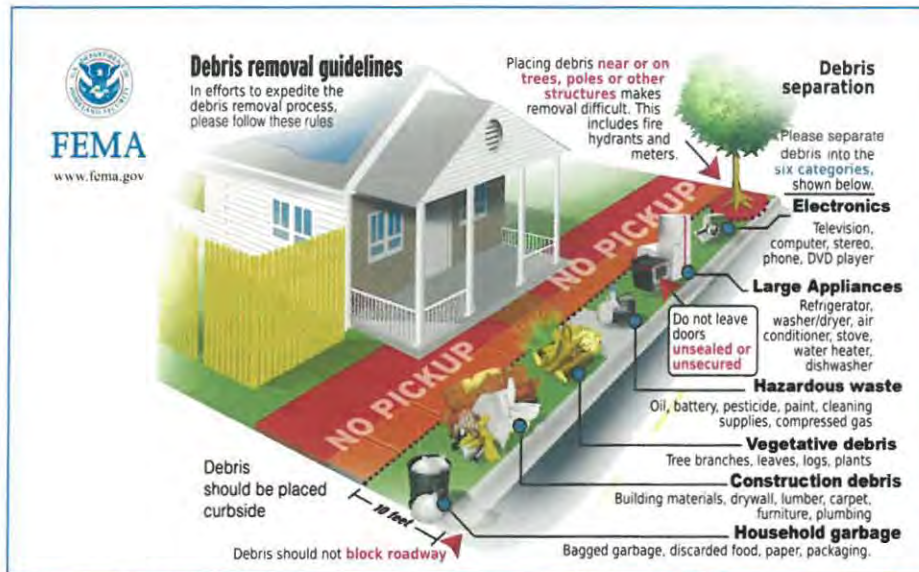
- **Gary Jones** has over 28 years working for the Federal Emergency Management Agency (FEMA).
- **Buddy Young** Our Assistant Director of Operations served as Regional Director of FEMA Region VI from 1993 – 2001 and served as Administrator for 133 federally declared disasters and emergencies
- **Barrett Holmes** recently joined CrowderGulf after 31 years' experience in public service, leadership and planning. He served as the primary Department of Defense representative with **FEMA Region IV**.
- **John Wilson**, Project Manager, served as the Emergency Management Director of **Lee County, Florida** from 1993 -2012. He served as a Team Leader on the State of Florida Incident Management Team and a member of the Hurricane Liaison Team. Prior to 1993, John worked as a Project Manager for FEMA Region IV And for four years, he worked for the Florida Department of Community Affairs, Division of Emergency Management
- **John Campbell**, Regional Director / Senior Project Manager, has over 40 years' experience in disaster response planning and management. He retired from the U.S. Army as a full Colonel with 30 years of service, he served for six years as Chief of Operations for Lee County Emergency Management in Fort Myers, Florida.
- **Leigh Anne Ryals**, Our Quality Control Specialist has 17 years in Emergency Management as Director with 12 Federally Declared Disasters serving as Incident Commander. Served as a member of the Hurricane Liaison Team.

Because CrowderGulf has been one of the leading and most respected debris contractors for longer than any other company, many FEMA representatives are familiar with our company's work ethic, ability to work as a team and our constant endeavor to complete every project to the satisfaction of the Client and FEMA. The Company's goal is to establish communication with the FEMA representative/s (through the Client) and maintain a positive working relationship with all FEMA representatives throughout the recovery effort. As the field work is completed, FEMA's project review and auditing will begin. CrowderGulf has successfully worked with many monitoring companies as well as directly with municipalities to ensure that all documentation is complete and correct. Throughout any invoicing and auditing process, we are responsive to all FEMA and client requests. Because of our responsible record keeping and our record storage policy, we are able to provide documentation and answer questions with a very quick turnaround. This becomes extremely important when the applicant/client is trying to get reimbursed by FEMA.

Maximizing Reimbursements under the Pilot Program

FEMA's Pilot Program is intended to increase the effectiveness of debris removal by providing incentives to subgrantees (counties/municipalities) who choose to take advantage of all or only parts of the program. CrowderGulf's Management Team are very experienced in working within the guidelines of FEMA's Public Assistance program and the new Pilot program initiatives. CrowderGulf is available to assist clients in taking advantage of the alternate procedures of the Pilot program in order to expedite debris removal and receive additional reimbursement. CrowderGulf can assist our clients in the following way:

<i>SRIA Program Incentives for Subgrantees</i>	<i>CrowderGulf's Capabilities and Commitment to Clients (subgrantees)</i>										
<p><u>Accelerated Debris Removal - Increased Federal Cost Share (Sliding Scale)</u></p> <p>The Pilot program authorizes an increased federal cost share for the collection, hauling processing, and disposal of debris when subgrantees perform removal operations within a specified time frame.</p> <table border="1" data-bbox="142 1577 636 1774"> <thead> <tr> <th colspan="2" data-bbox="142 1577 487 1690">Alternative Procedure Federal Cost Share</th></tr> <tr> <th data-bbox="142 1606 487 1690">Debris Removal Work (Days from Start of Incident Period)</th><th data-bbox="487 1606 636 1690">Federal Cost Share</th></tr> </thead> <tbody> <tr> <td data-bbox="142 1690 487 1717">0-30</td><td data-bbox="487 1690 636 1717">85%</td></tr> <tr> <td data-bbox="142 1717 487 1745">31-90</td><td data-bbox="487 1717 636 1745">80%</td></tr> <tr> <td data-bbox="142 1745 487 1774">91-180</td><td data-bbox="487 1745 636 1774">75%</td></tr> </tbody> </table> <p>Federal dollars will NOT be provided for debris removal after 180 days (unless an extension is granted by FEMA)</p>	Alternative Procedure Federal Cost Share		Debris Removal Work (Days from Start of Incident Period)	Federal Cost Share	0-30	85%	31-90	80%	91-180	75%	<ul style="list-style-type: none"> • Assisting with debris segregation information for dissemination to the public Providing segregation information to citizens helps to educate them on the proper way to separate and place debris at curbside. Proper segregation will speed removal and help prevent incidents due to downed power lines and hydrant and mailbox destruction. (See graphic below.) • Provide public notifications and schedules for debris removal Alerting citizens of removal schedules provides them planning information they need for placement of debris at curbside. It can also be a good reminder for citizens to bring debris to curbside for prompt removal. • Adding additional crews and equipment Working with our clients to establish removal priorities and development of an accelerated debris schedule allows CrowderGulf to meet the removal expectations of our client and aids in establishing clear objectives while providing a safe working environment for workers and the traveling public. *Recently performed for Liberty County, GA - Hurricane Matthew And Dorchester County, SC - Ice Storm
Alternative Procedure Federal Cost Share											
Debris Removal Work (Days from Start of Incident Period)	Federal Cost Share										
0-30	85%										
31-90	80%										
91-180	75%										



SRIA Program Incentives for Subgrantees

Recycling

Subgrantees/municipality may retain revenues received through recycling eligible disaster debris. The subgrantee shall provide the grantee/state written notification of the revenue received as part of its final accounting of actual costs. The accounting shall include the following:

- completion date of debris removal
- description of the quantity and types of debris recycled
- cost for processing debris for recycling

The grantee/state will forward this information to FEMA in the accounting of the final project costs. Costs for managing, processing and additional sorting as part of the debris recycling for this program cannot be claimed by the subgrantees (counties/municipalities). The revenue from the debris recycling can only be used for the approved project purposes as outlined in *FEMA Public Assistance Alternative Procedures Pilot Program Guide for Debris Removal* (version 2) dated June 27, 2014.

CrowderGulf's Capabilities and Commitment to Clients (subgrantees)

- CrowderGulf's President, John Ramsay utilizes his degrees in Agriculture and his many years of experience in agronomy, tree farming and debris management to assist our clients in identifying recycle opportunities, providing consumers for recyclables and developing innovative solutions to recycling challenges. In addition, our Company has developed a debris specific accounting system to track individual and specialized project costs. This system allows for reliable documentation to our clients for reimbursement. Upon contract award, our team will work with the City to establish recycling goals and objectives.

Examples of Innovative recycling practices performed by CrowderGulf in past disaster events:

- During Hurricane Isabel, when damaged areas were saturated with residual woodchips, CrowderGulf found consumers overseas as part of the Kyoto International Treaty, that paid for the chips. These chips were used in place of coal for electricity generation. The chips were loaded on barges and shipped overseas to Turkey and Italy.
- For another Client, CrowderGulf found farmers that would take the residual (tested and approved) ash for use in their planting fields. The concentration of phosphorus in pot ash and the nutrients found within, were of greater benefit and more economical to area farmers than the high cost of fertilizer for their crops. By donating the ash to the area farmers, it reduced the need for final disposal / tipping fees and provided a needed benefit to area farmers which saw a better return on their crops for several years.
- After Hurricane Ivan, CrowderGulf transported downed trees to saw mills transforming them into lumber for re-sale. Much of the lumber was re-introduced into the community for re-building following the devastating Category 3 hurricane.
- After every major storm since 2003, CrowderGulf identified manufacturing plants that would use clean chips for bio-fuel. Chips were used in various plants in Florida, Louisiana, Texas and Virginia.

SRIA Program Incentives for Subgrantees	CrowderGulf's Capabilities and Commitment to Clients(subgrantees)
<p>Straight Time and Force Account Labor: When a subgrantee has elected to participate in the Straight-Time Force Account Labor Procedure to perform all or part of the debris removal operations, FEMA will reimburse the base wages with associated fringe benefits as well as any overtime labor costs and the hiring of additional staff.</p>	<p>CrowderGulf will work directly with clients to augment the client's staff. This may be accomplished by dividing the client's damaged area into segregated or zone areas. Specific zones can be assigned to CrowderGulf crews for debris removal. Other zones will be designated for the client to use force account labor to remove debris. This partnership can expedite debris removal and allow for client crews to remain active and working when normal work could be delayed or be non-existent, due to disaster conditions.</p> <p>CrowderGulf has always maintained that our relationships with clients are invaluable. No job is too small and we have never failed to fulfill any contractual obligations.</p>
<p>Debris Management Plan Procedure: If a subgrantee has a FEMA - accepted Debris Management Plan and one or more pre-qualified debris removal contractors before the start date of a declared incident, the subgrantee may elect to receive the one-time 2% federal cost share increase incentive. This program is limited to the first 90 days of debris removal, beginning the first day of the incident period.</p>	<p>CrowderGulf is intimately familiar with the new FEMA Debris Management guidelines and will work with our clients to collaborate on the development of their Plan and provide assistance in review and updates each year.</p> <p>In addition, CrowderGulf will work diligently with our clients to maximize our resources in order to remove debris as quickly and safely as possible in order to support our clients in taking full advantage of this cost saving measure.</p>

Reimbursement/Audit/Unrecovered (de-obligated) Funds

CrowderGulf is committed to completing any emergency management and recovery project for the City in the minimum amount of time and at the best price possible. We work in full regulatory compliance with all agencies involved in disaster recovery. CrowderGulf works at the direction of our clients and may be called upon to remove debris in areas deemed ineligible by FEMA guidelines. In many cases, CrowderGulf does not see our clients Project Worksheets nor are we made aware that a client has been de-obligated. The fault of each finding may not be due to the work of the debris contractor but could be as simple as adequately identifying the proper scope of work in the Project Worksheet.

It is impossible to predict which client's contract may be chosen by the Office of Inspector General (OIG) for Audit Review. Through the years, CrowderGulf has assisted our Clients in meeting documentation requests by FEMA and the OIG. **To date, CrowderGulf is not aware of any de-obligations to our clients based on our failure to follow FEMA guidelines.** Our only known FEMA audit involved the City of Fort Lauderdale in 2-005. After working side by side with the City and the Monitoring Firm, the City of Fort Lauderdale, CrowderGulf and the Monitoring Firm were all found to be in **compliance** with FEMA regulations and that the documentation submitted was acceptable.

FEMA Audit Case: In October 2005, Hurricane Wilma struck South Florida leaving mixed storm debris throughout the City of Fort Lauderdale. Subsequently, OIG performed an audit and found the Applicant did not follow proper procurement procedures and recommended de-obligation due to a time and materials bid contract. CrowderGulf staff worked, free of charge, with the City of Fort Lauderdale and the City's monitoring Company to supply documentation to OIG/FEMA that the costs for TDRS management were properly documented and the average unit rates were reasonable. **Conclusion:** The City of Fort Lauderdale (Applicant) provided sufficient documentation to demonstrate that it performed eligible debris removal within the scope of work, actual TDRS costs were properly documented, and costs incurred under a time and materials contract were reasonable.

Experience with FHWA, NRCS and other Applicable Federal & State Agencies Project Examples:

1. New Jersey Department of Environmental Protection - Waterway Debris Removal and Dredging Operation

Project Scope and Objectives

CrowderGulf was awarded a competitively bid waterway debris removal contract by the New Jersey Department of Environmental Protection. CrowderGulf hauled and managed over 684,238 cubic yards of marine debris. Of this debris, over 50,000 cubic yards was located within streams, rivers, and marshes. This debris was located within ecological and wildlife sensitive areas where innovated techniques and measure were used to limited any further impact to the environment. This project also included side scan sonar and hydrographic surveying to determine storm related sediment and storm sediment removal by mechanical dredging. Over 465,000 cubic yards of sand and silt were dredged from the bay areas and 167,621 cubic yards of sand screened and returned to the beaches. Much of this sand and silt deposited by the storm was located within tributaries and was a direct impact to storm water management and tidal flow.



Location

New Jersey - Bays, Lakes, Streams, Marshes, Islands, and Rivers.

Time Frame

January 2013 - March 2014

Funding Source

FEMA and NJDEP

2. Swift Track Living Shore Line

Project Scope and Objectives

Project included approximately 6,000 LF of gabion baskets filled with oyster shell and other approved clutch material. The intent of the project is to dissipate wave energy impacting the shore line and to promote sea life. The system used will also promote the shoreline to naturally propagate out to the reef, thus restoring the land lost from erosion. The oyster shell and clutch material used will also aid in water clarity.



Location

Gulf Shores, AL

Time Frame

July 2012

Funding Source

The Nature Conservancy



3. Severe Storms, Flooding & Tornadoes – Alabama Department of Conservation & Natural Resources (DCNR)

Time Period:

09/08/2014 – 10/15/2014

Volume Removed:

1,801 Cubic Yards

Amount Invoiced:

\$176,000

**Funding Source:** FEMA**Location:** Baldwin County, Alabama**Alabama Department of Conservation****& Natural Resources (DCNR) Contact Information:**

Terry Boyd, Chief of Engineering

64 N. Union Street Room 479

Montgomery, AL 36104

PH: (334) 242-3836

Terry.Boyd@dcnr.alabama.gov**CrowderGulf Project Manager**

Reid Loper

December 2014, Alabama DCNR activated CrowderGulf to begin debris operations after the Severe Storms damaged areas throughout Baldwin County, Alabama. Due to severe tornado's and flooding, the County required disaster recovery of waterway debris, C&D and also vegetative debris. Our team mobilized and met with County personnel and removal operations began immediately. CrowderGulf used side scan sonar to identify, locate, and mark potential storm generated debris. The targets were then removed using specialized debris barges and transported to an offloading site. From there the debris was disposed of in accordance with all Federal, State and local laws. The project also included cutting hazardous leaning trees that protruded into the navigable waterways. CrowderGulf also removed debris which could be a threat to private and public property and this included removing debris that obstructed water flow in tributaries. CrowderGulf worked very closely with the USACE and FEMA to ensure all environmental permit conditions were met, due to much of this project being in a nature preserve.



CrowderGulf's Ten (10) Years of Consecutive Past Performance

(Minimum Requirement 3.3.2)

The chart below contains a partial listing of contracted work accomplished by CrowderGulf as a full service Prime Debris Contractor for the past **10 years**. Please feel free to contact any of our past clients for references regarding our past performance. A complete past performance list can be made available dating back to Hurricane Frederick in 1979 if requested.

Waterway, Sand Screening and Beach Re-nourishment Projects are highlighted in **Blue** for your review

(Minimum Requirement 3.3.7)

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2017 Hurricane Nate				
Dauphin Island, AL 10/8/2017-Ongoing	Clearing Sand from the Roads	\$1,339,286	107,060	Jeff Collier , Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org Wanda Sandagger , Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, wsandagger@townofdauphinisland.org
2017 Hurricane Irma Ongoing Projects	61 Contracts Activated for Event so far - 91 DMS Managed for Event so far	\$171,285,478 Event Cost TD	11,374,514 Total CY TD	
Apopka, FL 9/24/2017-01/19/2018	Removed & Disposed: vegetation, hangers, stumps Tasks: Storm Sewer Cleaning Monitored by Landfall Strategies	\$1,321,420	150,226	Josh Robinson , Solid Waste Operations Manager, 748 E. Cleveland St. Apopka, FL 32703, 407-703-1731 fax: 407-703-1748 jrobinson@apopka.net
Arcadia, FL 10/2/2017-12/11/2017	Removed & Disposed: vegetation Reduced: at 1 site by burning Monitored by Landfall Strategies	\$499,521	33,867	Beth Carsten , Finance Director 23 North Polk Ave. Arcadia, FL 34266, 863-494-4114 fax: 863-494-4712 ecarsten@arcadia-fl.gov Penny Delaney , City Clerk 23 North Polk Ave. Arcadia, FL 34266 863-494-4114 fax: 863-494-4712 pdelaney@arcadia-fl.gov
Aventura, FL 9/15/2017-11/07/2017	Removed & Disposed: vegetation, mulch, hangers (733) Reduced: at 1 site by grinding Monitored by Volkert	\$349,602	10,865	Joseph Kroll , Public Works Director 19200 W. County Club Drive Aventura, FL 33180 cell: 305-525-1694, ofc: 305-466-8970 fax: 305-466-3277 jkroll@cityofaventura.com Alan Levin , Public Works Operations Manager 19200 W. Country Club Drive Aventura, FL 33180 cell: 305-218-6844 ofc: 305-466-8931 alevine@cityofaventura.com
Bonita Springs, FL 9/23/2017-12/12/2017	Removed & Disposed: C&D, vegetation, mulch, leaners / hangers (34,090 trees) Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$6,480,160	538,287	Matt Feeney , Public Works Director 9101 Bonita Beach Road, Bonita Springs, FL 34135 ofc: 239-949-6246 fax: 239-949-6245 matt.feeney@cityofbonitasprings.org Arleen Hunter , Assistant City Manager 9101 Bonita Beach Road, Bonita Springs, FL 34135 ofc: 239-949-6262 Arleen.hunter@cityofbonitasprings.org
Brevard Co, FL 9/18/2017-11/29/2017	Removed & Disposed: C&D, vegetation, mulch Reduced: at 4 site by grinding Monitored by Tetra Tech - ADMS	\$2,372,324	172,031	"Euri" Euripides Rodriguez , SW Dir, 2725 Judge Fran Jamieson Way, Bldg A, Ste 118, Viera, FL 32940, 321-633-2042, euripides.rodriguez@brevardcounty.us
Casselberry, FL 9/20/2017-01/03/2018	Removed & Disposed: C&D, vegetation, mulch, leaners / hangers, stumps Reduced: at 4 site by grinding Monitored by Tetra Tech - ADMS	\$364,046	30,977	Mr. Charles "Chuck" Smith Public Works Parks and Facilities Supervisor 95 Triplet Lake Drive Casselberry, FL 32707 cell: 321-388-4194 ofc: 407-262-7725 xt. 1717 csmith@casselberry.org Willie Velez , Procurement Administrator 95 Triplet Lake Drive Casselberry, FL 32707 ofc: 407-262-7700 xt. 1137 fax: 407-262-7746, wvelez@casselberry.org
Charlotte County, FL 11/11/2017-01/26/2018	Removed & Disposed: C&D, vegetation, leaners / hangers Monitored by Tetra Tech - ADMS	\$1,101,860	39,912	Richard Allen , SW Operations Manager, 25550 Harbor View Rd, Unit 2, Port Charlotte, FL 33982, 941-764-4393, richard.allen@charlottecountyfl.gov
Chatham Co, GA 9/20/2017-12/17/2017	Removed & Disposed: C&D, vegetation, mulch Reduced: at 1 site by grinding Monitored by Thompson- ADMS	\$460,049	53,508	Robert Drewry , Director of Public Works 7226 Vamedoe Drive Savannah, GA 31406 ofc: 912-652-6842 fax: 912-652-6845 rwedrewry@chathamcounty.org Robin L. Maurer , Assistant Purchasing Director 1117 Eisenhower Drive, Suite C Savannah, GA 31406 ofc: 912-790-1623 fax: 912-790-1627 rlmaurer@chathamcounty.org
Clay Co, FL 9/18/2017-1/10/2018	Removed & Disposed: C&D, vegetation, mulch, leaners / hangers; Reduced: at 6 site by grinding Monitored by Landfall Strategies	\$4,686,215	503,019	John Ward , EM Dir, 2519 SR 16 W, Green Cove Springs, FL 32043, 904-541-2767, John.Ward@claycountygov.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Cocoa Beach, FL 9/18/2017-10/25/2017	Removed & Disposed: C&D, vegetation, mulch, compacted C&D Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$207,256	20,986	Rob Strong , Project Manager, Public Works, 1600 Minutemen Causeway, Cocoa Beach, FL 32932, 321-868-3316, rstrong@cityofcocoa-beach.com	
Coleman, FL 9/25/2017-12/18/2017	Removed & Disposed: vegetation, mulch, Stumps (5) Reduced: at 1 site by grinding Self Monitored	\$28,464	3,030	Mayor Milton Hill , 3502 E. Warm Springs Avenue Coleman, FL 33521 cell: 352-978-9938 ofc: 352-748-1017 Fax: 352-748-2291 miltonhill@cityofcolemanfl.com	Ruth Busby , Public Services Director 3502 E. Warm Springs Avenue Coleman, FL 33521 ofc: 352-748-1017 Fax: 352-748-2291 ruthbusby@cityofcolemanfl.com
Deltona, FL 9/19/2017-12/18/2017	Removed & Disposed: vegetation, mulch, leaners / hangers Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$3,318,399	264,802	Matt Doan , PW Dir, 2345 Providence Blvd, Deltona, FL 32725, 386-878-8950, mdoan@deltonafl.gov	
DeSoto Co, FL 10/2/2017-02/06/2018	Removed & Disposed: vegetation, mulch, leaners / hangers Reduced: at 1 site by grinding Monitored by Landfall Strategies	\$1,625,076	110,714	Tom Moran , Emergency Management Director 2200 NE Roan Street Arcadia, FL 34266 Cell: 863-993-5855, Ofc: 863-993-4831, Fax: 863-993-4840 t.moran@desotobocc.com	Cindy Talamantez , Purchasing Director 201 E. Oak Street, Suite 203 Arcadia, FL 34266 Ofc: 863-993-4816 Fax: 863-993-4819 c.talamantez@desotobocc.com
Edgewater, FL 9/19/2017-11/2/2017	Removed & Disposed: vegetation Monitored by Witt O'Briens - ADMS	\$409,725	57,936	Brenda DeWees , Dir of Env Services, 409 Mango Tree Drive Edgewater, FL 32132 386-424-2400, bdeweess@cityofedgewater.org	
Edgewood, FL 9/21/2017-11/9/2017	Removed & Disposed: vegetation, mulch, leaners / hangers Reduced: at 1 site by grinding Monitored by Landfall Strategies	\$214,703	14,939	Bea L. Meeks , City Clerk, 405 Larue Ave. Edgewood, FL 32809 Cell: 352-267-8839, Ofc: 407-851-2920 Fax: 407-851-7361 bmeeks@edgewood-fl.gov	Mayor Ray Bagshaw 405 Larue Ave. Edgewood, FL 32809 Cell: 407-230-0355, Ofc: 407-851-2920 rbagshaw@edgewood-fl.gov
Estero, FL 09/22/2017-02/04/2018	Removed & Disposed: vegetation Monitored by Rostan	\$30,998	1,595	David Willems , Public Works Director 9401 Corkscrew Palms Circle Estero, FL 33928 239-221-5035 willems@estero-fl.gov	
FL DEP – Waterway	Waterway Debris Removal Remove waterway debris with boats to an offload site, load onto trucks for disposal	\$43,636,590	267,008	Scott Woolam , Sr Program Analyst, Div of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, Scott.Woolam@dep.state.fl.us	
Flagler Beach, FL 9/22/2017-10/21/2017	Removed & Disposed: vegetation, C&D, mulch Reduced: at 2 site by grinding Monitored by Thompson - ADMS	\$320,363	27,398	Larry Newsom , City Manager, 105 South Second St, Flagler Beach, FL 32136, 386-517-2000, lnewsom@cityofflaglerbeach.com	
Flagler Co, FL 9/26/2017-11/6/2017	Removed & Disposed: vegetation Monitored by Eisman Russo	\$402,926	22,491	Richard Gordon , Asst Co Engineer, 1769 E Moody Blvd, Building 2, Bunnell, FL 32110, 386-313-4006, rgordon@flaglercounty.org	
Ft Myers, FL 9/27/2017-12/5/2017	Removed & Disposed: vegetation, mulch, leaners / hangers (3,134 trees), white goods (3), HHW (1,513 lbs) Monitored by Thompson - ADMS	\$3,757,645	331,967	Mr. Saeed Kazemi , City Manager 2200 Second Street Ft. Myers, FL 33901 Cell: 239-851-1753 Ofc: 239-321-7024 SKazemi@cityfmyers.com	Sandra Ryan , Interim Dep. City Clerk 2200 Second Stret Ft. Myers, FL 33901 Ofc: 239-321-7035
Ft Myers Beach, FL 9/27/2017-12/7/2017	Removed & Disposed: vegetation, mulch Monitored by Thompson - ADMS	\$257,847	23,561	Roger Hernstadt , Town Manager 2523 Estero Blvd. Fort Myers Beach, FL 33931 Ofc: 239-765-0202 Fax: 239-765-0909 Roger@fmbgov.com	Scott Baker , Director of Public Works 2523 Estero Blvd. Fort Myers Beach, FL 33931 Cell: 239-218-7733 Ofc: 239-765-0202 sbaker@fortmyersbeachfl.gov
Glades Co, FL 10/3/2017-11/3/2017	Removed & Disposed: vegetation, C&D, ash Reduced: at 1 site by burning Monitored by Thompson - ADMS	\$389,826	47,493	Angela Snow Colegrove , EM Director 500 Ave J. Moore Haven, FL 33471 Cell: 863-673-1837 Ofc: 863-946-6020 Fax: 863-946-1091 asnow@myglades.com	Paul Carlisle , County Manager 500 Ave J. Moore Haven, FL 33471 Ofc: 863-946-6000 pcarlisle@myglades.com
Hardee Co, FL 9/19/2017-1/31/2018	Removed & Disposed: vegetation, C&D, hangers (1,124) Monitored by Witt O'Briens - ADMS	\$1,068,295	83,852	Jill Newman , EM Director 404 W. Orange St. Wauchula, FL 33873 Cell: 863-832-0324 Ofc: 863-773-6373 Fax: 863-773-9390 jill.newman@hardeecounty.net	Willie Nabong , PW Director 205 Hanchey Road Wauchula, FL 33873 Ofc: 863-773-3272 Fax: 863-773-0107 willie.nabong@hardeecounty.net

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Jupiter, FL 9/11/2017-10/24/2017	Push Operations Removed & Disposed: vegetation, C&D, mulch, compacted C&D Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$370,420	43,668	Mr. Thomas "Tom" Discoll , Director of Engineering & Public Works 210 Military Trail Jupiter, FL 33458 Cell: 561-440-0213 Ofc: 561-741-2215 Fax: 561-741-2515 thomasd@jupiter.fl.us	Mr. Doug Koennicke , Town Engineer 210 Military Trail Jupiter, FL 33458 Ofc: 561-741-2258 Cell: 561-723-4680, dougk@jupiter.fl.us
Kissimmee, FL 9/18/2017-12/16/2017	Removed & Disposed: vegetation, C&D, mulch, compacted C&D Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$495,434	35,956	Kerrith Fiddler , PW Director, 101 Church Street, Suite 301 Kissimmee, FL 34741 Cell: 407-252-7823 Ofc: 407-518-2164 kfiddler@kissimmee.org	George Allen , PW Operations Assistant Director 101 Church Street Kissimmee, FL 34741 Ofc: 407-518-2523 Cell: 407-624-0155 gallen@kissimmee.org
Lake Co, FL 9/16/2017-02/28/2018	Removed & Disposed: vegetation, mulch Reduced: at 3 site by grinding Monitored by Tetra Tech - ADMS	\$6,155,232	486,415	Mary Hamilton Environmental Services Mgr., 323 N. Sinclair Ave. Tavares, FL 32778 Ofc: 352-483-9006 mhamilton@lakecountyfl.com	David Salinas , Public Works Landfill Supervisor, 13130 County Landfill Rd., Tavares, FL 32778 Cell: 352-636-0851 Ofc: 352-343-3776 Fax: 352-253-1690 dsalinas@lakecountyfl.gov
Lake Mary, FL 9/19/2017-12/9/2017	Removed & Disposed: vegetation, C&D, mulch, stumps, leaners / hangers Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$563,576	55,205	Bruce Paster , PW Director 911 Wallace Court Lake Mary, FL 32746 Cell: 407-463-8133 Ofc: 407-585-1452 bpaster@lakemaryfl.com	Jill Alvarez , Purchasing Coordinator 100 N. Country Club Road Lake Mary, FL 32746 Ofc: 407-585-1403 Fax: 407-585-1464 jalvarez@lakemaryfl.com
Lakeland, FL 9/19/2017-01/14/2018	Removed & Disposed: vegetation, C&D, mulch, leanres / hangers (9,065 trees) Reduced: at 3 site by grinding Monitored by Thompson - ADMS	\$2,371,675	216,719+	Heath Frederick , PW Director 228 S Massachusetts Ave. Lakeland, FL 33801 Cell: 386-747-2370 , Ofc: 863-834-6001 heath.frederick@lakelandgov.net	Greg James , PW Assistant Director 228 S. Massachusetts Avenue Lakeland, FL 33801 Cell: 863-608-1468 Ofc: 863-834-6040 greg.james@lakelandgov.net
Lauderdale-By-The-Sea, FL 9/16/2017-10/9/2017	Removed & Disposed: vegetation, hangers (131) Monitored by Witt O'Briens - ADMS	\$70,899	6,748	Don Prince , Director of Municipal Services 4501 N. Ocean Drive Lauderdale-By-The-Sea, FL 33308 Cell: 954-275-0808 Ofc: 954-640-4232 Fax: 954-776-0578 DonP@lbtbs-fl.gov	Ralph "Bud" Bentley , Town Manager 4501 Ocean Drive Town of Lauderdale-By-The-Sea, FL 33308 Ofc: 954-640-4200 Fax: 954-776-1857 budb@lbtbs-fl.gov
Lee Co, FL 9/16/2017-01/14/2018	Removed & Disposed: vegetation, C&D, mulch, leanres / hangers (68,195 trees) Reduced: at 13 site by grinding Monitored by Thompson - ADMS	\$25,854,200	2,016,810+	Jason Fournier , Public Utilities Manager 10500 Buckingham Rd. Fort Myers, FL 33905 Cell: 239-229-5733 Ofc: 239-533-8000 Fax: 239-338-3337 jfournier@leegov.com	Jim Bjostad , Public Safety Emergency Manager 2675 Ortiz Ave. Ft. Myers, FL 33905 Cell: 239-476-2147 Ofc: 239-533-0617 Fax: 239-477-3636 bjostad@leegov.com
Miami Springs, FL 9/14/2017-01/15/2018	Push Operations Removed & Disposed: vegetation, C&D, mulch, leaners / hangers (3,112 trees), stumps Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$3,425,572	132,801	Tammy Romero , Procurement Specialist 201 Westward Drive Miami Springs, FL 33166 Ofc: 305-805-5035 Fax: 305-805-5018 romerot@miamisprings-fl.gov	William Alonso , City Manager 201 Westward Drive Miami Springs, FL 33166 Ofc: 305-805-5014 alonsow@miamisprings-fl.gov
Miami, FL 10/4/2017-12/14/2017	Removed & Disposed: vegetation, C&D, mulch, compacted C&D, leanres / hangers (3,713 trees) Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$1,453,210	63,406	Mario F. Nunez , Solid Waste Director 1290 N.W. 20 Street Miami, FL 33142 Ofc: 305-960-2804 Fax: 305-960-2850 mfnunez@miamigov.com	Robert Williams , Solid Waste Superintendent 1290 N.W. 20 Street Miami, FL 33142 Ofc: 305-960-2837 Fax: 305-960-2845 robwilliams@miamigov.com
Mount Dora, FL 9/26/2017-10/28/2017	Removed & Disposed: vegetation Monitored by Tetra Tech - ADMS	\$343,612	31,845	Mike Sheppard , Dep. Director Finance 510 N Baker St. Mount Dora, FL 32757 Ofc: 352-735-7179 Cell: 352-408-4692 sheppardm@cityofmoundora.com	John McKinney , Finance Director 510 N. Baker St. Mount Dora, FL 32757 Ofc: 352-735-7158 Cell: 321-205-6401 mckinneyj@ci.mount-dora.fl.us
Nassau Co, FL 9/18/2017-2/9/2018	Removed & Disposed: vegetation, mulch, leaners / hangers (2,492 trees) Reduced: at 1 site by grinding Monitored by Witt O'Briens - ADMS	\$2,955,146	259,054	Scott Herring PW Director 46026 Landfill Rd. Callahan, FL 32011 Ofc: 904-491-7330 Cell: 904-583-5665 Fax: 904-879-6323 sherring@nassaucountyfl.com	Shanea Jones , County Manager 96135 Nassau Pl. Suite 1 Yulee, FL 32097 Ofc: 904-530-6010 Fax: 904-321-5784 sjones@nassaucountyfl.com
North Port, FL 9/15/2017-12/13/2017	Removed & Disposed: vegetation, mulch Reduced: at 1 site by grinding Monitored by Rostan / Hall Pass - ADMS	\$688,634	63,542	Monica Bramble , Asst. PW Director 1100 N. Chamberlain Blvd. North Port, FL 34286 Ofc: 941-240-8060 Cell: 941-628-0015 Fax: 941-240-8063 mbramble@cityofnorthport.com	Frank Lama , Solid Waste Manager 1100 Chamberlain Blvd. North Port, FL 34286 Ofc: 941-240-8074 Fax: 941-429-7079 flama@cityofnorthport.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Ocala, FL 9/18/2017-02/26/2018	Push Operations Removed & Disposed: vegetation, mulch, leanres / hangers (3,713 trees) Reduced: at 2 site by grinding Monitored by Tetra Tech - ADMS	\$1,833,496	167,314	Darren Park , PW Director 1805 NE 30 th Ave. Bldg. 300 Ocala, FL 34470 Ofc: 352-351-6733 Cell: 352-414-8622 Fax: 352-351-6731 dpark@ocalafl.org	Ken Whitehead , Asst. City Manager 1805 NE 30 th Ave Bldg 600 Ocala, FL 34470 Ofc: 352-401-3974 Cell: 352-857-1223 kwhitehead@ocalafl.org
Okeechobee Co, FL 9/22/2017-12/08/2017	Removed & Disposed: vegetation, ash, hangers (1,047 trees) Reduced: at 1 site by burning Monitored by Culpepper & Terpening - ADMS	\$1,412,645	79,510	Mitchell Smeykal , EM Director 707 NW 6 th St. Ave Okeechobee, FL 34972 Ofc: 863-763-3212 Cell: 863-634-6273 Fax: 863-763-1569 msmeykal@co.okeechobee.fl.us	Russell Rowland , Asst Co Administrator 1700 NW 9 th Ave. Suite D Okeechobee, FL 34972 Ofc: 863-763-1811 Cell: 863-697-0121 Fax: 863-763-5529 rrowland@co.okeechobee.fl.us
Orange Co, FL 9/15/2017-12/21/2017	Removed & Disposed: vegetation, mulch, ash, leaners / hangers, marine debris Reduced: at 3 site by grinding Monitored by Tetra Tech - ADMS	\$6,609,514	345,933+	Ralphetta Aker , PW Fiscal & Op Support Manager 4200 South John Young Parkway Orlando, FL 32839 Ofc: 407-836-8011 Fax: 407-836-7788 Ralphetta.Aker@ocfl.net	Jennifer Cummings PW Stormwater Manager 4200 S. John Young Pkwy Orland, FL 32839 Ofc: 407-836-7795 Cell: 321-689-7624 jennifer.cummings@ocfl.net
Orlando, FL 9/22/2017-12/1/2017	Removed & Disposed: vegetation, mulch, hangers (2,113 trees) Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$1,316,790	79,114	Mike Carroll , Solid Waste Div. Manager 1028 S. Woods Ave. Orlando, FL 32805 Ofc: 407-246-3050 Cell: 407-538-8916 Fax: 407-246-2808 michael.carroll@cityoforlando.net	Rick Howard , PW Director 1028 S. Woods Ave. Orlando, FL 32805, Ofc: 407-246-3222 rick.howard@cityoforlando.net
Ormond Beach, FL 9/16/2017-10/26/2017	Removed & Disposed: vegetation, mulch, leaners / hangers (3,679 trees) Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$2,022,282	130,212	Kevin Gray , PW Operations Manager 501 N. Orchard St. Ormond Beach, FL 32174 Ofc: 386-676-3577 Cell: 386-316-7725 kevin.gray@ormondbeach.org	
Palm Coast, FL 10/13/2017-11/6/2017	Removed & Disposed: vegetation, C&D Monitored by True North - ADMS	\$162,855	22,007	Jim Landon , City Manager 160 Lake Avenue Palm Coast, FL 32164 Ofc: 386-986-3702 Fax: 386-986-3781 jlandon@palmcoastgov.com	Nester Abreu , PW Director 1 Welfield Grade Palm Coast, FL 32137 Ofc: 386-986-2360 Cell: 386-931-5177 nabreu@palmcoastgov.com
Palm Springs, FL 9/15/2017-11/2/2017	Removed & Disposed: vegetation Monitored by Thompson - ADMS	\$134,297	15,351	Mr. William "Bill" Golson , Dir. Parks and Recreation 226 Cypress Lane Palm Springs, FL 33461 Ofc: 561-964-8820 Fax: 561-964-2387 bgolson@vpsfl.org	Kimberly Wynn , Village Clerk 226 Cypress Lane Palm Springs, FL 33461 Ofc: 561-965-4010 Fax: 561-965-0899 kwynn@vpsfl.org
Palmetto, FL 10/5/2017-11/21/2017	Removed & Disposed: vegetation, mulch, hangers (97 trees) Reduced: at 1 site by grinding Monitored by Witt O'Briens - ADMS	\$202,411	22,797	Allen Tusing , PW Director 600 17 th Street W. Palmetto, FL 34221 Ofc: 941-723-4580 Cell: 941-737-0282 Fax: 941-723-4539 atusing@palmettofl.org	Javier Vargas Dep. Director PW 600 17 th Street W. Palmetto, FL 34221 Ofc: 941-723-4580 Fax: 941-723-4539 jvargas@palmettofl.org
Plantation, FL 9/19/2017-1/8/2018	Removed & Disposed: vegetation, leaners / hangers (1,479 trees) Monitored by Witt O'Briens - ADMS	\$1,635,288	190,901	Dawn Mehler , Administrative Analyst 750 NW 91 st Avenue Plantation, FL 33324 Ofc: 954-797-2723 dmehler@plantation.org	Steve Rodgers , PW Asst. Director 750 NW 91 st Ave Plantation, FL 33324 Ofc: 954-452-2535 Fax: 954-452-2548 srodgers@plantation.org
Polk Co, FL 9/15/2017-03/23/2018	Removed & Disposed: vegetation, mulch, leaners / hangers (16,344 trees) Reduced: at 11 site by grinding Monitored by Tetra Tec - ADMS	\$26,886,606+	2,370,172+	Michael Teate , Roads & Drainage Area Manager 3000 Sheffield Rd. Winter Haven, FL 33880 Ofc: 863-535-2200 Cell: 863-581-0541 michaelteate@polk-county.net	Jay Jarvis , Drainage Director, jayjarvis@polk-county.net , 300 Sheffield Rd, Winter Haven 33880, (863)535-2200
Polk Co School Board, FL 11/4/2017-02/28/2018	Removed & Disposed: vegetation, leaners / hangers Monitored by Tetra Tech - ADMS	\$344,964	11,212+	Scott Reeves , Senior Coordinator of Support Services, 1430 Hwy 60 East Bartow, FL 33830 863-534-5052 Scott.reeves@polk-fl.net	
Punta Gorda, FL 9/20/2017-10/16/2017	Removed & Disposed: vegetation, mulch, Reduced: by grinding	\$131,971	17,770	Marian Pace , Procurement Manager 326 West Marion Ave. Punta Gorda, FL 33950 Ofc: 941-575-3348 Cell: 941-628-1592 Fax: 941-575-3340 mpace@pgorda.us	Howard Kunik , City Manager 326 West Marion Ave. Punta Gorda, FL 33950 Ofc: 941-575-3301 Fax: 941-575-3310 hkunik@pgorda.us
Putnam Co, FL 9/21/2017-2/2/2018	Removed & Disposed: vegetation, mulch, Reduced: at 4 site by grinding Self Monitored	\$3,935,714	401,524	Larry Gast , Dir. Solid Waste/Sanitation 140 County Landfill Rd. Palatka, FL 32177 Ofc: 386-329-1200 Fax: 386-329-0486 larry.gast@putnam-fl.com	Lynn Wooten Solid Waste Sanitation Admin 140 County Landfill Rd. Palatka, FL 32177 Ofc: 386-329-1201 Cell: 386-937-5231 Fax: 386-329-0486 Lynn.wasdin@putnam-fl.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Sanford, FL 9/18/2017-11/12/2017	Removed & Disposed: vegetation, C&D, mulch Reduced: at 1 site by grinding Monitored by Witt O'Briens - ADMS	\$514,808	43,155	John P. Reichardt , PW Operations Mgr, 300 N Park Ave. Sanford, FL 32771 Ofc: 407-688-5087 Cell: 407-416-2998 john.reichardt@sanfordfl.gov	Bilal Iftikhar PW Director, 300 N Park Ave. Sanford, FL 32771 Ofc: 407-688-5085 Fax: 407-688-5081 bilal.iftikhar@sanfordfl.gov
Sanibel Island, FL 9/18/2017-12/17/2017	Removed & Disposed: vegetation, mulch, leaners / hangers (787 trees) Reduced: at 1 site by grinding Monitored by Witt O'Briens - ADMS	\$2,103,432	186,949	Keith Williams II , PW Director 800 Dunlop Rd. Sanibel, FL 33957 Ofc: 239-472-6397 Cell: 239-691-8787 keith.williams@mysanibel.com	Scott Krawczuk , Dep. Director Public Works 800 Dunlop Rd. Sanibel, FL 33957 Ofc: 239-472-6397 Cell: 239-770-2554 Fax: 239-472-6041
Sarasota Co, FL 9/13/2017-1/19/2018	Removed & Disposed: vegetation, mulch, Reduced: at 3 site by grinding Monitored by Tetra Tech - ADMS	\$2,243,983	228,309	Lois Rose , Solid Waste Mgr. 4000 Knights Trail Road Nokomis, FL 34275 Ofc: 941-861-1589 Cell: 941-650-0722 Fax: 941-486-2620 lerose@scgov.net	Scott Montgomery , EM Operations Mgr 6050 Porter Way Sarasota, FL 34236 Ofc: 941-861-5927 Fax: 941-861-5501 smontgo@scgov.net
St Petersburg, FL 9/16/2017-12/9/2017	Removed & Disposed: vegetation, mulch Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$2,811,018	242,290	Mike Vineyard , Park Operational Manager 1400 19 th Street North, St. Petersburg, FL 33713 Ofc: 727-892-5233 michael.vineyard@stpete.org	Mike Jeffries , Dir. Parks and Rec 1400 19 th Street North St. Petersburg, FL 33713 Ofc: 727-892-5863 michael.jeffries@stpete.org
Stuart, FL 9/14/2017-10/27/17	Push Operations Removed & Disposed: vegetation, mulch, leaners / hangers (181 trees) Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$197,023	16,535	Sam Amerson , Dir. Public Works 121 SW Flagler Ave. Stuart, FL 34994 Ofc: 772-288-5331 Cell: 772-260-9613 samerson@ci.stuart.fl.us	Dave Peters , Asst. Director of PW, 121 SW Flagler Ave. Stuart, FL 34994 Ofc: 772-288-1292 Cell: 772-260-9615 dpeters@ci.stuart.fl.us
Sumter Co, FL 9/22/2017-1/4/2018	Removed & Disposed: vegetation, mulch, leaners / hangers (2,898 trees) Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$1,390,305	93,858	Mark Wilson , Road and Bridge Superintendent 319 E. Anderson Ave. Bushnell, FL 33513 Ofc: 352-569-6700 Fax: 352-569-6701	Jackey Jackson , Asst. PW Director Operations 319 E. Anderson Ave. Bushnell, FL 33513 Ofc: 352-569-6700 Cell: 352-303-8543 Fax: 352-569-6701 jackey.jackson@sumtercountyfl.gov
Sunny Isles Beach, FL 9/26/2017-9/29/2017	Removed & Disposed: mulch	\$37,866	1,537	Christopher Russo , City Manager 18070 Collins Ave. Sunny Isles Beach, FL 33160 Ofc: 305-947-0606 Fax: 305-949-3113 crusso@sibfl.net	
Sunrise, FL 9/17/2017-11/30/2017	Removed & Disposed: vegetation, C&D, mulch, leaners / hangers (4,008 trees) Reduced: at 3 site by grinding Monitored by Tetra Tech - ADMS	\$2,489,564	153,237	Scott Manning , Emergency Mgmt 10440 W. Oakland Park Blvd. Sunrise, FL 33351 Ofc: 954-746-3476 Cell: 954-383-2647 smanning@sunrisefl.gov	Richard Salamon , City Manager 10770 West Oakland Park Blvd. Sunrise, FL 33351 Ofc: 954-746-3430 Fax: 954-746-3439 citymanager@sunrisefl.gov
Tarpon Springs, FL 9/18/2017-12/13/2017	Removed & Disposed: vegetation, C&D, mulch, leaners / hangers (733 trees) Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$683,790	57,364	Tom Funcheon , PW Director 324 East Pine Street Tarpon Springs, FL 34689 Ofc: 727-942-5606 Cell: 727-224-6182 Fax: 727-943-9609 tfuncheon@ctsfl.us	Mr. Richard Butcher , 444 Huey Ave. South Tarpon Springs, FL 34689 Ofc: 727-938-3737 Fax: 727-934-0598
Tybee Island, GA 9/17/2017-11/21/2017	Removed & Disposed: C&D, white goods (30) Monitored by Rostan / Haul Pass - ADMS	\$75,798	9,735	Angela Hudson , Finance Director 403 Butler Ave. Tybee Island, GA 31328 Ofc: 912-472-5021 Fax: 912-786-9465 ahudson@cityoftybee.org	Shawn Gillen , City Manager 403 Butler Ave. Tybee Island, GA 31328 Ofc: 912-472-5070 Cell: 404-309-1788 sgillen@cityoftybee.org
Venice, FL 9/20/2017-10/17/2017	Removed & Disposed: vegetation Monitored by Thompson - ADMS	\$110,342	12,543	Judy Gamel , Executive Asst. City Managers Office 401 West Venice Ave. Venice, FL 34285 Ofc: 941-882-7398 Fax: 941-480-3031 jveneziano@venicegov.com	John Venezan , Public Works Director 221 S. Seaboard Ave. Venice, FL 34285 Ofc: 941-882-7359 jveneziano@venicegov.com
Vero Beach, FL 9/18/2017-10/10/2017	Removed & Disposed: vegetation, mulch Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$243,068	34,724	Don Dexter , PW Manager 3405 Airport West Drive Vero Beach, FL 32960 Ofc: 772-978-4861 Cell: 772-473-7372 Fax: 772-978-4879 ddexter@covb.org	Carol Shoaf , Purchasing Contractor Adminstrator 3455 Airport West Drive Vero Beach, FL 32961 Ofc: 772-978-5470 Fax: 772-770-6860 purchcss@covb.org
(The) Villages Community, FL 9/15/2017-12/20/2017	Removed & Disposed: vegetation, mulch; Reduced: at 2 site by grinding; Monitored by Volkert - ADMS	\$406,298	33,039	Diane Tucker , Admin Ops Manager 940 Lakeshore Drive The Villages, FL 32162 Ofc: 352-674-1920 Cell: 352-207-8626 Fax: 652-674-1921 diane.tucker@districtgov.org	

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Wilton Manors, FL 9/18/2017-10/14/2017	Removed & Disposed: vegetation, C&D, leaners / hangers (115) Monitored by Tetra Tech - ADMS	\$222,447	25,910	David Archacki , Dir. Utilities / Emergency Mgmt 2020 Wilton Drive Wilton Manors, FL 33305 Ofc: 954-390-2129 Cell: 943-818-7315 darchacki@wiltonmanors.com	Bob Mays , Director of Finance 2020 Wilton Dr. Wilton Manors, FL 33305 Ofc: 954-390-2143 Bmays@wiltonmanors.com
2017 Hurricane Harvey Ongoing Projects	26 Contracts Activated for Event so far - 15 DMS Managed for Event so far	\$74,472,886 Event Cost TD	5,170,292 Event CY TD		
Alvin, TX 9/7/2017-10/16/2017	Removed & Disposed: C&D, vegetation, white goods (19), E-waste (200), HHW (11,100 Lbs); Monitored by True North - ADMS	\$208,292	12,446	Brian Smith , Director of Public Services, 1100 W Hwy 6, Alvin, TX 77511, 281-388-4315, bsmith@psf.cityofalvin.com	
Aransas Co, TX 9/5/2017-03/31/2018	Removed & Disposed: vegetation, C&D, mulch, leaners / hangers (14,938), white goods (6,039), HHW (22,760 Lbs) Reduced: at 3 site by grinding Monitored by Thompson - ADMS	\$26,380,579	2,914,947	Rick McLester , EM Coordinator, 301 N Live Oak St, Rockport, TX 78382, 361-790-0100, rmclester@aransascounty.org	
Baytown, TX 9/6/2017-10/25/2017	Removed & Disposed: vegetation, C&D, white goods (12,137), E-waste (130), HHW (34,680 Lbs) Monitored by True North - ADMS	\$763,931	34,827	Rick Davis , City Manager, 2401 Market St, Baytown, TX 77520, 281-420-6500, citymanager@baytown.org	
Brazoria Co, TX 9/13/2017-01/12/2018	Removed & Disposed: vegetation, C&D, white goods (1,454), E-waste (375), HHW (56,040 Lbs), compacted C&D; Reduced: at 4 site by C&D compaction Monitored by Tetra Tech - ADMS	\$2,422,724	184,733	Trey Haskens , Asst. County Engineer 451 N. Velasco, Suite 230 Angleton, TX 77515 Ofc: 979-583-7657 treyh@brazoria-county.com	
Chambers Co, TX 9/7/2017-10/13/2017	Removed & Disposed: C&D, vegetation, white goods (266), E-waste (34), HHW (2,320 Lbs) Monitored by True North - ADMS	\$205,138	10,533	Jimmy Sylvia , County Judge, 404 Washington Ave, Anahuac, TX 77514, 409-267-2440, jsylvia@co.chambers.tx.us	
Clear Lake Shores, TX 9/21/2017-10/14/2017	Removed & Disposed: C&D, vegetation, white goods (83), E-waste (40), HHW (3,500) Monitored by True North - ADMS	\$51,977	1,813	Mr. George Jones , City Administrator 1006 South Shore Dr. Clear Lake Shores, TX 77565 Ofc: 281-334-2799 Fax: 281-334-2866 gjones@clearlakeshores-tx.gov	Chief Kenneth G. Cook , Police Chief 1006 South Shore Drive Clear Lake Shores, TX 77565 Ofc: 281-334-1034 Fax: 281-334-2866 kcook@clearlakeshores-tx.gov
Corpus Christi, TX 8/31/2017-1/17/2018	Removed & Disposed: vegetation, mulch, hangers (28,601 trees); Reduced: at 2 site by grinding Monitored by Tetra Tech - ADMS	\$7,870,823	599,197	Lawrence Mikolajczyk , SW Dir, 2525 Hygeia St, Corpus Christi, TX 78415, 361-857-1972, lawm@cctexas.com	
Dickinson, TX 9/7/2017-1/26/2018	Removed & Disposed: C&D, vegetation, white goods (4,801), E-waste (7,298), HHW (169,801 Lbs) Monitored by Tetra Tech - ADMS	\$4,456,239	280,927	Capt Steve Krone , Emergency Operations Dir, 4000 Liggio, Dickinson, TX 77539, 281-337-6308, skrone@ci.dickinson.tx.us	
Friendswood, TX 9/6/2017-1/15/2018	Removed & Disposed: C&D, white goods (5,631), E-waste (2,350), HHW (220,540 Lbs) Monitored by Tetra Tech - ADMS	\$4,077,375	135,952	Terry Byrd , EM Coordinator, 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3332, tbyrd@ci.friendswood.tx.us	
Galveston Co, TX 9/27/2017-11/22/2017	Removed & Disposed: C&D Monitored by Tetra Tech - ADMS	\$540,246	34,524	Rufus 'Lee' Crowder , Purchasing Agent 722 Moody Street 5th Floor Galveston, TX 77550 Ofc: 409-770-5372 rufus.crowder@co.galveston.tx.us	
Ingleside, TX 9/3/2017-02/08/2018	Removed & Disposed: C&D, vegetation, compacted C&D, mulch; Reduced: at 3 site by grinding Monitored by True North - ADMS	\$4,143,613	361,136	Shanna Owens , EM Coordinator 2425 8th Street Ingleside, TX 78362 Ofc: 361-776-7422 sowens@inglesidetx.gov	Paul Baen , Finance Director 3761 San Angelo St. Ingleside, TX 78362; Ofc: 361-776-2517
Jones Creek, TX 9/15/2017-10/16/2017	Removed & Disposed: C&D Monitored by Witt O'Briens - ADMS	\$64,020	3,532	Marshal William Tidwell , Marshal/EM 7207 Stephen F. Austin Jones Creek, TX 77541 Ofc: 979-292-6393 Fax: 979-233-3712 jc.cityhall@coastal-link.net	Kimberly Morris , Emergency Management Coordinator 7207 Stephen F. Austin Rd. Jones Creek, TX 77541 Ofc: 979-233-2700 Fax: 979-233-3712 jc.cityhall@coastal-link.net
LaMarque, TX 9/16/2017-10/26/2017	Removed & Disposed: C&D, vegetation Monitored by TCB - ADMS	\$396,255	21,993	Charlete Todaro Warren , PW Coordinator Emergency Management 1111 Bayou Road La Marque, TX 77568 Ofc: 409-938-9225 Cell: 409-457-7511 Fax: 409-935-0401 c.todaro@cityoflamarque.org	Robin Eldridge , City Clerk 1111 Bayou Rd. La Marque TX 77568 Ofc: 409-938-9259 r.eldridge@cityoflamarque.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Lake Jackson 9/16/2017-10/7/2017	Removed & Disposed: vegetation Monitored by Tetra Tech - ADMS	\$42,810	4,281	Keelie Kennedy , Buyer 25 Oaks Drive Lake Jackson TX 77566 Ofc: 979-415-2420 Fax: 979-415-2520 kkennedy@lakejacksontx.gov	Sally Villarreal Asst. City Secretary, 25 Oaks Drive Lake Jackson TX 77566 Ofc: 979-415-2401 Fax: 979-415-2501 avillarreal@lakejacksontx.gov
League City, TX 9/7/2017-12/2/2017	Removed & Disposed: C&D, white goods (3,207), E-waste (3,407), HHW (102,400 Lbs) Monitored by Tetra Tech - ADMS	\$2,435,872	116,461	Bo Bass , City Manager, 300 W Walker St, League City, TX 77573, 281-554-1414, john.baumgartner@leaguecitytx.gov	
Liberty Co, TX 10/16/2017-2/20/2018	Removed & Disposed: C&D Monitored by Tetra Tech - ADMS	\$162,784	22,639	Tom Branch EM Coordinator 2400 Beaumont Ave. Jail Admin Bldg. Liberty TX 77575 Ofc: 936-334-3219 Cell: 713-816-9898 Fax: 936-336-3172 tom.brancy@co.liberty.tx.us	Crista Beasley , Dep. EM Coordinator 2400 Beaumont Ave. Jail Admin Bldg. Liberty, TX 77575 Ofc: 936-334-3219 Fax: 936-336-3172 crista.beasley@co.liberty.tx.us
Montgomery Co, TX 9/5/2017-2/6/2018	Removed & Disposed: C&D, Compacted C&D, white goods (1,847), E-waste (3,915), HHW (5,346 Lbs) Monitored by Tetra Tech - ADMS	\$2,179,465	168,536	Chief Deputy Randy McDaniel , EM Coordinator, 9472 Airport Rd, Conroe, TX 77303, 936-760-5852, Randy.McDaniel@mctx.org	
Nassau Bay, TX 9/14/2017-10/19/2017	Removed & Disposed: C&D, vegetation, white goods (89), E-waste (7), HHW (17,780 Lbs) Monitored by Witt O'Briens - ADMS	\$205,059	6,323	Jamie Galloway , EM Coordinator 1800 Space Park Dr. Suite 200 Nassau Bay, TX 77058 Ofc: 281-336-6298 Fax: 281-335-1555 jamie.galloway@nassaubay.com	Paul Lopez , PW Director 18295 Upper Bay Rd. Nassau Bay TX 77258 Ofc: 281-333-2944 Fax: 281-333-2301 paul.lopez@nassaubay.com
Newton Co, TX 10/2/2017-12/13/2017	Removed & Disposed: C&D, vegetation Monitored by Thompson - ADMS	\$104,046	8,859	Rosemary Johnson , Admin Assistant for Judge PO Box 1380 Newton, TX 75966 Ofc: 409-379-5691 Cell: 409-381-0677 Fax: 409-379-2107 newtoncountyjudge@co.newton.tx.us	Olen Bean , Dep. EMC PO Box 1380 Newton, TX 75966 Ofc: 409-994-25431 Cell: 409-658-9241 olen.bean@co.jasper.tx.us
Nueces Co, TX 9/14/2017-11/21/2017	Removed & Disposed: C&D, vegetation Monitored by Tetra Tech - ADMS	\$82,851	8,540	Christopher Boyce , Em. Mgmt Coordinator 901 Leopard Street, Room 106 Corpus Christi TX 78401 Ofc: 361-888-0513 Fax: 361-888-0445 christopher.boyce@nuecesco.com	Glen Sullivan , PW Director 901 Leopard Street, Room 103 Corpus Christi, TX 78401 Ofc: 361-888-0490 Cell: 361-533-2356 Fax: 361-888-0485 glen.sullivan@nuecesco.com
Port Arthur, TX 9/8/2017-1/19/2018	Removed & Disposed: C&D, compacted C&D, white goods (1,642), E-Waste (36,766); Monitored by Witt O'Briens - ADMS	\$11,158,356	754,401	Armando Gutierrez , PW Dir, 44 4th St, Port Arthur, TX 77640, 409-983-8513, armando.gutierrez@portarthurtx.gov	
San Patricio Co, TX 9/3/2017-2/9/2018	Removed & Disposed: C&D, vegetative, mulch; Reduced: at 3 site by grinding; Monitored by True North - ADMS	\$4,229,370	368,043	Sara Williams , Emergency Management, 313 N Rachal St, Sinton, TX 78387, 361-587,3560, sara.williams@co.san-patricio.tx.us	
Santa Fe, TX 9/7/2017-11/2/2017	Removed & Disposed: C&D, HHW (10,780 lbs) Monitored by Thompson - ADMS	\$374,361	22,580	Joe Dickson , City Manager, 12002 State Hwy 6, Santa Fe, TX 77510, 409-925-6412,	
Seabrook, TX 9/9/2017-10/4/2017	Removed & Disposed: C&D, vegetation, white goods (31), HHW (3,126 Lbs); Monitored by Tetra Tech - ADMS	\$39,904	1,592	Gayle Cook , City Manager, 1700 1st St, Seabrook, TX 77586, 281-291-5719, gcook@seabrooktx.gov	
Webster, TX 9/8/2017-10/3/2017	Removed & Disposed: C&D, vegetation, white goods (6), E-waste (89), HHW (2,580 Lbs); Monitored by True North - ADMS	\$46,606	2,140	Joe Ferro , EM Dir, 101 Pennsylvania Ave, Webster, TX 77598, 281-316-3712, jferro@cityofwebster.com	
West Columbia, TX 9/23/17-10/16/2017	Removed & Disposed: C&D, white goods (7), E-waste (44), HHW (1,640 Lbs) Monitored by Witt O'Briens - ADMS	\$52,481	2,351	Chief Paul Odin , 310 E. Clay West Columbia, TX 77486 Ofc: 979-345-5121 Cell: 713-459-0732 Fax: 979-345-2730 chief@westcolumbiatx.org	Debbie Sutherland , City Manager 512 E. Brazos Ave. West Columbia TX 77486 Ofc: 979-345-3123 Fax: 979-345-3178 citymanager@westcolumbiatx.org
2017 TS Cindy					
Dauphin Island, AL 6/27/2017-6/29/2017	Sand Clearance from Roadways	\$6,540	Hrly	Jeff Collier , Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org	Wanda Sandagger , Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, wsandagger@townofdauphinisland.org
2017 Tornado					
Hattiesburg, MS 2/11/2017-5/27/2017	Removed & Disposed: vegetation, C&D, stumps, leaners & hangers Monitored by Debris Tech - ADMS	\$2,237,052	150,710	Lamar Rutland , City Engineer, 212 W Front St, Hattiesburg, MS 39401, 601-545-4540, lrutland@hattiesburgms.com	
2016 Hurricane Matthew	39 Contracts Activated for Event - 32 DMS Managed for Event	\$82,267,725 Total Event Cost	5,675,560 Total Event CY		

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Berkeley Co, SC 10/13/2016-12/18/2016	Removed & Disposed: vegetation, C&D, leaners & hangers, mulch Reduced: at 1 site by grinding Monitored by Rostan Solutions / GP Strategies - ADMS	\$931,731	75,610	Melissa Wheatley , Deputy Director of Solid Waste, 212 Oakley Plantation Dr, Moncks Corner, SC 29461, 843-719-2343, melissa.wheatley@berkeleycountysc.gov
Brevard Co, FL 10/11/2016-1/4/2017	Removed & Disposed: vegetation, C&D, mulch Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$3,231,102	265,794	"Euri" Euripides Rodriguez , SW Dir, 2725 Judge Fran Jamieson Way, Bldg A, Ste 118, Viera, FL 32940, 321-633-2042, euripides.rodriguez@brevardcounty.us
Bunnell, FL 10/14/2016-10/25/2016	Removed & Disposed: vegetation Monitored by Tetra Tech - ADMS	\$105,155	8,480	Perry Mitrano , SW Dir, 201 W Moody Blvd, Bunnell, FL 32110, 386-437-7500, pmitrano@bunnellcity.us
Callawassie Island, SC 10/8/2016-10/10/2016	Emergency Push	\$14,573	Hrly	Chief Waverly Patterson , Ops Dir, 176 Callawassie Dr, Okatie, SC 29909, 843-987-4150, chiefpatterson@hargray.com
Chesapeake, VA 10/28/2016-11/3/2016	Removed & Disposed: vegetation	\$21,166	483	Eric Martin , PW Dir, 306 Cedar Rd, 3rd Floor, Chesapeake, VA 23322, 757-382-6380, emartin@cityofchesapeake.net
Clay Co, FL 10/18/2016-1/12/2017	Removed & Disposed: vegetation, C&D, leaners & hangers, mulch Reduced: at 2 sites by grinding; Monitored by Landfall Strategies	\$1,142,823	127,682	John Ward , EM Dir, 2519 SR 16 W, Green Cove Springs, FL 32043, 904-541-2767, John.Ward@claycountygov.com
Cocoa Beach, FL 10/12/2016-12/3/2016	Removed & Disposed: vegetation, C&D, mulch Reduced: at 2 sites by grinding; Monitored by Tetra Tech - ADMS	\$326,535	32,701	Rob Strong , Project Manager, Public Works, 1600 Minutemen Causeway, Cocoa Beach, FL 32932, 321-868-3316, rstrong@cityofcocoabeach.com
Currituck Co, NC 11/7/2016-2/24/2017	Removed & Disposed: vegetation, mulch Reduced: at 1 site by grinding; Monitored by Tetra Tech - ADMS	\$46,664	2,805	Brenda McQueen , Superintendent of Buildings, PW, 153 Courthouse Rd, Currituck, NC 27929, 252-232-2504, brenda.mcqueen@currituckcountync.gov
Deltona, FL 10/14/2016-12/1/2016	Removed & Disposed: vegetation, C&D, leaners & hangers, ash Reduced: at 1 site by burning; Monitored by Tetra Tech - ADMS	\$1,384,861	117,753	Matt Doan , PW Dir, 2345 Providence Blvd, Deltona, FL 32725, 386-878-8950, mdoan@deltonafl.gov
Duplin Co, NC 11/28/2016-12/1/2016	Removed & Disposed: C&D Monitored by Tetra Tech - ADMS	\$7,107	519	Matt Barwick , EM Coordinator, 209 Seminary St, PO Box 909, Kenansville, NC 28349, 910-296-2160 Ext. 231, matthew.barwick@duplincountync.com
Edgecombe Co, NC 11/7/2016-2/24/2017	Removed & Disposed: C&D	\$516,525	20,257	Dee Waters , Purchasing Agent, 252-641-7888, deewaters@edgecombeco.com
Edgewater, FL 10/8/2016-12/8/2016	Emergency Push; Removed & Disposed: ROW, Commercial, Private - vegetative, C&D, leaners & hangers, mulch; Reduced: at 1 site by grinding; Monitored by Witt O'Briens	\$2,936,463	201,602	Brenda DeWees , Dir of Env Services, 386-424-2400, bdeweess@cityofedgewater.org
Fayetteville, NC 10/20/2016-2/15/2017	Removed & Disposed: vegetative, C&D, mulch Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$958,182	81,449	Jackie Tuckey , Management Analyst, 433 Hay St, Fayetteville, NC 28301-5537, 910-433-1854, jtuckey@ci.fay.nc.us
Flagler Beach, FL 10/13/2016-1/25/2017	Removed & Disposed: vegetative, C&D, Beach C&D, mulch Reduced: at 1 site by grinding, management and grinding of City hauls Monitored by Tetra Tech - ADMS	\$312,482	23,926	Larry Newsom , City Manager, 105 South Second St, Flagler Beach, FL 32136, 386-517-2000, lnewsom@cityofflaglerbeach.com
Flagler Co, FL 10/7/2016-1/23/2017	Emergency Push; Removed & Disposed: ROW, Public Use Areas, Private HOA & Non HOA Rds - vegetative, C&D, leaners & hangers, white goods, mulch; Reduced: at 1 site by grinding, management and grinding of City hauls; Monitored by Tetra Tech - ADMS	\$2,752,630	167,148	Richard Gordon , Asst Co Engineer, 1769 E Moody Blvd, Building 2, Bunnell, FL 32110, 386-313-4006, rgordon@flaglercounty.org
FL DEP 2/16/2017-6/20/2017	Waterway Debris Removal; Remove waterway debris with boats to an offload site, load onto trucks for disposal; Monitored by Eisman Russo - Zone 1, CDR McGuire - Zone 2, Tetra Tech - Zone 3	\$13,186,226	77,722	Scott Woolam , Sr Program Analyst, Div of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, Scott.Woolam@dep.state.fl.us
Fripp Island, SC 10/13/2016-10/28/2016	Emergency Push; Removed & Disposed: vegetative, leaners & hangers Monitored by Witt O'Brien	\$111,040	3,967	Kate Hines , General Manager, Generalmanager@frippislandliving.com
Garden City, GA 10/31/2016-1/17/2017	Removed & Disposed: vegetative, mulch; Reduced: at 1 site by grinding Monitored by Rostan Solutions - ADMS	\$365,490	33,580	Benny Googe , PW Dir, 2 Bud Brown Rd, Garden City, GA 31408, 912-629-2296, bgooge@gardencity-ga.gov
Hilton Head Island, SC 10/5/2016-6/15/2017	Emergency Push; Removed & Disposed: ROW, SCDOT Rds, Private Rds, Public Use Areas - vegetative, C&D, white goods, leaners & hangers, mulch; Reduced: at 2 sites by grinding; Waterway Debris removal from Drainage ways; Monitored by Tetra Tech - ADMS	\$37,124,940	3,012,487	Jennifer Lyle , Asst Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, 843-341-4779, jenniferl@hiltonheadislandsc.gov
Hilton Head Plantation, SC 10/10/2016-10/31/2016	Emergency Push Tasks: Access Tree clearance, ROE tree removal, Blue roof operations	\$195,567	Hrly	T. Peter Kristian , General Manager, 7 Surrey Ln, Hilton Head Island, SC 29926, pkristian@hhppoa.org
Jasper Co, SC 10/8/2016-10/12/2016	Emergency Push	\$24,636	Hrly	Wilbur Daley , Emergency Services Dir, 1509 Grays Hwy, Ridgeland, SC 29936, 843-726-7607, wilburd@jaspercountysc.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Liberty Co, GA 10/14/2016-1/6/2017	Removed & Disposed: vegetative, C&D, leaners & hangers, stumps; Reduced: at 2 sites by burning; Monitored by Tetra Tech - ADMS	\$1,736,692	183,194	Mike Hodges , EM Dir, 100 Liberty St, Hinesville, GA 31313, 912-368-2201, mike.hodges@libertycountyga.com
Long Cove Owners Assoc. Hilton Head Island, SC 10/28/2016-11/21/2016	Removed & Disposed: vegetative, C&D, logs, mulch Reduced: at 1 sites by grinding	\$408,232	40,840	Tom Lee , General Manager, 399 Long Cove Dr, Hilton Head Island, SC 29928, 843-686-1071, lee@longcoveclub.com
Marsh Side Owners Assoc. Hilton Head Island, SC 10/14/2016-11/3/2016	Tasks: Tree removal, stump grinding, blue tarp operations,	\$106,450	Hrly	Trish Norris , Property Manager, 5 Gumtree Rd, Hilton Head Island, SC 29926, 843-681-7301, propertymanager@marshsidehhi.com
Norfolk, VA 10/14/2016-11/30/2016	Removed & Disposed: vegetative, stumps; Reduced: at 1 site by grinding; Monitored by Thompson - ADMS	\$314,618	25,943	David Ricks , PW Dir, 810 Union St, Suite 700, Norfolk, VA 23510, 757-664-4614, David.Ricks@norfolk.gov
Ocean Isle Beach, NC 10/25/2016-11/9/2016	Removed & Disposed: C&D Monitored by Landfall Strategies	\$12,229	1,772	Justin Whiteside , Asst Town Administrator, 910-579-3469, justin@oibgov.com
Orange Park, FL 11/28/2016-1/4/2017	Removed & Disposed: mulch; Reduced: at 1 site by grinding of debris hauled in by the Town; Monitored by Landfall Strategies	\$19,604	1,976	Jim Hanson , Town Manager, 2042 Park Ave, Orange Park, FL 32073, 904-278-3019, jhanson@townop.com
Ormond Beach, FL 10/11/2016-12/31/2016	Removed & Disposed: vegetative, C&D, leaners & hangers, mulch; Reduced: at 1 site by grinding; Monitored by Thompson - ADMS	\$3,660,393	514,691	Kevin Gray , Operations Manager, PW, 501 N Orchard St, Ormond Beach, FL 32174, 386-676-3577, kevin.gray@ormondbeach.org
Palm Coast, FL 10/9/2016-1/17/2017	Removed & Disposed: vegetative, C&D, treated wood, mulch; Reduced: at 1 site by burning & grinding; Reduced and hauled out City hauled debris; Monitored by True North	\$1,172,253	68,151	Ms. Renee Shevlin , PW Operations Manager, 1 Wellfield Grade, Palm Coast, FL 32137, 386-986-4781, rshevlin@palmcoastgov.com
Port Wentworth, GA 10/17/2016-1/15/2017	Removed & Disposed: vegetative, C&D, leaners & hangers, stumps, mulch; Reduced: at 1 site by grinding; Monitored by Tetra Tech - ADMS	\$84,022	6,282	Chief Lance Moore , Fire Dept, 317 Cantyre St, Port Wentworth, GA 31407, 912-401-0475, lmoores@cityofportwentworth.com
Raleigh, NC 10/17/2016-11/11/2016	Removed & Disposed: vegetative Monitored by Tetra Tech - ADMS	\$59,612	8,516	Kelly Lindsey , EM & Special Events, 222 W Hargett St, Suite 304, Raleigh, NC 27601, 919-996-2202, kelly.lindsey@raleighnc.gov
Rose Hill, NC 10/20/2016-10/25/2016	Removed & Disposed: vegetative	\$16,959	1,980	Ivey Knowles , PW Dir, 103 SE Railroad St, Rose Hill, NC 28458, 910-289-3159, rosehillpw@embarqmail.com
SC DOT 10/17/2016-1/13/2017	Removed & Disposed: vegetative, leaners & hangers, stumps, mulch; Reduced: at 6 sites by grinding Monitored by Thompson - ADMS	\$8,187,338	492,455	Emmett I Kirwan , SCDOT Procurement Manager, 955 Park St, Columbia, SC 29201, 803-737-0676, KirwanEI@scdot.org
Southern Shores, NC 11/18/2016-12/14/2016	Removed & Disposed: vegetative, C&D	\$83,218	8,586	Peter Rascoe , Town Manager, 5375 N Virginia Dare Trail, Southern Shores, NC 27949, 252-261-2394, prascoe@southernshores-nc.gov
Stuart, FL 10/7/2016-10/27/2016	Emergency Push; Removed & Disposed: vegetative, stumps, mulch Reduced: at 1 site by grinding; Monitored by Witt O'Briens	\$109,356	10,085	Sam Amerson , PW Dir, 121 SW Flagler Ave, Stuart, FL 34994, 772-288-5331, samerson@ci.stuart.fl.us
Sunset Beach, NC 10/26/2016-11/23/2016	Removed & Disposed: vegetative, C&D Monitored by Landfall Strategies	\$95,563	13,849	Dustin Graham , PW Dir, 700 Sunset Blvd N, Sunset Beach, NC 28468, 910-579-6297, dgraham66@atmc.net
Thunderbolt, GA 10/19/2016-1/17/2017	Removed & Disposed: vegetative, mulch; Reduced: at 1 site by grinding Monitored by Witt O'Briens	\$108,789	9,896	Ray O'Neill , PW Dir, 2821 River Dr, Thunderbolt, GA 31404, 912-644-7999, roneill@thunderboltga.gov
Washington Oaks Gardens Park, FL 12/8/2016-12/13/2016	Removed & Disposed: vegetative	\$56,524	4,096	Renee Paolini , 6400 N Oceanshore Blvd, Palm Coast, FL 32137, Renee.Paolini@dep.state.fl.us
Windmill Harbour, SC 10/14/2016-10/31/2016	Removed & Disposed: vegetative, leaners & hangers, stumps, mulch; Reduced: at 1 site by grinding; Monitored by Atkins Global	\$339,975	29,283	Jaime Fenstermaker , IMC Resort Services, 2 Corpus Christi, Ste #302, Hilton Head Island, SC 29928, 843-785-4775 ext 110, Jaime@imcresortservices.com
2016 Hurricane Hermine	2 Contracts Activated for Event - 3 DMS Managed for Event	\$9,080,715 Total Event Cost	401,366 Total Event CY	
Leon County, FL 9/3/2016-2/3/2017	Emergency Push; Removed & Disposed: vegetative, leaners & hangers, mulch; Reduced: at 3 sites by grinding Monitored by Witt O'Briens	\$5,721,729	237,200	Dale Walker , PW Director, 2280 Miccosukee Rd, Tallahassee, FL 32308, 850-606-1415, walkerda@leoncountyfl.gov
Tallahassee, FL 9/3/2016-1/26/2017	Emergency Push; Removed & Disposed: vegetative, leaners & hangers, mulch; Reduced: at 3 sites by grinding Monitored by Witt O'Briens	\$3,358,986	164,166	Robby Powers , EM Coordinator, 911 Eastwood Dr, Tallahassee, FL 32311, 850-891-2536, robby.powers@talgov.com
2016 Flooding Aug				
Central, LA 8/25/2016-1/28/2017	Removed & Disposed: C&D, HHW Monitored by Debris Tech - ADMS	\$5,486,871	324,951	JR Shelton , Mayor, 13421 Hooper Rd, Ste 8, Central, LA 70818, 225-261-5989, jr.shelton@central-la.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
2016 Flooding, Tornadoes					
Brazoria County, TX 6/16/2016-8/26/2016	Removed & Disposed: C&D Monitored by Tetra Tech - ADMS	\$330,118	20,470	Steve Rosa, EM Coordinator, 111 E Locust St, Suite 102, Brazoria, TX 77515, 979-864-1801, steverosa@brazoria-county.com	
Texas General Land Office (GLO) 6/27/2016-7/8/2016	Removed & Disposed: vegetative debris on the beach area / Monitored by Tetra Tech - ADMS	\$397,252	6,394	Tony Williams, Planning Senior Director 512-463-5055 tony.williams@glo.texas.gov	Vania Ramaekers, Contract Specialist, 512-463-5047, Vania.ramaekers@glo.texas.gov
2016 Flooding, Tornadoes					
Montgomery County, TX 5/3/2016-5/27/2016 FEMA-4269 6/9/2016-7/20/2016 FEMA-4272	Removed & Disposed: (tornado debris & flooding debris) vegetation, C&D, white goods (80), ewaste (113) Monitored by Tetra Tech - ADMS	\$288,408 \$520,549	19,089 39,079	Randy McDaniel, EM Coordinator, 9472 Airport Rd, Conroe, TX 77303, 936-523-3910, Randy.McDaniel@mctx.org	
Waller County, TX 5/4/2016-5/25/2016 FEMA-4269 6/20/2016-7/19/2016 FEMA-4272	Removed & Disposed: C&D Monitored by Tetra Tech - ADMS	\$19,674 \$18,402	1,186 1,183	Brian Cantrell, EMC, 701 Calvit St, Hempstead, TX 77445, 979-826-8282, b.cantrell@wallercounty.us	Trey Duhon, County Judge, 836, Austin St, Ste 203, Hempstead, TX 77445, 979-826-7700, t.duhon@wallercounty.us
2016 LA Flooding					
Ouachita Parish, LA – FEMA-4263 3/30/2016-6/16/2016	Removed & Disposed: vegetation, C&D, white goods (18), e-waste (370), tires (105); Monitored by Volkert	\$397,774	32,161	Scotty Robinson, Parish President, 301 S Grand St #201, Monroe, LA 71201, 318-355-4260, srobinson@oppi.org	Daryl Dunbar, Volkert, PM,
St John the Baptist Parish, LA / 2/26/2016-3/6/2016	Provided Portable Showers / Event Restrooms for volunteer services that helped the citizens and Parish	\$7,574	Lump Sum	Travis Perrilloux, Asst Director Homeland Security & Emergency Preparedness, 1801 Airline Hwy W, LaPlace, LA 70068, 985-652-2222, travis.perrilloux@sibparish.com	
2016 TX Flooding					
Newton County, TX 4/7/2016-7/15/2016	Removed & Disposed: C&D, white goods (378) Monitored by Thompson Consulting	\$349,990	37,030	Olan Bean, Asst EM Director, 409-658-9241	
2016 Winter Storm					
Essex County, VA (VPPSA) 3/10/2016-4/13/2016	Removed & Disposed: vegetation, C&D, stumps (44) Monitored by Arcadis / Rostan	\$138,739	16,359	Reese Peck, County Administrator, 804-445-5528, rpeck@essex-virginia.org Stephen Geissler, VPPSA Exec Director, 757-880-3535, sbgeissler@vppsa.org	Jordan Bryant, Arcadis Operations Manager, 813-385-7280, jbryant@rostan.com
2016 Tornado					
Rowlett, TX 2/15/2016-4/20/2016	Removed & Disposed: vegetation, C&D, white goods (140), e-waste (49) Monitored by True North	\$680,036	70,738	Jim Proce, Asst. City Manager, 4000 Main St, Rowlett, TX 75088, 972-715-6113, jproce@rowlett.com	Doug Amato, True North Project Manager, damato@truenorthem.com
2015 Tornado					
Friendswood, TX 11/9/2015-11/16/2015	Removed & Disposed: vegetation, C&D Monitored by Tetra Tech	\$140,516	8,782	Terry Byrd, Fire Marshall / EM Coordinator, 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3335, tbyrd@ci.friendswood.tx.us	Oliver Yao, Tetra Tech, Deputy Director of Post Disaster Programs BDR Division, phone: (321) 441-8507, mobile: (407) 803-2522, Oliver.Yao@tetratech.com
2015 Storms & Flooding					
South Carolina DOT 10/2015-11/2015	Removed & Disposed: C&D, white goods (278), e-waste (484 + 13,580 Lbs), HHW (28,000 Lbs) Counties: Lexington, Richland Monitored by Thompson	\$720,217	33,163	David Cook, SCDOT Maintenance Deputy Director, 955 Park St, Room 324, Columbia, SC 29201, 803-737-1268, cookdb@scdot.org	Danny Gardner, Thompson Program Manager, 1135 Townpark Ave, Suite 2101, Lake Mary, FL 32746, 407-792-0018, dgardner@thompsonscs.net
2015 Severe Storms / Flooding					
Limestone County, AL 9/2015	Removed & Disposed: Waterway debris	\$60,860	Lump Sum	Richard Sanders, Co Engineer, 256-233-6681, richard.sanders@limestonecounty-al.gov	
2015 Flooding					

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Blanco County, TX 6/2015-7/2015	Removed & Disposed: vegetation, C&D	\$48,033	2,495	Brett Bray, Blanco County Judge, PO Box 387, Johnson City, TX 78636, 830-868-4266, cojudge@co.blanco.tx.us	
Republic Services, Corpus Christi, TX 7/2015	Removed & Disposed: C&D	\$24,392	3,285	Brian Cornelius, Republic Services, 4414 Agnes St, Corpus Christi, TX 78405, Cell 361-876-6006, bcornelius@republicservices.com	
New Jersey Dept. of Environmental Protection 10/2015	Removed & Disposed: houses from navigation waterway displaced by nor'easter - non-asbestos C&D Managed an offloading site	\$219,289	760	Suzanne U. Dietrick, NJ DEP Site Remediation Program, Office of Dredging & Sediment, PO Box 420 Mail Code 401-06C, 401 East State St, Trenton, NJ 08625, p - 609-292-8838 c- 609-439-6673, Suzanne.Dietrick@dep.nj.gov	
Palm Cove HOA, FL 4/2015-5/2015	Excavation, cleaning and shaping drainage ditches for proper water flow; Removal of a tree; Construction of rip rap & rebar diverter controlling flooding	\$34,913	Lump Sum	Jeff Murphy, President of Palm Cove HOA, jkm@tampabay.rr.com	
Pensacola, FL 5/2015-Current	Emergency Dredging of Bayou Texar in 16 different locations	\$616,900	Lump Sum	Carl Flowers, 850-435-1817, CFlowers@cityofpensacola.com	
RBM Contracting Services, LLC 3/2015	Norman Riley Bridge approach repair at Blackwater River State Forest near Baker, FL	\$24,003	Hourly	Branch McClendon, RBM, 15249 Business Hwy 331, Freeport, FL 32439, 850-835-0217, branchmcclendon@gmail.com	
2015 Ice Storm					
Raleigh, NC 3/25/2015-4/6/2015	Removed & Disposed: vegetation	\$208,740	29,820	Andrew Martin, Asst Dir of SW, 630 Beacon Lake Dr, Raleigh, NC 27610, 919-996-6868, Andrew.Martin@raleighnc.gov	
2014 Severe Storms, Flooding & Tornadoes		\$3,731,996 Total Event Cost	310,753 Total Event CY		
AL Dept. of Transportation 12/11/2014-12/17/2014	Removed & Disposed: Drift waterway debris in Styx River in Baldwin County, AL	\$79,250	834	Jason Shaw, Bridge Ops Engineer, SW Region, 1701 I-65 W Service Rd N, Mobile, AL 36618-1109, 251-470-8200, shawj@dot.state.al.us	Brian Aaron, SW Region, 1701 I-65 W Service Rd N, Mobile, AL 36618-1109, 251-470-8200, aaronb@dot.state.al.us
AL DCNR Dept of Conservation & Natural Resources 9/8/2014-10/15/2014	Removed & Disposed: Waterway debris, vegetative, C&D in Baldwin County, AL	\$500,000	1,801	Terry Boyd, Chief of Engineering Section AL DCNR, 64 N Union St, Rm 479, Montgomery, AL 36104, 334-242-3836, Terry.Boyd@dcnr.alabama.gov	Kirby McCrary, P.E., Disaster Ops Mgr, Volkert, Inc., 251-406-0166, kirby.mccrary@volkert.com
Blount County, AL 5/2014-7/2014	ACCA Contract Removed & Disposed: vegetation, leaners/hangers (954/512), stumps (86); waterway debris (7,285 CY); Reduced by grinding	\$1,401,613	139,628	Don Roybal, County EMA Dir, 220 Second Ave E, Ste 106, Oneonta, AL 35121, 205-625-4121, ema@co.blount.al.us	
DeKalb County, AL 5/2014-6/2014	ACCA Contract Removed & Disposed: vegetation, leaners/hangers (60), stumps (16)	\$295,320	38,616	Bobby Ridgeway, EMA Officer, 111 Grand Ave SW Ste 21, Ft Payne, AL 35967, 256-845-8569, bridgeway@dekalbcounty.al.us	
Escambia County, FL 5/10/2014-5/16/2014	Removed & Disposed: C&D, Compacted C&D	\$51,654	5,972	Pat Johnson, SW Dir, 13009 Beaulah Rd, Cantonment, FL 32533, 850-937-2164, ptjohnso@co.escambia.fl.us	Jack Brown, Co Administrator, 221 Palafox Pl, Ste 420, Pensacola, FL 32502, 850-595-4946, admin@myescambia.com
Limestone County, AL 5/8/2014-7/9/2014 9/8/2015-9/16/2015	ACCA Contract Removed & Disposed: vegetation, leaners/hangers (874/128), stumps (54); Reduced by burning; 2015 Waterway Contract for the removal of waterway debris from 7 sites; Funded in part by NRCS / EWP	\$1,245,103	122,542	Richard Sanders, Co Engineer, 310 W. Washington St, Athens, AL 35611, 256-233-6681, richard.sanders@limestonecounty-al.gov	Sharon Wilson, Engineering Clerk, 310 W Washington St, Athens, AL 35611, 256-233-6681, sharon.wilson@limestonecounty-al.gov
Walton County, FL 5/1/2014-5/21/2014	Provided & Operated: Pumps to remove excess storm water	\$129,346	Hourly	Wilmer Stafford, PW Dir, 117 Montgomery Cir, DeFuniak Springs, FL 32433, 850-892-8108, stawilmer@co.walton.fl.us	Tommy Hinote, PW Engineer, 97 Montgomery Cir, DeFuniak Springs, FL 32435, 850-892-8108, hintommy@co.walton.fl.us
2014 Ice Storm Ulysses		\$775,739	81,060		
2014 Ice Storm Pax		\$5,358,824 Total Event Cost	277,501 Total Event CY		
Berkeley County Water & Sanitation, SC 2/2014-5/2014	Removed & Disposed: vegetation, leaners & hangers (19,102 trees) Reduced by grinding	\$3,381,880	179,382	Mark Schlievert, SW Dir, 212 Oakley Plantation Dr, Moncks Corner, SC 29461, 843-719-2380, mschlievert@bcwsa.com	Michael Healy, PE, Atkins Sr Engineer III, EM, 4030 W Boy Scout Blvd, Ste 700, Tampa, FL 33607, C: 813-267-7058, mike.healy@atkinsglobal.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Dorchester County, SC 2/2014-5/2014	Removed & Disposed: vegetation, leaners & hangers (389/10,952) Reduced by grinding	\$1,976,944	98,119	Mario Formisano, EM Dir, 212 Deming Way Ste 3, Summerville, SC 29843, 843-832-0341, mformisano@dorchestercounty.net	Matthew Halter (now Mike Golston - Interim), PW Dir, 2120 E Main St, Dorchester, SC 29437, 943-832-0070, mgoldston@dorchestercounty.net
2013 TS Andrea	1 Contract Activated	\$8,029	Hourly		
2013 Blizzard Nemo	1 Contract Activated	\$34,378	1,499		
2012 Hurricane Sandy	4 Contracts Activated – 1 DMS Managed for Event	\$57,805,734 Total Event Cost	727,194 Total Event CY		
New Jersey Dept. of Environmental Protection 2/20/2013-12/15/2013 7/19/2014-9/5/2014	Removed & Disposed: vegetation, C&D, vehicles (4), vessels (232), white goods (41); Utilizing Side Scan Sonar equipment for Pre-Removal & post confirmation; Dredging of ship channels throughout the bays & disposed of contaminated sand & screened uncontaminated sand NOAA Grant Project - Waterway debris removal for ineligible debris left by Hurricane Sandy.	\$57,753,129	724,800	Suzanne U. Dietrick, NJ DEP Site Remediation Program, Office of Dredging & Sediment, PO Box 420 Mail Code 401-06C, 401 East State St, Trenton, NJ 08625, p – 609-292-8838 c- 609-439-6673, Suzanne.Dietrick@dep.nj.us	Jane Kozinski, Environmental Mgmt, NJDEP, 401 E State St., Mail Code 401-03B, Trenton, NJ 08625-0420, 609-292-2795, jane.kozinski@dep.state.nj.us
2012 Hurricane Isaac	9 Contracts Activated - 3 DMS Managed for Event	\$2,821,936 Total Event Cost	245,799 Total Event CY		
Biloxi, MS 9/11/2012–10/5/2012	Removed & Disposed: vegetation, C&D, abandoned Boat	\$289,191	25,001	A. J. Holloway, Mayor, 140 Lamuese St, 2nd Floor, Biloxi, MS 39630, 228-435-6254, mayor@biloxi.ms.us	Trilby Trahan, Contracts Mgr, 140 Lamuese St, 1st Floor, Biloxi, MS 39530, 228-435-6388, ttrahan@biloxi.ms.us
Dauphin Island, AL 8/31/2012-1/4/2013	Emergency Push; Removed & Disposed: (ROW ROE & FHWA) sand for screening & returned to beach; Dredge Sand from the canal and screened; Repaired streets in different locations	\$2,101,210	187,728	Jeff Collier, Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org	Wanda Sandagger, Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, wsandagger@townofdauphinisland.org
Key West, FL 8/28/2012-8/31/2012	Cleaned the beaches of debris	\$76,683	Hourly	Scott Fraser, FEMA Coordinator / Floodplain Admin., 626 Josephine Parker Dr, Key West, FL 33040, 305-809-3810, sfraser@cityofkeywest-fl.gov	
Orange Beach, AL 8/30/2012-9/1/2012	Cleaned the beaches of debris	\$8,265	Hourly	Nicole Woerner, Coastal Resources Planner, 4101 Orange Beach Blvd, Orange Beach, AL 36561, 251-981-1063, nwoerner@cityoforangebeach.com	
Walton County, FL 9/1/2012-9/2/2012	Cleaned the beaches of debris	\$11,646	Hourly	Major Joseph Preston, Support Svcs & EM Dir, 752 Triple G Rd, DeFuniak Springs, FL 32433, 850-951-4721, jpreston@waltonso.org	
2012 Tornado	1 Contract Activated -	\$18,062	1,464		
2012 T S Debby	1 Contract Activated - 1 DMS Managed for Event	\$31,202	Hourly		
2012 T. S. Beryl	1 Contract Activated - 1 DMS Managed for Event	\$92,421	16,576		
Nassau County, FL 6/11/2012-7/17/2012	Removed & Disposed: vegetation Reduced by grinding Cleaned beaches from Seaweed debris	\$92,421	16,576	Jonathan Page, Co Engineer, 46026 Landfill Rd, Callahan, FL 32011, 904-491-7330, jpage@nassaucountyfl.com	
2011 Hurricane Irene	31 Contracts Activated - 13 DMS Managed for Event	\$14,754,641 Total Event Cost	1,674,037 Total Event CY		
Dare County, NC 9/2/2011-12/6/2011	Removed & Disposed: vegetation, C&D, ash, HHW (61,260 Lbs), abandoned travel trailers, e-goods (122) Reduced by ACI burning (2 sites)	\$3,590,997	292,738	Edward Lee Mann, PW Dir, 1018 Driftwood Dr, Manteo, NC 27954, 252-475-5880, edwardlee@darenc.com	David Clawson, Finance Dir, 954 Marshall C. Collins Dr., Manteo, NC 27954, 252-475-5730, davecd@darenc.com
Edgecombe County, NC 9/14/2011-11/4/2011	Removed & Disposed: vegetation, C&D, mulch, leaners/hangers Reduced by grinding Towns of Tarboro, Maccelsfield, Princeville, Pinetops, Speed	\$1,519,737	70,296	Dee Waters, Purchasing Mgr, 201 St. Andrews St, Ste 205, Tarboro, NC 27886, 252-641-7888, dee.waters@co.edgecombe.nc.us	Lorenzo Carmon, Co Mgr, 201 St. Andrew St, Tarboro, NC 27886, 252-641-7834, lcarmon@co.edgecombe.nc.us
Jacksonville, NC 9/12/2011-10/7/2011	Removed & Disposed and disposed of vegetative debris	\$351,594	54,081	Ron Massey, Deputy City Mgr, 815 New Bridge St, Jacksonville, NC 28541, 910-938-5220, rmassey@ci.jacksonville.nc.us	Jennifer Maready, Accounting Mgr, 910-938-5237, jmaready@ci.jacksonville.nc.us

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
James City County, VA (VPPSA) 9/2011-12/2011	Removed & Disposed: vegetation, leaners/hangers (78/1), stumps (16 CY) Reduced by grinding	\$1,879,198	211,553	John Horne , General Svcs Dir, 113 Tewning Rd, Williamsburg, VA 23188, 757-259-4127, john.horne@jamecitycountyva.gov Jim Hill , SW Superintendent, 1204 Jolly Pond Rd, Yorktown, VA 23188, 757-565-0971, jhill@james-city.va.us	Stephen B. Geissler , Exec Dir VPPSA, 475 McLaws Cir, Ste 3B, Williamsburg, VA 23185, 757-259-9850, sbgeissler@vppsa.org
Nash County Health Dept, NC 12/2/2011	Reduced vegetative debris (LS Agreement)	\$262,849	93,648	Bill Hill , Health Dir, 214 S Barnes St, Nashville, NC 27856, 252-459-9819, william.hill@nashcountync.gov	Matthew Richardson , SW Mgr, 3057 Duke Rd, Nashville, NC 27856, 252-459-9899, solid.waste@nashcountync.gov
North Carolina Dept of Transportation 7 Contracts 9/9/2011-10/22/2011	Removed & Disposed: vegetation, stumps - on NCDOT Rds only Reduced by grinding Counties of Currituck, Bertie, Perquimans, Washington, Pasquotank, Dare, Camden, Gates, Northampton, Hertford, Chowan, Hyde, Tyrrell,	\$582,903	106,517	Gretchen Byrum , District Engineer, 1929 N Road St, Elizabeth City, NC 27909, 252-321-4737, gabyrum@ncdot.gov Jerry Jennings , Division Engineer, 113 Airport Dr, Edenton, NC 27932, 252-482-7977, jjennings@ncdot.gov	W. Barry Hobbs , Division Project Mgr, 113 Airport Dr, Edenton, NC 27932, 252-482-7977, bhobbs@ncdot.gov Sterling Baker , Division Maintenance Mgr, 113 Airport Dr, Edenton, NC 27932, sbaker@ncdot.gov
Newport News, VA 9/1/2011-10/19/2011	Removed & Disposed: (ROW, Parks) vegetation, C&D, mulch, leaners /hangers (31/6), stumps (3); Reduced by grinding	\$1,065,377	97,421	Tim Shockley , SW Administrator, 513 Oyster Point Rd, Newport News, VA 23602, 757-269-2852, tshockley@nngov.com	Ralph Caldwell , (now Eddie Crockett) Assistant PW Dir, 513 Oyster Point Rd, Newport News, VA 23602, 757-269-2881, ecrockett@nngov.com
Onslow County, NC 8/31/2011-11/9/2011	Removed & Disposed: vegetation, C&D, ash Reduced by ACI burning	\$375,815	146,419	Scott Bost , SW Dir, 415 Meadowview Rd, Jacksonville, NC 28540, 910-989-2107, scott_bost@onslowcountync.gov	Norman Bryson , Dir of Em Svcs, 1180 Commons Dr N, Jacksonville, NC 28456, 910-347-4270, norman_bryson@onslowcountync.gov
Rocky Mount, NC 9/7/2011-11/3/2011	Removed & Disposed: vegetation, C&D, mulch Reduced by grinding; Removed debris from City owned properties	\$2,971,515	319,887	Jonathan Boone , PW Dir, 331 S Franklin St, Rocky Mount, NC 27802, 252-972-1299, jonathan.boone@rockymountnc.gov	Blair Hinkle , Assistant PW Dir, 331 S Franklin St, Rocky Mount, NC 27802, 252-972-1520, blair.hinkle@rockymountnc.gov
York County, VA (VPPSA) 9/6/2011-11/2/2011	Removed & Disposed: vegetation, C&D, mulch, ash, leaners/hangers Reduced by grinding & ACI burning	\$690,989	76,448	Frank Hedspeth , SW Mgr, 145 Goodwin Neck Rd, Yorktown, VA 23692, 757-890-3780, hedspethf@yorkcounty.gov	Laurie Halperin , Recycling Coordinator, 145 Goodwin Neck Rd, Yorktown, VA 23692, 757-890-3780, halperil@yorkcounty.gov
2011 Tornado	3 Contracts Activated - 3 DMS Managed for Event	\$6,077,718 Total Event Cost	529,614 Total Event CY		
Waste Corporation of American (WCA) in Joplin, MO 6/2011-7/2011	Developed and managed Debris Management Site (DMS) Removed & Disposed: crushed C&D, concrete, mulch Reduced C&D by crushing & vegetative by grinding	\$1,024,780	54,770	Kevin O'Brien , Regional VP of Waste Corp. of America (WCA), 2211 W Bennett St, Springfield, MO 65807, 417-851-1951, kobrien@wcamerica.com	
USACE mission assigned contract Joplin, MO 7/2011-8/2011	Developed and managed Debris Management Site (DMS) Removed & Disposed: mulch; Reduced debris by grinding Partnered Local Minority Co. - Jeff Asbell	\$1,749,463	161,424	Brian Shay , USACE-COTR, 571-305-3706, Brian.n.shay@usace.army.mil	Frank Johnson , Contract Specialist, 816-389-2288
USACE mission assigned contract CrowderGulf Prime sub for Phillips & Jordan in Walker County, AL 5/2011-8/2011	Sub for Phillips & Jordan Removed & Disposed: vegetation, C&D, ash, leaners/hangers (1,775/2,107), stumps (448); Reduced by grinding	\$3,303,475	313,420	Clint Stephens , Phillips & Jordan, PO Drawer 604, Robbinsville, NC 28771, 828-479-3371, clints@pandj.com	Dana Castro , Phillips & Jordan, PO Drawer 604, Robbinsville, NC 28771, 813-780-4368, dcastro@pandj.com
2010 BP Oil Spill Response	5 Contracts Activated	\$129,398,322 Total Event Cost			
Orange Beach, AL 7/6/2010-8/20/2010	Provided debris clearance, sand reclamation & hazardous materials extraction	\$664,326	Hourly	Nicole Woerner , Coastal Resources Planner, 4101 Orange Beach Blvd, Orange Beach, AL 36561, 251-981-1063, nwoerner@cityoforangebeach.com	
Dauphin Island, AL 6/1/2010-7/21/2010	Built an additional sand berm for protection per BP Grant Beach Re-nourishment program - Planted Sea Oats	\$2,235,000	3 Miles of Beaches	Jeff Collier , Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org	
2009 Ice Storm					
Owensboro, KY 2/25/2009-3/25/2009	Removed & Disposed: vegetation, C&D Reduced by burning	\$1,002,056	69,264	Tony Cecil , City Ops Mgr, 270-929-4188, ceciltg@owensboro.org	Jody Beatty (now Pamela Canary), Purchasing Mgr, 101 E 4 th St, Owensboro, KY 42303, 270-687-8431, canaryps@owensboro.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
2009 Tropical Storm Ida					
Dauphin Island, AL 11/12/2009-4/12/2010	Emergency Push ; Sand screening & beach restoration, sand fence replacement; Drainage ditch excavation, road & damaged parking lot reconstruction; Monitored by Beck Disaster Relief (BDR) / now Tetra Tech, aka Leidos,	\$3,245,527	210,520	Jeff Collier , Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org	Wanda Sandagger , Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, wsandagger@townofdauphinisland.org
2008 Hurricane Gustav	3 Contracts Activated	\$754,488 Total Event Cost	78,199 Total Event CY		
Assumption Parish, LA 9/16/2008-10/28/2008	Removed & Disposed: vegetation, C&D	\$418,365	54,130	Niki Mills , Assumption Parish Police Jury, 141 Hwy 1008, Napoleonville, LA 70390, 985-369-7742, nakeithamills@assumptionla.com	John Bouddreaux , Office Parish OHSEP, 985-369-7386, johnbouddreaux@assumptionoepp.com
Dauphin Island, AL 9/4/2008-9/10/2008	Emergency Push	\$53,313	Hourly	Jeff Collier , Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org	Wanda Sandagger , Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, wsandagger@townofdauphinisland.org
Biloxi, MS 9/5/2008-10/18/2008	Removed & Disposed: (ROW & FHWA) vegetation, C&D	\$282,810	24,069	A. J. Holloway , Mayor, 140 Lamuese Street 2 nd Floor, Biloxi, MS 39630, 228-435-6254, mayor@biloxi.ms.us	Trilby Trahan , Contracts Mgr, 140 Lameuse St, 1 st Floor, Biloxi, MS 39530, 228-435-6388, ttrahan@biloxi.ms.us
2008 Hurricane Ike	36 Contracts Activated - 27 DMS Managed for Event	\$178,318,426 Total Event Cost	16,933,904 Total Event CY		
Alvin, TX 9/18/2008-12/18/2008	Removed & Disposed: vegetation, C&D, mulch Reduced by grinding	\$2,485,571	223,966	David Kocurek (now Brian Smith), Public Svcs Dir, 1100 W Hwy 6, Alvin, TX 77511, 281-388-4315, bsmith@psf.cityofalvin.com	Terry Lucas , (now Junru Roland - Interim) City Mgr, 216 W Sealy, Alvin, TX 77511, 281-388-4230, jroland@cityhall.cityofalvin.com
Angleton, TX 9/19/2008-10/28/2008	Removed & Disposed: vegetation, C&D, ash Reduced by burning Provided: vacuum trucks	\$999,317	79,163	Lt Mike Jones , EM Coordinator, 979-849-2383, mjones@angletonpd.net	Katherine Davis , EM Coordinator, 121 S Velasco, Angleton, TX 77515, 979-849-2383 ext.3108, kdavis@angletonpd.net
Bayou Vista, TX 9/23/2008-10/29/2008	Removed & Disposed: vegetation, C&D, white goods	\$798,580	41,602	Chief Ed Lucas (now Larry Whittington), Police Chief, 2929 Hwy 6, Bayou Vista, TX 77563, 409-935-0449, chief@bayouvista.us	Bobby Rosenquist (now Daniel Konyha), Mayor, 2929 Hwy 6, Bayou Vista, TX 77563, 409-356-5131, danielkonyha@yahoo.com
Beaumont, TX 9/19/2008-4/15/2009	Removed & Disposed: vegetation, C&D, mulch, stumps, leaners/hangers, white goods, e-goods; Reduced by grinding Provided Generators	\$11,948,522	988,690	Kyle Hayes , City Mgr, 801 Main, Ste 300, Beaumont, TX 77701, 409-880-3770, khayes@ci.beaumont.tx.us	Brenda Beadle , Capital Projects Mgr, PO Box 3827, Beaumont, TX 77704, 409-880-3718, bbeadle@ci.beaumont.tx.us
Brazoria County, TX 9/18/2008-11/13/2008	Operated & managed 4 burn sites, disposed of ash at final disposal	\$254,205	93,474	Steve Rosa , EM Coordinator, 111 E Locust St, Brazoria, TX 77515, 979-864-1801, steverosa@brazoria-county.com	Stephanie Bradford , Data Specialist, 111 E Locust St, Bldg A-29, Ste 100, Angleton, TX 77515, 979-864-1265, stephanieb@brazoria-county.com
Dauphin Island, AL 9/15/2008-3/13/2009	Emergency Push Sand screening & beach restoration, sand fence replacement; Drainage ditch excavation, road & damaged parking lot reconstruction	\$3,245,527	210,520	Jeff Collier , Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org	Wanda Sandagger , Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, wsandagger@townofdauphinisland.org
Deer Park, TX 9/17/2008-10/4/2008	Removed & Disposed: vegetation, C&D, mulch Reduced by grinding	\$571,213	54,722	Ron Crabtree (now James Stokes), City Mgr, 710 E San Augustine, Deer Park, TX 77536, 281-478-7246, jstokes@deerparktx.org	Gary Jackson , Assistant City Mgr, 710 E San Augustine, Deer Park, TX 77536, 281-478-7260, gjackson@deerparktx.org
Dickinson, TX 9/10/2008-2/3/2009	Removed & Disposed: vegetation, C&D, white goods, canal debris	\$2,309,107	217,088	Captain Steve Krone , Em Ops Dir, 4000 Liggio, Dickinson, TX 77539, 281-337-6308, skrone@ci.dickinson.tx.us	Kellis George , PW Dir, 3120 Deats Rd, Dickinson, TX 77539, 281-337-6267, kgeorge@ci.dickinson.tx.us
Friendswood, TX 9/16/2008-1/13/2009	Removed & Disposed: vegetation, C&D Provided Generators	\$4,054,033	482,978	Terry Byrd , EMC, Fire Marshall, 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3335, tbyrd@ci.friendswood.tx.us	Roger Roecker , City Mgr, 910 S Friendswood Dr, Friendswood, TX 77546, 281-996-3250, fwcity@friendswood.com
Galveston County, TX 9/2010 - 9/29/2012	Demo Services for Buyout Program Demolition of individual lots as result of Hurricane Ike	\$1,722,644	70,000	Garret Foskit , Nuisance Abatement Officer, 1620 Gill Rd, Dickinson, TX 77539, 409-766-4509, garret.foskit@co.galveston.tx.us	Rufus Crowder , Galveston Co Purchasing Agent, 722 Moody Ave (21 st St), Galveston, TX 77550, 409-770-5372, rufus.crowder@co.galveston.tx.us

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Galveston County, TX (Galveston County Mainland & Bolivar Peninsula) 9/18/2008-9/12/2009	Removed & Disposed: (ROW, ROE & canal) vegetation, wet debris, C&D, mulch, leaners/hangers, dead trees killed by the salt water surge, white goods, e-goods, abandoned vehicles, tires Reduced by grinding & burning Removed debris from 25 mi of protection levee & 5 mi from ship channel protection dike; Levee debris removal; Debris removed from eligible parks, cemeteries & schools	\$84,145,785	3,871,319	Connie Nicholson , Community Svcs Dir, 722 Moody, Galveston, TX 77539, 409-770-5543, connie.nicholson@co.galveston.tx.us Pat Doyle (now Ryan Dennard), Co Commissioner Precinct 1, 722 Moody, 1 st Floor, Galveston, TX 77550, 409-770-5474, Ryan.Dennard@co.galveston.tx.us	Lee Crowder , Drainage & Beach Mgr Rd & Bridge Dept, 5115 Hwy 3, Dickinson, TX 77539, 281-534-4152, lee.crowder@co.galveston.tx.us
Jefferson County, TX 9/20/2008-2/9/2009	Removed & Disposed: (ROW & ROE) vegetation, C&D, mulch, leaners/hangers, stumps, white goods Reduced by grinding	\$1,275,233	93,263	Greg Fountain , EMC, 1149 Pearl St, 1 st Floor, Beaumont, TX 77701, 409-835-8757, gffountain@co.jefferson.tx.us	Douglas Anderson III (now Jamey West), Purchasing Mgr, 1149 Pearl St, 1 st Floor, Beaumont, TX 77701, 409-835-8593, jwest@co.jefferson.tx.us
Kemah, TX 9/20/2008-8/14/2009	Removed & Disposed: (ROW & ROE) vegetation, C&D, mulch, white goods Reduced by grinding	\$1,562,035	96,633	R. W. Kerber , EMC / City Administrator, 140 Hwy 1476, Kemah, TX 77565, 281-334-1611, rkerber@kemah-tx.com	Bob Cummins , Mayor, 140 Hwy 1476, Kemah, TX 77565, mayorcummins@kemah-tx.com
LaMarque, TX 9/22/2008-1/21/2009	Removed & Disposed: vegetation, C&D, mulch, leaners/hangers, white goods Reduced by grinding NRCS Project (12/15/2009-2/23/2010) tree removal from Highland Bayou utilizing Side Scan Sonar	\$1,875,469	126,320	Todd Zacherl (now Gerald Grimm), Fire Chief, 111 Bayou Rd, LaMarque, TX 77561, 409-938-9261, g.grimm@ci.la-marque.tx.us	Mike Morgan , PW Dir, 1500 Municipal, La Marque, TX 77568, 409-938-9204, m.morgan@ci.la-marque.tx.us
League City, TX 9/18/2008-1/10/2009	Removed & Disposed: vegetation, C&D, mulch, leaners/hangers, white goods Reduced by grinding	\$4,108,866	335,140	Denny Holt (now Bruce "Chip" Merrick Mahan), EMC, 601 2 nd St, League City, TX 77573, 281-554-1300, chip.merrick@leaguecity.com	John Baumgartner , PW Dir, 300 W Walker St, League City, TX 77573, 281-554-1411, john.baumgartner@leaguecity.com
Montgomery County, TX 9/18/2008-12/7/2008	Removed & Disposed: vegetation, C&D, compacted C&D, mulch, leaners/hangers, stumps; Reduced by grinding, burning & C&D compacting (7 Sites); Restorations of Athletic Fields & Parking lots	\$16,323,086	1,087,991	Nicky Kelly , Deputy EMC, 9472 Airport Rd, Conroe, TX 77303, 936-523-3901, Nicky.Kelly@mctx.org	Ed Chance , County Commissioner Precinct 3, 1130 Pruitt Rd, Spring, TX 77380, 936-539-7817, commsi3@mctx.org
Owensboro, KY 9/20/2008-10/17/2008	Removed & Disposed: (ROW & citizen sites) vegetation, C&D Reduced by burning	\$780,192	75,395	Tony Cecil , City Ops Mgr, 270-929-4188, ceciltg@owensboro.org	Jody Beatty (now Pamela Canary), Purchasing Mgr, 101 E 4 th St, Owensboro, KY 42303, 270-687-8431, canaryps@owensboro.org
Pearland, TX 9/18/2008-1/23/2009	Removed & Disposed: vegetation, C&D, mulch Reduced by burning & grinding Provided Vacuum Trucks	\$4,638,531	392,947	Bill Eisen , (now Clay Pearson) City Mgr, 3519 Liberty Dr, Pearland, TX 77581, 281-652-1663, cpearson@pearlandtx.gov	Roland Garcia , Assistant Chief Fire Marshall/ EM Coordinator, 2010 A Old Alvin Rd, Pearland, TX 77581, 281-997-4641, rlgarcia@ci.pearland.tx.us
Santa Fe, TX 9/20/2008-10/26/2008	Removed & Disposed: vegetation, C&D	\$996,034	120,731	Barry Cook , (now Kenneth Campbell) EMC Police Chief / Public Safety, P. O. Box 950, Santa Fe, TX 77510-0950, 409-925-3092, kenneth@ci.santa-fe.tx.us	Ralph Stenzel , Mayor (term Exp May 2015), 12002 State Hwy 6, Santa Fe, TX 77510, 409-925-6412, mayor@ci.santa-fe.tx.us
Texas City, TX 9/22/2008-10/27/2008	Removed & Disposed: vegetation, C&D, dike (wet debris) Reduced by burning	\$3,578,002	210,404	Bruce Clawson , Em Mgr, 1801 9 th Ave N, Texas City, TX 77592, 409-643-5840, bclawson@texas-city-tx.org	Michael Stump , SW Mgr, 301 6 th St., 2 nd Floor, Texas City, TX 77592, 409-643-5810, mstump@texas-city-tx.org
Texas GLO – General Land Office 12/18/2008-2/15/2010	Contract # 09-135-000-3564 , 12/18/2008–4/15/2009 Removed & Disposed: sand; Cleaned & restored beaches Contract # 09-152-000-3591 , 2/20/2009–2/15/2010 Removed & Disposed of marine debris & sunken vessels from Gulf & Bay Waters utilizing Side Scan Sonar	\$27,167,674	7,824,258	Ben Au , Architect Dir, Const Svcs, 1700 N Congress Ave, Austin, TX 78701, 512-463-6293, benjamin.au@glo.state.tx.us John Gillen , Dir Coastal Assistance, 512-936-2239, john.gillen@glo.state.tx.us	Tony Williams , Environmental Review Specialist, 1700 N Congress Ave, Austin, TX 78701, 512-463-5055, tony.williams@glo.texas.gov
Webster, TX 9/18/2008-10/1/2008	Removed & Disposed: vegetation, C&D, mulch Reduced by grinding	\$187,227	13,220	Shannon Hicks , PW Dir, 855 Magnolia Ave, Webster, TX 77598, 281-316-3707, shicks@cityofwebster.com	John Warnement , Assistant. PW Dir, 855 Magnolia Ave, Webster, TX 77598, 281-316-3707, jwarnement@cityofwebster.com
2008 T.S. Fay	3 Contracts Activated - 1 DMS Managed for Event	\$331,745 Total Event Cost	16,620 Total Event CY		

Multiple State Contract Activation: Alabama, Florida, Georgia and Texas

(Minimum Requirement 3.3.3)

1. Client: **Town of Dauphin Island, AL**
 Address: 1011 Bienville Blvd, Dauphin Island, AL 36528
 Contact: **Wanda Sandagger**, Administrative Assistant, 251-861-5525, wsandagger@townofdauphinisland.org
Jeff Collier, Mayor, 251-861-5525, jcollier@townofdauphinisland.org
 Project Title: **2017 Tropical Storm Cindy (06/27/2017-06/29/2017)**

- Sand Clearance from Roadways
- 2012 Hurricane Isaac (8/2012-1/2013)**
- 2010 BP Oil Spill Cleanup (6/2010-7/2010)**
- 2009 Tropical Storm Ida (11/2009-4/2010)**
- 2008 Hurricane Ike (9/2008-3/2009)**
- 2008 Hurricane Gustav (9/2008-9/2008)**
 - PUSH
 - Removed & Disposed: (ROW ROE & FHWA) sand for screening & returned to beach
 - Dredge Sand from the canal and screened
 - Repaired streets in different locations
 - Built an additional sand berm for protection per BP Grant
 - Planted Sea Oats

Contract Value:		CY Recovered & Reduced:
TS Cindy	\$6,540	Hourly
Isaac	\$2,148,460	672,783
BP	\$2,235,000	3 Miles of Beaches
TS Ida	\$922,471	77,127
Ike	\$3,245,527	210,520
Gustav	\$53,313	Hourly

2. Client: **Lee County, FL** POP: 739,224
 Address: 10500 Buckingham Rd, Fort Myers, FL 33905
 Contact: **Jason Fournier**, Public Utilities Mgr Cell: 239-229-5733, Ofc: 239-533-8000 jfournier@leegov.com
Jim Bjostad, Public Safety Em. Manager, Cell: 239-476-2147, Ofc: 239-533-0617, jbjostad@leegov.com
Old Contact - Mr. Lindsey Sampson, Solid Waste Director, 239-533-8000, L.Sampson@leegov.com

- Project Title: **2017 Hurricane Irma (9/19/2017 – 01/14/2018)**
- Removed & Disposed: vegetation, C&D, Mulch, leaner/hangers (68,195 trees)
 - Reduce by grinding (13 sites)
 - 2005 Hurricane Wilma (10/2005-12/2005)**
 - Removed & Disposed: vegetation, C&D, stumps (114)
 - Reduced by grinding
 - Special Projects: *Debris Removal, Division of Natural Resources, (05/06-06/06)* removed waterway debris
 - 2004 Hurricane Jeanne (8/2004-12/2004)**
 - 2004 Hurricane Charley**
 - Removed & Disposed: vegetation, C&D, stumps
 - Reduced by grinding & burning

Contract Value:		CY Recovered & Reduced:
Irma	\$25,854,200	2,016,810
Wilma	\$7,995,412	451,948
Jeanne/Charley	\$14,000,000	902,555

3. Client: Chatham Co, GA POP: 290,501
 Address: 7226 Varnedoe Drive, Savannah, GA 31406
 Contact: Robert Drewry, Director of Public Works, 912-652-6842, rawdrewry@chathamcounty.org
 Robin L. Maurer, Asst. Purchasing Director 912-790-1623 rlmaurer@chathamcounty.org
2017 Hurricane Irma (9/20/2017-12/17/2017)
 ■ Removed & Disposed: vegetation, C&D, mulch
 ■ Reduction by grinding (1 site)
 ■ Monitored by Thompson - ADMS
Contract Value: **CY Recovered & Reduced:**
 Irma \$460,049 53,508
4. Client: Aransas County, TX POP: 25,721
 Address: 301 N. Live Oak Street, Rockport, TX 78382
 Contact: Rick McLester, Emergency Management Coordinator, 361-790-0100, mclester@aransascounty.org
2017 Hurricane Harvey (9/5/2017 - Ongoing)
 ■ Removed & disposed of vegetation, C&D, C&D compacted, mulch, leaners/hangers (14,938 trees), white goods (6,039) and HHW (22,760 lbs)
 ■ Reduction by grinding (3 - sites)
Contract Value: **CY Recovered & Reduced:**
 Harvey \$26,380,579+ 2,914,947+

Experience as Primary Contractor for Projects Exceeding 50 Million

(Minimum Requirement 3.3.4)

SUMMARY TABLE of DISASTER DEBRIS PROJECTS EXCEEDING 50 MILLION					
Year	Hurricane	# of DMS Managed	Simultaneous Contract Activations	Approx. CY	Invoice Amt
2017	Hurricane Irma (projects ongoing)	91	64	11,374,514+ CY	\$171,285,478+
2017	Hurricane Harvey (projects ongoing)	15	27	5,170,292+ CY	\$74,472,886+
2016	Hurricane Matthew	32	39	5,675,560 CY	\$82,267,725
2012	Sandy	1	4	727,194 CY	\$57,805,734
2008	Ike	27	36	16,933,904 CY	\$178,318,425
2005	Dennis, Katrina, Rita, and Wilma	41	67	19,441,656 CY	\$279,764,959
2004	Charley, Frances, Ivan, Jeanne	61	36	16,800,678 CY	\$292,426,233
2003	Isabel	19	16	5,447,815 CY	\$66,344,733

Please reference our Past Performance Chart previously provided for additional information on specific contract activations.

Three (3) Full Service Disaster Debris Management Contracts in place which CrowderGulf is the primary contractor and the governing body has a population of 150,000
(Minimum Qualification 3.3.5)

Below you will find several of our clients (most recent work) in which the population is above 150,000 (additional).

Client: St. Petersburg, FL **POP: 260,999 / Pinellas Co**
Address: 400 Dr MLK Street, St. Petersburg, FL and 1400 19th Street, St. Petersburg, FL 33713
Contact: **Michael Vineyard**, Park Operational Manager 1400 19 St. North St. Petersburg, FL 33713 727-892-5233
michael.vineyard@stpete.org
Michael Jeffries, Director of Parks and Rec, 727-892-5863, michael.jeffries@st.pete.org
2017 Hurricane Irma (9/16/2017-12/09/2017)
 ▪ Removed & disposed of vegetation and mulch, reduction by grinding (1 site)
Contract Value: **CY Recovered & Reduced:**
 Irma \$2,362,874+ 219,765+

Client: Polk County, FL **POP: 666,149**
Address: 1890 Jim Keene Blvd, Winter Haven, FL 33880 and 3000 Sheffield Road, Winter Haven, FL 33880
Contact: **Jay Jarvis**, Drainage Director, jayjarvis@polk-county.net, 300 Sheffield Rd, Winter Haven 33880, (863)535-2200
Michael Teate, Roads & Drainage Area Manager, 863-535-2200 ofc, 863-581-0541 cell, michaelteate@polk-county.net
Project Title: **2017 Hurricane Irma** (9/15/2017-Ongoing)
 ▪ Removed & disposed of vegetation, mulch, leaners/hangers (16,344 trees), reduction by grinding (11 sites)
2012 Tornado (6/2012-7/2012)
 ▪ Removed & Disposed: vegetation
2004 Hurricane Charley (8/2004-3/2005)
 ▪ Removed & Disposed: vegetation, C&D, stumps (1,797), reduced by grinding (8 Sites)
Contract Value: **CY Recovered & Reduced:**
 Irma \$14,756,439+ 1,522,117+
 Tornado \$18,062 244 Tons
 Charley \$23,420,373 2,087,584 CY

Client: Lee County, FL **POP: 739,224**
Address: 10500 Buckingham Rd, Fort Myers, FL 33905
Contact: **Jason Fournier**, Public Utilities Mgr Cell: 239-229-5733, Ofc: 239-533-8000 jfournier@leegov.com
Jim Bjostad, Public Safety Em. Manager, Cell: 239-476-2147, Ofc: 239-533-0617, bjostad@leegov.com
Old Contact - Mr. Lindsey Sampson, Solid Waste Director, 239-533-8000, LSampson@leegov.com
Project Title: **2017 Hurricane Irma** (9/19/2017 – 01/14/2018)
 ▪ Removed & Disposed: vegetation, C&D, Mulch, leaner/hangers (68,195 trees)
 ▪ Reduce by grinding (13 sites)
2005 Hurricane Wilma (10/2005-12/2005)
 ▪ Removed & Disposed: vegetation, C&D, stumps (114)
 ▪ Reduced by grinding
 ▪ Special Projects: Debris Removal, Division of Natural Resources, (05/06-06/06) removed waterway debris
2004 Hurricane Jeanne (8/2004-12/2004)
2004 Hurricane Charley
 ▪ Removed & Disposed: vegetation, C&D, stumps
 ▪ Reduced by grinding & burning
Contract Value: **CY Recovered & Reduced:**
 Irma \$25,854,200 2,016,810
 Wilma \$7,995,412 451,948
 Jeanne/Charley \$14,000,000 902,555

Experience simultaneously operating a minimum of three (3) Temporary Debris Management Sites (Minimum Qualification 3.3.6)

CrowderGulf has vast experience with selecting, developing, managing and operating Temporary Debris Management Sites. CrowderGulf conducts all debris operations to meet or exceed all regulations and program standards as mandated by Local, State and Federal oversight agencies. We are committed to safe and efficient DMS operations and provide our clients with site specific operations and safety plans for each Debris Management Site operated. CrowderGulf has referenced three of our most recent DMS projects below. The City will find additional information on our abilities in our Past Performance and Contract Management Experience presented in **Section B** of the proposal.

2016 Hurricane Matthew - South Carolina Department of Transportation

Time Period:	Volume Removed:
10/2016 – 1/2017	493,196 Cubic Yards
	Amount Invoiced:
	\$8,187,338



Location: Darlington County, Florence County & Sumter County, South Carolina

SCDOT Contact Information:

David Cook, State Maintenance Engineer
955 Park Street, Room 324
Columbia, SC 29201
P: 803-315-8568 F: 803-737-2850
CookDB@scdot.org

CrowderGulf Management Team:

Brian Smallwood, Senior Project Manager

On October 8, 2016, Hurricane Matthew made landfall near McClellanville, SC. The Category 1 storm devastated much of the east coast and well inland from middle Florida all the way to Virginia Beach. Matthew quickly became the costliest Atlantic Hurricane since Sandy and overall ranks as the 9th costliest Atlantic hurricane in history.

Having worked in 2015 for the SCDOT to recover Richland and Lexington Counties from severe flooding, CrowderGulf was once again activated to aid Darlington, Florence and Sumter Counties with Hurricane Matthew debris removal.

The SCDOT tasked CrowderGulf with removing debris on the right of way and hazardous leaners, hangers and stumps. CrowderGulf was responsible for debris removal from the following roads throughout the Counties:

State Maintained Roads

Darlington County
Florence County
Sumter County

County Maintained Roads

Florence County
Sumter County

City Maintained Roads

City of Sumter

CrowderGulf quickly mobilized forces and hired local companies to begin the debris removal. CrowderGulf set up 7 Debris Management Sites and reduced the debris by grinding. All of the mulch from reduction by grinding was hauled to mulch recycling facilities and papermills in the areas. None of the debris was hauled to any landfill which resulted in significant cost saving to the SCDOT from not paying landfill tipping fees.

Number of DMS Managed: 6

- ❖ Whitehall DMS-Florence
- ❖ Freedom Blvd. DMS - Florence
- ❖ Johnsonville DMS - Florence
- ❖ Lack City Landfill - Florence
- ❖ City of Sumter Wood Chipping Site - Sumter
- ❖ Darlington Motor Speedway DMS - Darlington

Volume Removed - 347,491 Cubic Yards

Overall, CrowderGulf removed and reduced over 500,000 cubic yards of debris in less than 90 days.



Sumter County



Florence County



Darlington County

2017 Hurricane Harvey - Aransas County, TX

Time Period:
 9/2017 – 12/2017

Volume Removed:
 2,154,172 Cubic Yards
Amount Invoiced:
 \$23,000,000



Location: Aransas County, Texas including the City of Rockport, Texas

Aransas County Contact Information:

Valerie Gonzalez, Environmental Health Director
 301 North Live Oak Street
 Rockport, TX 78382
 P: (361) 790-0121
vgonzalez@aransascounty.org

CrowderGulf Management Team:

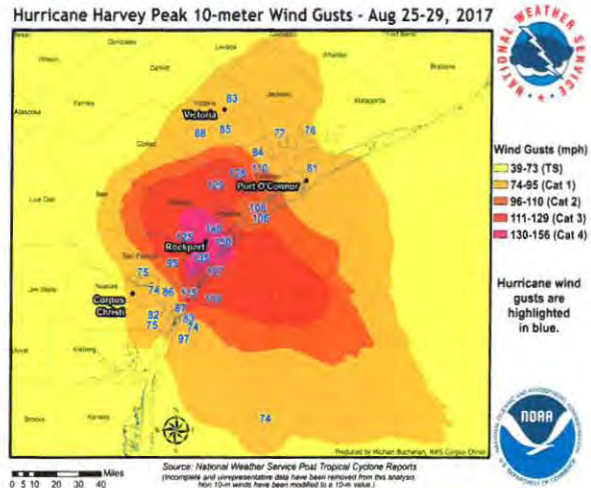
Brian Smallwood, Operations Manager
 Wilber Ledet, Senior Project Manager
 Nick Pratt, Senior Project Manager
 Ronnie Duhon, Project Manager
 Mark Powell, Project Manager
 Sammy Fitkin, Project Manager

On August 25, 2017, Hurricane Harvey made landfall in Rockport, Texas as a Category 4 Hurricane. Hurricane Harvey was the first major hurricane to make landfall in the United States since Hurricane Wilma in 2005. During the next 4 days, the Southeast Texas Region received over 40 inches of rain. Immediate search and rescue efforts were required inclusive of waterway rescues. CrowderGulf held a pre-event contract with Aransas County which also included the City of Rockport where the Category 4 Hurricane made landfall. CrowderGulf mobilized immediately to begin planning the monumental disaster recovery and debris removal effort. Over the next several days, CrowderGulf established **5 Debris Management Sites (DMS)** to hold the massive amount of debris that was left behind by the storm. Both, Construction and Demolition (C&D) debris and vegetative debris covered the majority of the County. Overall, CrowderGulf loaded, hauled and reduced over **1,200,000 Cubic Yards** of C&D debris and over **900,000 Cubic Yards** of vegetative debris.

Debris Management Sites Utilized:

Airport DMS	977,349 Cubic Yards
Airport DMS II	206,021 Cubic Yards
Site 188	396,325 Cubic Yards
Mesquite Tree	137,142 Cubic Yards
Transfer Station	609,746 Cubic Yards

Due to the huge volume of debris, CrowderGulf hauled the reduced debris to 3 different landfills, some more than 50 miles away. The Construction and Demolition debris was reduced by compaction and the vegetative was reduced by grinding. As depicted below from Weather.Gov (http://www.weather.gov/crp/hurricane_harvey), the wind and rainfall associated with Hurricane Harvey were historical for the State of Texas. The rain and wind took it's toll on the trees throughout the County, soaking them and blowing down many trees and causing irreparable damage. CrowderGulf cut down over **24,000** hazardous hanging limbs generated by the Category 4 Hurricane winds.



In addition to the construction and demolition and vegetative debris, CrowderGulf loaded, hauled and disposed of over 10,000 white goods (refrigerators, washers, dryers, etc.) and over 50,000 lbs of household hazardous waste.

2017 Hurricane Harvey- Brazoria Co, TX

Time Period:

9/2017 – 1/2018

Volume Removed:

231,719 Cubic Yards

Location: Brazoria County, TX

Amount Invoiced: \$1,736,692

Number of DMS Managed: 4

Manvel Site

B.C. Jail Site

Bar X Site

Sweeny Fire Field Site

Funding Source: FEMA

Brazoria County Contact Information:

Matt Haskins, County Engineer

451 N Velasco, Suite 230; Angleton, Texas 77515

281-923-1525 matth@brazoria-county.com



CrowderGulf Key Personnel:

Brian Smallwood – Senior

Project Mgr.

Jeff Zemlik – Project Manger

In September of 2017, CrowderGulf was activated by Brazoria County for debris removal operations after Hurricane Harvey impacted the County. Debris was collected and hauled to four DMS facilities located within the County. C&D was directly hauled to all four sites. Vegetative debris was hauled to B.C. Jail. The County had decided to have C and D debris reduced by mechanical means, and vegetative debris was reduced by chipping and grinding. All reduced debris was hauled to Sea breeze landfill or Dixie farms, based on location.



B.C. Jail DMS – Haul Out of Reduced C & D Debris



Sweeny Fire Field DMS – C&D

Quantities Hauled to DMS

Direct haul to Landfill

DIXIE FARM ROAD LANDFILL - 30,287

SEABREEZE ENVIRONMENTAL LANDFILL - 68,140

C & D DMS Sites

BAR X RESERVE DMS 16,926

MANVEL YARD DMS 30,730

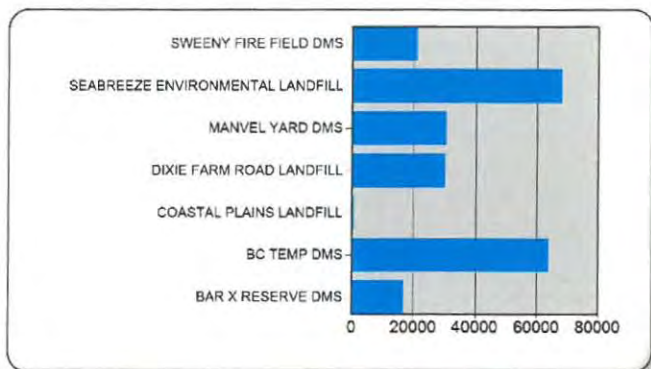
SWEENEY FIRE FIELD DMS 21,109

C & D and Vegetative DMS Sites

BC TEMP DMS 63,801

CONSTRUCTION&DEMOLITION 54,726

VEGETATIVE/WOODY-9,075



Additional Activations

Several municipalities located inside of Brazoria County "piggybacked" on the Brazoria County contract. These locations and the quantity of debris is listed below. Brookside Village was most heavily affected. 95% of homes in Brookside village experienced inundation greater than 2 feet of water. Richwood, was second most effected.

Total CY By Zones/Cities JTD:

Bailey Prairie: 3,081.85 CY

Brazoria: 1251.1 CY

Iowa Colony: 63 CY

Brookside Village: 34,187.8 CY

Danbury: 916.7 CY

Holiday Lakes: 14,461.55 CY

Liverpool: 2,685.45 CY

Manvel: 3,959 CY

Richwood: 21,838.05 CY

Sandy Pointe: 13.3 CY

Unincorporated: 150,743.46 CY



Brookside Village – Prior to beginning debris removal operations 9/16/2017

2017 Hurricane Irma - Lee County, FL:

Time Period:
 (9/19/2017 – 01/14/2018)

Volume Removed:
 2,016,810 Cubic Yards
Amount Invoiced:
 \$14,756,439+



County Contact Information:

Jason Fournier, Public Utilities Mgr
 10500 Buckingham Rd. Fort Myers, FL 33905
 Cell: 239-229-5733, Ofc: 239-533-8000
jfournier@leegov.com

CrowderGulf Management Team:

John Campbell Senior Project Manager
 Jim Poore, Project Manager, Lee County
 Jim Frye – Ft. Myers
 Vance DeHart- Sanibel and Fort Myers Beach
 Joe VanVactor- Bonita Springs-

On September 19, 2017, Lee County and participating municipalities activated their pre-event contract with CrowderGulf in response to the devastating effects of Hurricane Irma's landfall. The Category 3 storm left over 2 million sixteen thousand cubic yards of debris for removal along with 68,195 leaners/hangers. CrowderGulf along with Thompson Debris Monitoring Services responded the County's needs. Upon inspection, many of the pre-identified debris management sites were unusable due to wetness or other existing conditions. CrowderGulf's project management team worked along with County/City officials to identify alternative sites to handle the County's storage and reduction needs. In the first few weeks, CrowderGulf reviewed area maps of County and City property, made contacts with School Board and area Park officials and contacted private land owners to secure and develop 17 DMS facilities. Of the 17 sites utilized, 10 were identified in the County jurisdiction, 3 in Bonita Springs, 1 in Fort Myers Beach, 2 in Fort Myers and 1 located in Sanibel. All the debris collected was reduced by grinding at each of these sites.



CrowderGulf's Project Management team utilized our inhouse mapping program to create grid sectioning of the County and participating municipalities and create truck pick up routes. DMS facilities were specifically identified based on proximity to the removal and storage needs. Truck pick up routes were identified that expedited the debris removal efforts.

Debris Management Sites Utilized:

Wakahatchee	Airport	Civic Center	Estero
Lehigh Golf Course	Littleton St	Mosquito Control	John Barry Site
Bonita Springs – City Park	Tice Road	Three Oaks/ Alico Parkway	Lovers Key State Park
Wilson Road Private	Palomino	MLK DMS	Pine Island

Mobilizing Large Workforces



Company-owned/Leased Equipment

CrowderGulf maintains a large inventory of company-owned/leased equipment that is debris specific and available for immediate response to a disaster. Company-owned/leased equipment will be pre-positioned for emergency PUSH operations and dispatched to the disaster area immediately upon the receipt of a NTP in order to begin restoring critical services in the City of Fort Lauderdale as quickly as possible.

The following is a partial list of company-owned equipment available for use in any debris operation:

EQUIPMENT	UNITS
• Self Loading Trucks; (30 – 100 cubic yards)	65
• Dump Trucks (16 yards – 50 yards)	153
• Rubber Tire Loaders (equipped with debris handling grapples)	26
• Rubber Tire and Track Equipped Excavators (with buckets and grapples)	18
• Pick-Up Trucks (equipped with portable phones for Foremen)	25
• Service Trucks	12
• Skid-Steer Loaders (equipped with buckets and grapples)	10
• Cherrington Beach Cleaners 4500 & 4500 XL	5
• Stationary Power Screens – (sand screener)	2
• Diamond Z 14' Tub Grinders	6
• Shallow and deep water boats equipped with latest sonar and photo equipment	4
• Barges, tugs and large boats for heavy marine debris removal	4

Equipment Rental Agreements

CrowderGulf also maintains active accounts with all major national equipment rental companies to supplement equipment needs as may be required (i.e. Beard, Hertz, Caterpillar, John Deere, United Rental, Sunbelt, etc.).

All equipment shall meet all federal, state and local regulations.

Additional Equipment Information

- All equipment used for this contract will be rubber wheeled or rubber tracked unless otherwise approved by the City.
- To the maximum extent possible, CrowderGulf and its subcontractors shall use self-loading trucks with grapples or grapple attachments. Hand loading will not be permitted.
- No subcontractor will be allowed to solicit work from private citizens while assigned to the contract.
- No equipment assigned to this contract will be used for any other contract work.
- All trucks will be marked with proper signage. The lettering will be 3 inches in height or greater to allow for readability and clarity.



Anticipated Outside Support/Subcontractor Equipment

CrowderGulf's has developed a Nationwide Database of Approved and Trusted Subcontractors & Vendors. It is company policy to utilize **qualified local subcontractors** to the maximum extent possible in compliance with **44 CFR 206.10**. We also endeavor to employ a percentage of qualified Minority Business Enterprise (MBE) subcontractors.

In previous disaster activations, CrowderGulf has pre-positioned manpower and equipment to provide immediate response. The table below provides the number of subcontractors and their **equipment** listed in our database, in relation to the State of Florida.

Subcontractor Information	FL	US. 2018
Number of Registered Subcontractors	<u>825</u>	<u>2791</u>
Subcontractor Equipment	FL	US. 2018
Dump Trucks (16-65)	4426	11570
Pick up w/ dump trucks	1056	3976
Knuckle-boom trucks	462	2652
Wheel Loader 50hp – 150hp	1318	3971
5 ton Pickup truck	1269	6026
Hydraulic Excavator 50hp-150hp	1073	4474
Trailer Mounted floodlight	202	1382
Low-bed Trailer w/ tractor	408	2012
Water Truck	193	873
Air Curtain Burner	69	252
Backhoe w/ loader 15	292	1517
Dozer, 2-3 yd blade/root rake blade D7	557	2580
Grader, Motor, 12 ft blade 130-140hp	151	616
Chipper	204	1076
Tub Grinder 300-400 hp & 800-1000 hp	166	655
Self loading trucks	704	2723
Skid steer 40 hp – 80 hp	1331	5109
C&D Walking Floor 80-110 CY	312	1529
Mulch Trailer 80-110 CY	140	731
Bucket Trucks	453	2118
Barges	100	877
Work Boats	159	969
Vacuum Trucks	92	842

Florida Subcontractor Statistics	Regional	FL
Small Business	30	596
M/WBE, HUB, SDB or Veteran Certified	22	338
Push Crews	30	322
Debris Haulers	45	634
Marine Debris	3	39
Haul Outs	6	35
Grinding	3	43
Burning	5	18
Concrete Reduction	2	6
Recycling	0	7
Hazardous Material	1	8
Tree Work	5	74
Staffing	2	19

Financial Capability

Financial strength is one of the most important aspects for the City of Fort Lauderdale to consider when selecting a debris contractor. Following a major disaster, the City's financial burdens could be substantial. It is important to have a financially strong disaster-experienced contractor, such as CrowderGulf, that will work to get the job completed, regardless of any delays in invoice payments.

CrowderGulf's financial stability is solid and reliable and over the years we have established an excellent line of credit with our financial institution. **We have always paid our subcontractors and personnel weekly and we have met all financial obligations without interruption.** Over the years, CrowderGulf has paid out millions of dollars before receiving any payments. **CrowderGulf's long time commitment to pay subcontractors weekly has allowed us to attract the most experienced and well-equipped subcontractors in the nation.**

John Ramsay, President and Chief Executive Officer, has had extensive experience working disasters and is personally aware that many municipalities are not financially prepared to handle the cost of a major recovery effort. He understands that it takes time to work through the bureaucracy and obtain funding. Consequently, CrowderGulf's position has always been one of patience with our clients as they endeavor to meet our invoices. Some clients have been more financially capable than others, but we have never had a situation in which we were unable to amicably resolve any payment issues.

AGGREGATE BONDING CAPACITY	\$ 500,000,000
SINGLE BONDING CAPACITY	\$ 250,000,000
OTHER AVAILABLE FUNDING	\$ 80,000,000

Bonding

Bowen, Miclette & Britt of Florida, LLC
Mr. Jim Congelio
1715 N. Westshore Blvd., Suite 920
Tampa, FL 33607
813-282-1938

Insurance

Point Clear (Gray Insurance)
Mr. G. B. Taylor
368 Commercial Park Drive
Fairhope, AL 36532
251-990-9050

See "Bank and Bonding Reference Letters" attached.

Audited Financial Statements can be provided upon request.



*CrowderGulf recently received the designation of **Senior Secured Credit Facility** from Regions Bank after our Hurricane Harvey and Irma Recovery Operations.*



May 22, 2018

Re: Bank Reference for Crowder Gulf, LLC and Crowder Gulf Joint Venture, Inc.

Please consider this letter as verification that Crowder Gulf, LLC, and its wholly owned entity, Crowder Gulf Joint Venture, Inc., are one of Regions Bank's valued customers. Regions is privileged to have serviced the operating accounts of the companies since 1987, with all accounts handled in an exemplary manner.

The company currently maintains balances in the mid seven figures and a line of credit in the amount of \$75,000,000.

If you have any questions, please contact me at 251-690-1087.

Sincerely,

Christopher Esfeller
Senior Vice President
Regions Bank
Commercial Banking
11 N Water Street
Mobile, Alabama 36602
251-690-1087 - Office
251-610-3453 - Cell
251-690-1003 - Fax
christopher.esfeller@regions.com

11 N Water Street, Mobile, Alabama 36602



BOWEN, MICLETTE & BRITT OF FLORIDA, LLC

1715 N. Westshore Blvd, Suite 920
Tampa, FL 33607

May 15, 2018

**RE: CrowderGulf Joint Venture, Inc
Status of Bondability**

To Whom It May Concern:

Bowen, Miclette & Britt of Florida is proud to represent CrowderGulf Joint Venture, Inc. We consider them to be a premier contractor in their field and we do not hesitate to recommend them for your project needs.

Travelers Casualty and Surety Company of America has an A.M. Best rating of "A++, XV" and provides a bonding program to CrowderGulf Joint Venture, Inc. with single bond limits up to \$250,000,000 and an aggregate program of \$500,000,000. These limits are not to be construed as maximums but are established to handle the daily needs of our client.

As always, Travelers Casualty and Surety Company of America reserves the right to perform standard underwriting at the time of any bond request. This includes, but will not be limited to, the acceptability of the contract documents, bond forms and project financing. We assume no liability for any reason if we do not execute the bonds as requested. This letter is not an assumption of liability, nor should it be considered a bid, payment or performance bond. If you should have any questions, please do not hesitate to contact us.

Sincerely,

Bowen, Miclette & Britt of Florida, LLC

A handwritten signature in blue ink, appearing to read 'James C. Congelio'.

James C. Congelio



4.2.4 APPROACH TO SCOPE OF WORK

4.2.4 Approach to Scope of Work

CrowderGulf has the necessary resources to supply the management, planning, personnel and equipment to efficiently and effectively provide the City of Fort Lauderdale quality disaster related services to include removal, collection, reduction and disposal of debris generated by natural and/or manmade disaster events. CrowderGulf's Principals of Project Management and Debris Management Plan are submitted below and are the cornerstone of all our disaster debris removal projects.

Principles of Project Management

Standards

CrowderGulf conducts all debris operations to meet or exceed all regulations and program standards of FEMA Public Assistance Program and Policy Guide (incorporating FEMA 325 Debris Management Guide and FEMA 327 Debris Monitoring Guide), the Occupational Safety and Health Administration, the Environmental Protection Agency, and all other local, state and federal agencies.

Responsiveness

CrowderGulf will be in contact with the City's Debris Manager at least 72 hours prior to a hurricane making landfall or immediately upon the occurrence of any debris generating event within the City of Fort Lauderdale. Within 4 hours of receiving a NTP, CrowderGulf will have our Management team report to the City representative for operations planning and mobilization of personnel and equipment. Mobilization for PUSH operations will begin within 12-24 hours of NTP and we will be fully operational and hauling debris within 48 hours of initial NTP. In addition, we will have a DMS fully operational for reduction and disposal of debris within 72 hours of the NTP. CrowderGulf will maintain full debris hauling operational capacity seven days a week during daylight hours until completion of the project to the satisfaction of the City of Fort Lauderdale. The DMS may, if required to meet the needs of the City, operate 24 hours per day.

Reimbursement Assistance

CrowderGulf's debris management staff consists of previous FEMA Regional Directors and Deputy Directors, City and County Emergency Management Directors and emergency operations personnel with over 20± years of experience in working State and Federal Disaster Declarations. CrowderGulf is prepared to share its knowledge and experience concerning reimbursement matters with City personnel in order to obtain maximum reimbursement by utilizing accurate record keeping and exacting quality control measures. Specifically, CrowderGulf will assist with:

- Estimating debris volumes for initial damage assessment
- Developing Project Worksheets/Damage Survey Reports
- Identifying eligible and ineligible reimbursements
- Documenting every element of the recovery process and reviewing all records to assure that they meet federal and state reimbursement guidelines
- Orientating and training the City of Fort Lauderdale personnel on requirements for quality and quantity of required documentation
- Closeout and final audit
- Hazard Mitigation Planning efforts
- FEMA Disaster Assistance policy changes

Corporate Support On-Site Operations

Daily operational decisions and daily communications with the City will be facilitated by the CrowderGulf on-site Management team. If needed, one or more field offices will be set up immediately upon NTP. Local citizens will be employed and trained to work in the field office under experienced CrowderGulf management supervision. Local employees are always an asset to the response and recovery operation. Their knowledge of the area and its people is invaluable to CrowderGulf's overall operations. The Team will be fully reinforced at all levels by logistical support, records management/storage, report development and other operations at CrowderGulf's main office in Theodore, Alabama.

On-Site Project Management

CrowderGulf employs National Incident Management Systems (NIMS) principles in our command structure, planning, operations, logistics and administration. This will not only facilitate an easy interface with the City's Emergency Operations Center, but also ensures maximum quality control by limiting the span of supervision for individual field managers. Each of these key roles identified below is critical to an effective CrowderGulf emergency debris response and must possess a high degree of professional experience, skill, and leadership ability.

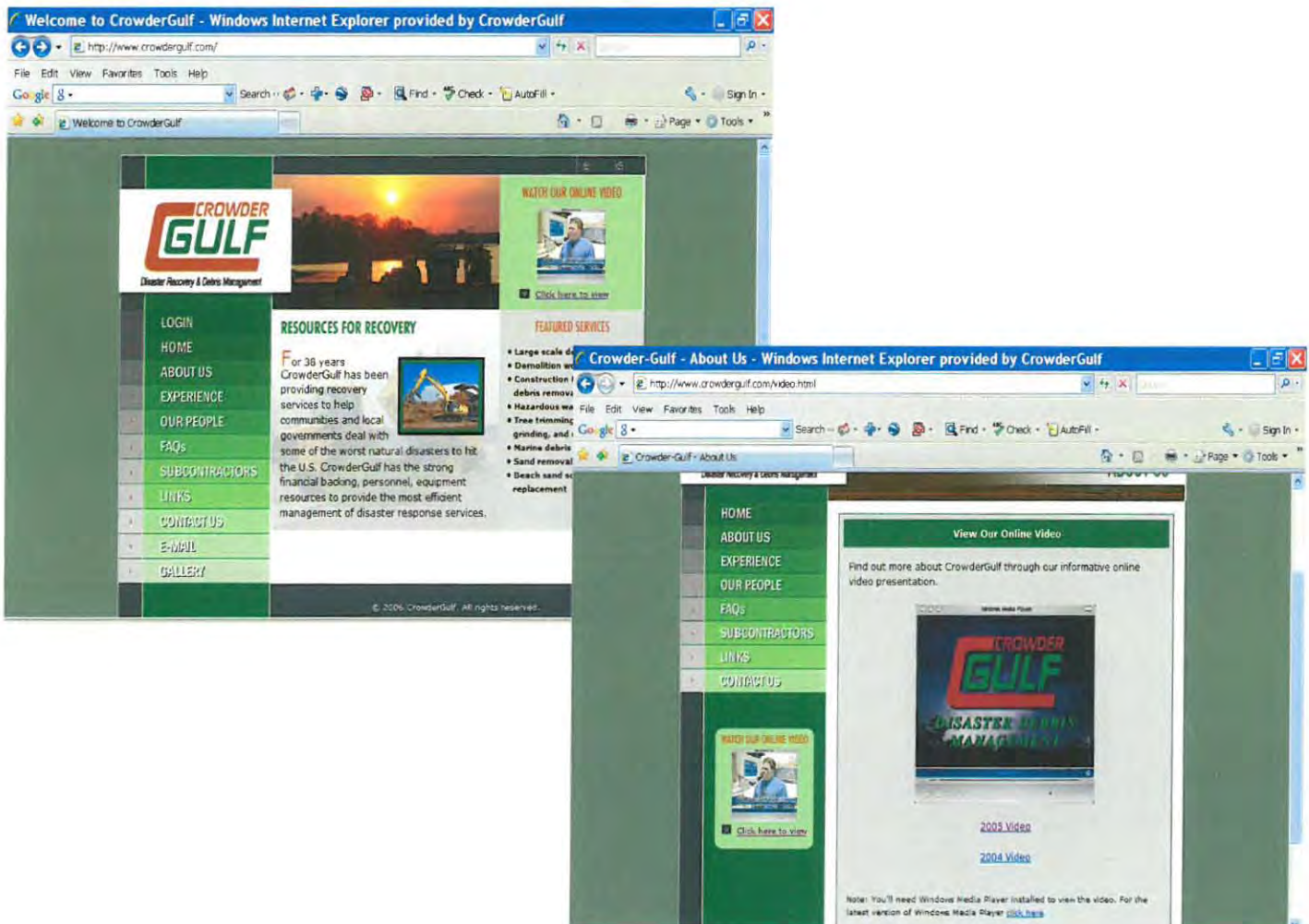
Pre-Planning - Readiness Planning and Training

On at least an annual basis, CrowderGulf specialists will provide training and pre-planning sessions. In addition, our Debris Reduction specialists will be available to review and advise on potential Debris Management Sites. Preparedness training will be tailored to meet the City of Fort Lauderdale's needs and requests.

Audio/Visual Presentations

CrowderGulf has the capability to generate audio and video presentations to help the City communicate necessary information to the public or to document the overall operation as a whole. One of our first tasks is to video all of the existing conditions. This is typically done during the initial damage assessment. Please visit our website to see some of our previous video documents.

Please view our Website @ www.crowdergulf.com for more information and watch our Videos Online.



Additional Services

Unique Services - New Drone & GoPro Capabilities

CrowderGulf utilizes the latest in Drone Technology to access and document projects. As of 2015, CrowderGulf has utilized **3D Robotics Solo Smart Drones** and **DJI Phantom Series Drones** on some of our projects. At client's request and supplemental cost, implementation of aerial technology has provided beneficial intelligence of existing conditions to help better prepare the response for areas that are still unreachable by truck or boat. Coupled with state of the art software, real time aerial maps and models can be constructed on site to deliver information never before available to the client in a timely manner. These capabilities have increased the effectiveness of training with our Clients, by providing recent project data and experiences to reference. *Pricing for the CG Drone Operations can be provided upon request.*



*Aerial footage of the
Hurricane Matthew
Debris Removal
Operation on Hilton
Head Island, SC*

- Feb. 2017(left)

*Aerial Image of Debris
Management Site on Hilton
Head Island, SC during the
Hurricane Matthew Debris
Removal Operation (right) aided
in site documentation and
updates to client.*



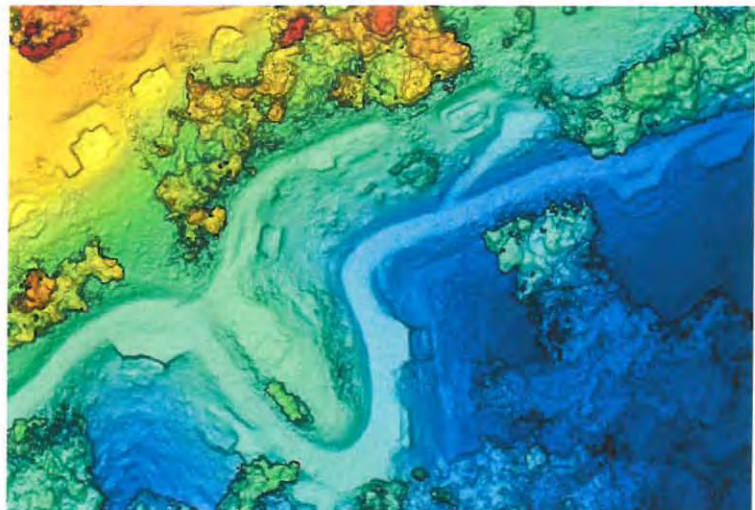
Benefits of Utilizing Drone Technology:

- High Resolution Aerial Maps of DMS or Affected Area
- Debris Estimation
- Damage Assessments
- 3D Computer Models
- High Definition Video
- Live Stream Video for EOC or other meetings
- Site/Project Documentation
- Historical Documentation
- Allows for effective decimation of information to the public showing the scope of the project
- Training
- Much more cost effective than traditional aerial platforms
- Can be deployed quickly in the most austere environments with little support



Custom Aerial Maps produced on site allow for the real time flow and decimation of critical information. These maps can be overlaid with annotations and area/volume calculations.

Advanced Topographical Maps can be generated and are useful in planning, recovery, and pickup operations.



Debris Operations Plan

The CrowderGulf **Debris Operations Plan** establishes an early appraisal of disaster damage, moves trained and well-equipped crews into affected areas in the shortest time possible and follows a disaster-specific work plan. This ensures that our personnel and equipment will be mobilized and in place to remove and reduce debris in the most efficient and effective manner and with the least possible impact to citizens.

The amount of damage that occurs during a natural disaster and the effort required to restore the affected areas varies with each situation. CrowderGulf's comprehensive **Debris Operations Plan is a flexible strategy that integrates Critical Operations and Essential Support Functions** to insure the most efficient and cost effective debris management for the City of Fort Lauderdale. These Operations and Functions are identified below and fully defined in the following sections. Each is integral to a comprehensive debris management effort.

Critical Operations

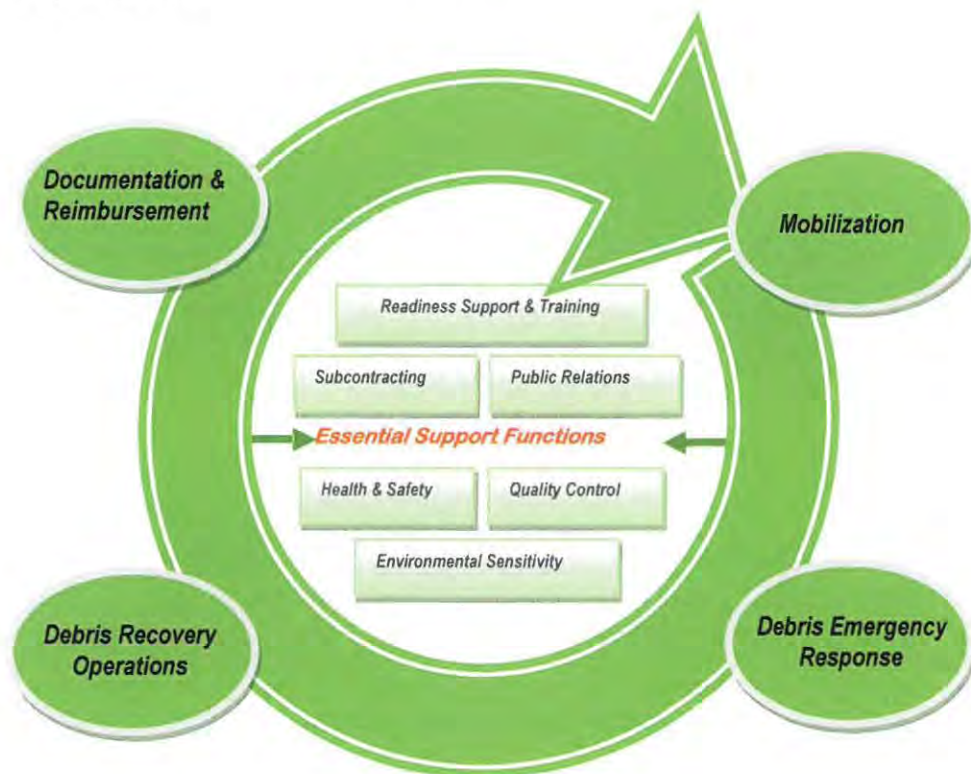
(action items that are set in motion by an event)

- Mobilization
- Debris Emergency Response
- Debris Recovery Operations
- Documentation and Reimbursement

Essential Support Functions

(support functions for Critical Operations)

- Readiness Support and Training
- Subcontracting
- Quality Control
- Health and Safety
- Environmental Sensitivity
- Public Relations



The **Debris Operations Plan** was developed with only one objective – **to assist Clients that have suffered the effects of a disaster return to normal as quickly, as efficiently and as inexpensively as possible.** The Plan's components have been the cornerstone of all of CrowderGulf's disaster relief efforts for the past 50 years.

When an event is likely to occur, all stakeholders are put on alert and resources are marshaled. Immediately after the event occurs, Mobilization of personnel and equipment resources begins in anticipation of the initial Debris Emergency Response or "PUSH" period. As additional resources flow to the impacted areas, Debris Recovery Operations – the most demanding phase – is initiated. This is the phase in which CrowderGulf delivers what it has promised and makes certain that debris is removed and reduced as quickly and as efficiently as possible. Throughout the operation, the Documentation of all work must be completely and accurately documented in order for Reimbursement to occur.

The four Critical Operations described here - **Mobilization, Debris Emergency Response, Debris Recovery Operations and Documentation and Reimbursement** - form the central core of the CrowderGulf Debris Operations plan. These elements are supported and enabled by six Essential Support Functions. Although not as visible during the debris management process, each support function - **Readiness Support and Training, Subcontracting, Quality Control, Health and Safety, Environmental Sensitivity, and Public Relations**, - is fundamentally important to CrowderGulf being able to provide a successful debris management effort. All of these elements are discussed briefly in the following sections.

CRITICAL OPERATIONS

➤ Mobilization

Alert and Team Notifications

If there is advanced notice (i.e., a hurricane), this phase will commence as soon as a disaster appears to be a credible threat to the City of Fort Lauderdale. The CrowderGulf call-down list will be checked to verify accuracy. Field Project Managers and Field Supervisors will be advised to check e-mail and voice mail at least twice a day, and additional communication devices and cell phones may be distributed to key personnel.



The CrowderGulf Director of Operations will assess the information received from the National Weather Service and in consultation with the City of Fort Lauderdale Debris Manager will determine the necessity for a full notification action. If it is determined that notification is needed, he will direct activation of the CrowderGulf Calling Plan with stand-by instructions for individual contractors/subcontractors to be notified. Specific individuals will be called and, in turn, they will call additional CrowderGulf employees in a rapid cascading manner. This list of calling assignments is kept current with no less than two exercises per year if not exercised for a legitimate activation preparation.

Preparation

Based on the high probability of a known event, the Director of Operations (DO) will direct initial preparation of manpower and equipment. He will inform all responding personnel as to situation status, departure, tasking and assets to mobilize. The Director of Operations will manage the commencement of mobilization, the tasking of the support units, and the dispatch of managers, crews and equipment.



Mobilization of Resources

CrowderGulf shall contact the City's Debris Manager a minimum of 48 hours prior to a hurricane event or immediately upon the occurrence of a major disaster or debris generating event in which there is no advance warning.

Mobilization will take place immediately upon receipt of a NTP and in accordance with requirements as defined by the City's Debris Manager. Within 4 hours of receiving the NTP, CrowderGulf management team will be working on site with the City and its Debris Manager to begin planning the required mobilization and operations for debris removal. Debris removal from streets and roads ("PUSH") shall begin within 12-24 hours of receipt of the NTP and reduction and disposal operations shall be in full operation within 48-72 hours.

The severity of the disaster will determine how many employees and/or subcontractors will be assigned to a specific disaster event. Depending on the scope of the disaster, CrowderGulf will use a combination of company crews and subcontractors to perform work. We will begin with CrowderGulf personnel and proceed to add additional manpower and subcontractors until we have a sufficient workforce in place to effectively manage and handle the disaster recovery effort. Specific management personnel that will be assigned to this contract are provided in later sections of this proposal.



Staffing the Emergency Operations Center

CrowderGulf will commit a senior employee to be stationed in the City's Emergency Operations Center to coordinate plans for debris operations, communications and scheduling with the City's Emergency Management personnel. If requested by the City, this senior management representative will be on site in the Emergency Operations Center prior to storm landfall.

Staging of Resources

When a disaster is imminent, we will review the need for staging equipment within 100-150 miles from the potential area of impact. Local equipment and resources will be secured in safe locations and readied for mobilization. As soon as the storm passes the area and a Task Order (TO) issued, equipment and manpower will be staged at a convenient location near the truck certification area for the City.

Very early in the mobilization process, CrowderGulf will obtain a large hard surfaced parking area which will be used as a staging area to begin truck and equipment certification and safety inspections. These important steps must take place in advance of moving debris on a unit price payment basis.

The staging area becomes the initial reporting location for all subcontractors. Subcontractors employed under pre-event subcontracts, subcontractors and individuals seeking work, and potential suppliers and vendors, will be directed to this central point. If necessary, we will position a Mobile Emergency Response Command Center Unit at this location to facilitate operations. Additionally, if temporary fueling and shelter facilities are required, they will be positioned at this location, if possible.

Communications/Mobile Command Center

Should disaster conditions warrant the need, CrowderGulf may establish a self-sufficient Mobile Command Center, with full **communications capability**, in the disaster area and dedicate it solely to the recovery effort. If needed or requested, our Command Center will be provided to the City to serve in the field as its command unit.

The Command Center, or field office/s, will be set up within 24-48 hours after activation. Local citizens will be employed and trained to work in the field office under experienced CrowderGulf management supervision. Local employees are always an asset to the response and recovery operation. Their knowledge of the area and its people is invaluable to CrowderGulf's overall operations.

Each Command Center has two gas powered generators that supply power for the following:

- Multiple work stations with LCD computer/TV monitors, with copier/fax/scanner capability
- A conference room with a large table and a 42" plasma monitor/TV
- Two satellite TV receivers
- VSAT for broadband internet and VoIP lines



CrowderGulf's management team, all supervisory personnel, and crew foremen will use company radios, digital radio/telephones, and/or cellular phones. All drivers and subcontractor supervisory personnel will be required to have radios and/or telephones in their vehicles. **Upon request, we will furnish key City personnel with our system radios.**

Operational Support

CrowderGulf's main office will serve as headquarters for "back-office" operational support and documentation center. Throughout the project, this office will support field operations on all levels and maintain backup files and records for reimbursement.

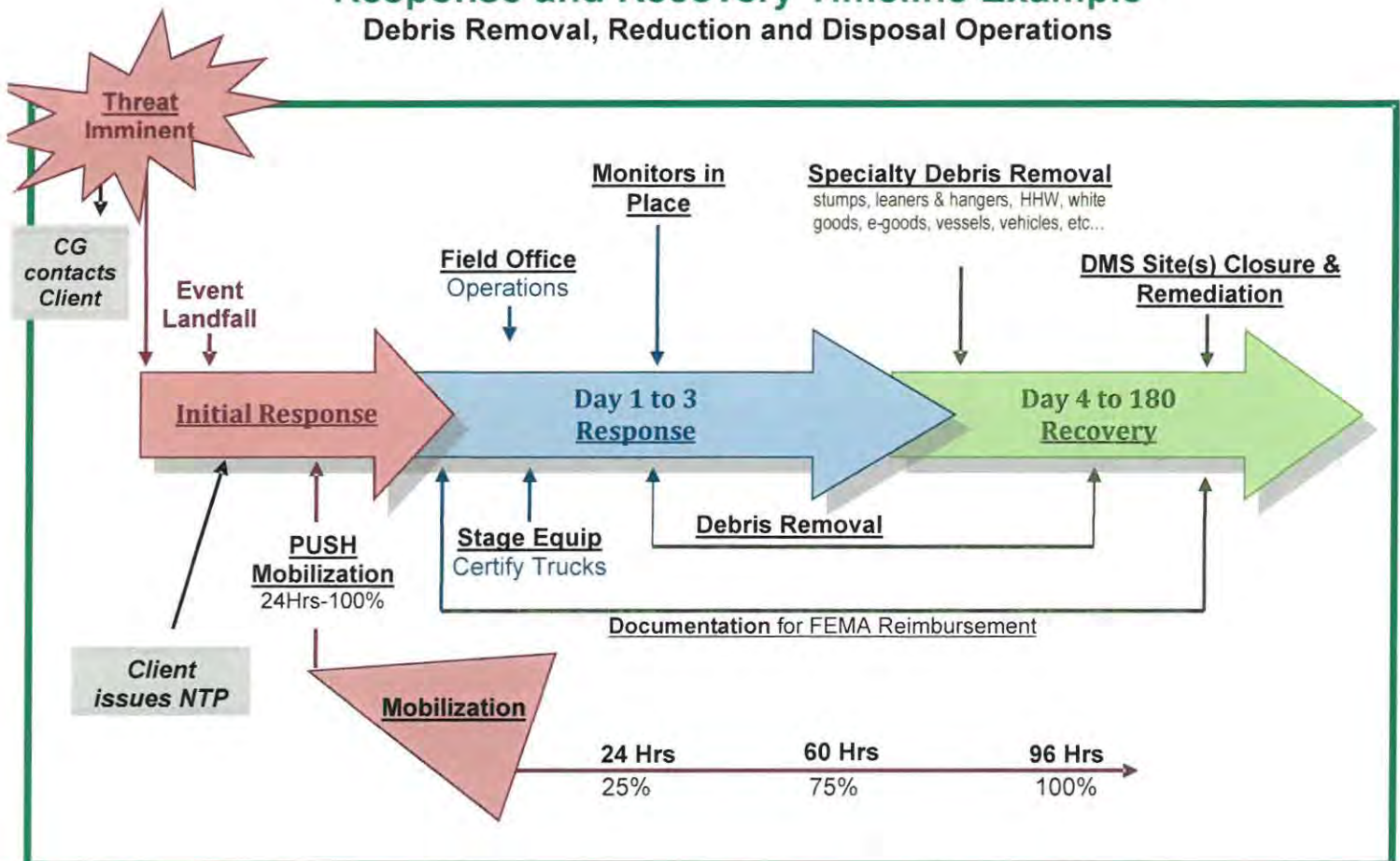
Sample Mobilization Parameters

Below are CrowderGulf's anticipated mobilization timelines for debris removal work. In most post-disaster situations, CrowderGulf has been able to meet these obligations. Should extraordinary circumstances prevail, such as those after the 2017 hurricanes, timelines may have to be adjusted slightly in the beginning of the operation. However, CrowderGulf has never failed to meet the end timelines for completing all projects and remain committed to meeting all timelines.

- Contacting the City's Emergency Operations Manager 48-72 hours prior to a predicted disaster event.

- Providing an advance CrowderGulf representative to the City's Emergency Operations Center 24-48 hours prior to a predicted disaster event or upon receiving notification of pending activation, if requested.
- Staging personnel and equipment in close proximity to the City to provide rapid deployment after the storm, while protecting those assets from damage/destruction by the event.
- Mobilizing resources and being operational for clearing debris and opening critical routes ("PUSH") within 12-24 hours of NTP if requested by the City.
- Being fully operational for hauling, sorting, and storing of debris within 48 hours of initial NTP.
- Being fully operational for reduction and disposal of debris within 72 hours of initial NTP.
- Maintaining full operational capability, 24 hours per day, 7 days per week for an extended period of time.
- Being able to clear all debris from all City maintained streets, roads and highway rights-of-way within 90 days from initial NTP.
- Rapidly adjusting the flow of resources based on the extent and magnitude of damage/debris.
- Providing Rapid Response Crews (RRC) as may be required.
- Being able to complete the entire debris management process from initial clearance through final disposal within 180 days from initial NTP

Response and Recovery Timeline Example Debris Removal, Reduction and Disposal Operations



Because each activation / storm presents separate challenges and situations, the above information has been provided as a sample. During our pre-event training sessions with the City, we will work to frame out possible timelines for minor and major activations.

Workload

Currently we are not working on any disaster related debris removal projects at this time. Due to the unforeseen nature of disasters, it is difficult to predict a contract activation. A contract does not have value until activated and each contract may have all or parts of the contract activated based on need. Regardless of contracts activated, CrowderGulf has a proven track record of simultaneously managing multiple contracts as demonstrated in our past performance submitted previously in this proposal.

In the beginning of contract activations, clients often times must make damage assessments and work with debris specialists to assess the needs of the community. These assessments dictate the size, type and amount of equipment and personnel needed to restore the community to their wholeness. Every community affected by the storm will have their own specific needs and the ramp up of equipment resources is different for each affected area. During the 2017 Hurricane season, Hurricanes Harvey and Irma created resource challenges for many of the debris companies. Our customary ramp up schedules were slower than usual due to the widespread destruction that both hurricanes caused to the States of Texas and Florida. We are proud to say that regardless of the amount of CrowderGulf activated contracts, CrowderGulf never defaulted on any of our contractual obligations nor did we try to re-negotiate higher prices from our clients. Due to the diverse geographical locations and CrowderGulf's substantial manpower and equipment resources, we have been able to honor all of our contractual commitments with dispatch and efficiency. CrowderGulf has never defaulted on a contract and all of our activated contracts have been completed on or ahead of schedule.

Current Florida Contracts

FLORIDA Contracts			
Arcadia (City)	Punta Gorda (City)	Aventura (City)	Bonita Springs (City)
Brevard Co.	Sanford (City)	Bunnell (City)	Casselberry (City)
Charlotte Co. Public Schools	St. Petersburg (City)	Clay Co.	Cocoa Beach (City)
Coleman (City)	Tarpon Springs (City)	Deltona (City)	DeSoto Co.
Destin (City)	Plantation (City)	Dixie Co.	Edgewater (City)
Estero (Village)	Putnam Co.	Flagler Beach (City)	Flagler Co.
Fort Myers Beach (Town)	Sanibel (City)	Fort Myers (City)	Franklin Co.
Glades Co.	Stuart (City)	Jackson Co.	Lake Co.
Jupiter (Town)	Taylor Co.	Kissimmee (City)	Lazy Lake (Village)
Lakeland (City)	Sandestin Owners Asso.	Lauderdale-By-The-Sea	Levy Co.
Lee Co.	Polk Co. School Board	Lee Co. School Dist.	Mount Dora (City)
Lynn Haven (City)	Miami Springs (City)	North Port (City)	Oakland (Town)
Plant City	Panama City	Polk Co.	Venice (City)
Okeechobee Co.	Sunrise (City)	Wilton Manors (City)	
Vero Beach (City)	Wakulla Co.		

➤ Debris Emergency Response

Debris Response activities occur immediately after an event in order to clear emergency access routes. This initial phase of operations normally consists of clearing debris that may hinder immediate lifesaving actions within the disaster area and/or pose an immediate threat to public health and safety.

The Debris Response phase includes immediate actions for the removal of debris in order to facilitate search and rescue efforts, allow access to critical facilities, and prevent flooding. Actions required during the response phase are usually completed within a matter of days following a disaster event. During Debris Response, CrowderGulf will conduct an emergency "PUSH" of critical streets and roads sufficient to allow for the movement of emergency vehicles. "PUSH" crews can be on-site and working within hours of an event. City staff shall determine priorities for "PUSH" activities with primary emphasis on major thoroughfares. Multiple crews will be conducting emergency "PUSH" activities within 12 hours of receipt of a NTP.

Requirements for government services increase dramatically following a major disaster. After emergency access has been provided to hospitals, police and fire stations, the next priority normally is to open access to other critical community facilities, such as schools, municipal buildings, water treatment plants, wastewater treatment plants, power generation units, airports and seaports.

As soon as critical facility locations are identified, CrowderGulf will dispatch "clearing crews". Depending on the damage, multiple crews will be deployed within 12- 24 hours of receiving a NTP. The "clearing crews" will use all available resources with focus on local personnel and firms. Each "clearing crew" at a minimum will consist of:

- Two pieces of rubber-tired pushing / loading equipment such as backhoe loaders, rubber tired front-end loaders, and skid steer loaders with operators
- Two - three chain saw operators, laborers, flaggers with transport vehicles
- Five 16 to 20 cubic yard capacity dump trucks with drivers
- One Quality Control/Foreman with communications capability and pickup truck
- Equipment and resources needed to transport crew from one site to another

To maximize efficiency, the clearing crew may, depending on the size of the roadway and severity of damage, split into two work teams clearing at different locations on the same street or road. If a crew divides into two work teams, visual contact and effective radio or cellular communication will be maintained between the teams.

When needed, Search and Rescue Support Crews will be provided. At a minimum, each crew will consist of the following:

- One trackhoe excavator, minimum 150hp with operator,
- Three laborers/riggers
- One crew foreman
- Slings, riggings, implements
- Transport equipment

Safety of the clearing crews in this early stage of work will be a paramount concern. Downed power lines, falling trees, equipment and chain saw injuries, worker fatigue, and a host of unanticipated hazards demand constant attention by all team members. Therefore, **toolbox safety discussions** will be a **daily requirement** for the team. Work areas will be surveyed for hazards before work begins and throughout the clearing operation. Special hazard observation responsibility will be assigned to the Quality Control Manager.

➤ Debris Recovery Operations

Debris Recovery consists of the removal and disposal of FEMA eligible storm-related debris in order to ensure the orderly recovery of the community, and eliminate less immediate threats to public health and safety. The debris removal, reduction and disposal procedures are addressed in specific detail in the following paragraphs.

Collection Methods

The fundamental component of a debris management strategy is the collection of debris. Implementation of debris collection immediately after a disaster event will assure the public that recovery efforts are in progress and that the community will return to normal quickly. The debris type, amount, and urgency determines which collection method is used. The two main methods of debris collection are curbside collection and collection centers. Both types of collection methods may be used and will be determined by the City of Fort Lauderdale.

"Perhaps most noteworthy of the CrowderGulf team was the selfless partnership they exhibited. While it was anticipated that a contractor would seek to profit from work opportunities, there were multiple occasions when the CrowderGulf team chose not to take advantage of the City and instead openly expressed that it would not be in the City's financial best interest to take certain measures that would have actually benefited CrowderGulf. It was this cooperative attitude that convinced us that the City of Newport News had made the right decision to make CrowderGulf our debris recovery management company of choice."

*Ralph Caldwell, Public Works
Assistant Director
Newport News, VA*

Curbside collection requires that only storm related debris be placed at the curb or public rights-of-way. *Source-segregated debris collection* offers the potential of high salvage value and efficient recycling/reduction processing. This method is important when collecting hazardous and environmentally sensitive debris, such as household hazardous waste and white goods. *Collecting mixed debris* allows for residents to place all debris types in one specified area, usually along the public rights-of-way in front of their residence. While this is the most convenient for the public, it does not facilitate effective recycling and reduction efforts, as the debris will need to be handled multiple times. This method prolongs recycling and reduction efforts and increases operational costs.

Collection Centers, the second type of collection method, relies on having residents transport their debris to a common location. Large roll-off bins may be placed on public rights-of-way or public property for the residents to bring their debris for collection. Separate bins can be designated for particular types of debris. If Collection Centers are used, they must be monitored to ensure only of the citizens use the Center and all debris is storm-related eligible debris.

Regardless of the collection methods used, educating the residents before a disaster occurs and keeping them informed after a disaster about the how, when and where of the debris removal operations, will alleviate a lot of stress for everyone. CrowderGulf can assist with keeping the public informed with the information needed to get their debris removed safely and in a timely manner.

Debris Types

The City of Fort Lauderdale will determine the scope of the debris to be managed under this contract. However, CrowderGulf is prepared to assist the City in hauling, reducing and disposing of all eligible debris types in accordance with FEMA Public Assistance Program and Policy guidelines. These include: vegetative debris, construction & demolition (C&D) debris, hazardous wastes, white goods, household hazardous waste (HHW), electronic waste (e-goods), abandoned vehicles and vessels, putrescent debris, infectious waste, chemical, biological, radiological, and nuclear-contaminated debris.

Truck Certification

All debris hauling trucks will be certified by the City or a City representative before any hauling begins. The inside bed dimensions of all trucks will be accurately measured and all safety requirements will be checked and approved. This information along with the description and a picture of the truck, driver's name, license and tag number will be recorded on the FEMA compliant certification forms provided by CrowderGulf. The City will retain the original copy of the form and provide CrowderGulf and the driver with copies. The driver's copy must remain in the truck at all times. A placard displaying the trucks identification and measurement information will be displayed on both sides of the vehicle at all times. Specific truck documentation requirements are discussed in the **Documentation and Reimbursement Section** of this proposal.

Sectioning and Crew Assignments

Upon NTP, CrowderGulf will assist the City of Fort Lauderdale in assessing damage and developing a specific plan of action. The affected areas will be divided into sections and then crews, subcontractors, and equipment will be assigned. All areas will be served simultaneously.

Loading Debris

Prerequisites for Loading Debris:

- Truck certification and safety inspections completed on all trucks hauling debris
- Identification of disposal site
- If needed for efficiency, identification and preparation of debris management sites
- Sectioning of City with subcontractor assignments
- Quality Control organization operational
- Load ticketing and data management process operational
- Accident Prevention Plan (APP), Site Safety and Health Plans (SSHP), Activity Hazard Analyses (AHAs)
- Initial safety and health briefing for all personnel complete
- Specific training on traffic control complete for all debris crews
- Preparatory inspections of each worksite by Quality Control staff and debris crew foreman

- Work area cleared of safety and health hazards such as downed power lines and hazardous materials
- Inspection of work area for water meters, fire hydrants, utility pedestals and other infrastructure components that could be damaged by equipment
- FEMA debris eligibility criteria communicated to all Crew Foremen, Superintendents, Quality Control staff, Project Managers, and Equipment Operators
- Overhead power lines and other utility lines identified for safe clearance of loading equipment

Crew Composition

CrowderGulf matches equipment to the requirements of the task. Crew composition varies depending on the type of equipment used in performing the loading operation. For example, crews with self-loading trucks do not need separate loading equipment that is required to support a crew consisting of dump trucks or trailers. However, every crew requires traffic control personnel, a foreman and a designated quality control person. Also, each crew requires a chain saw operator and laborer(s) to assist in the ground support work. Usually each piece of loading equipment (self-loading truck or separate loader) is supported by one saw operator, two laborers and two flaggers.

At a minimum, debris separation crews will consist of two laborers, one chain saw operator with saw, one skid steer loader with operator and implements, all equipment necessary to transport personnel and equipment from one work site to another. When necessary, ground crews will separate and sort the debris by type, saw fallen trees and vegetative debris at the public rights-of-way, and be constantly alert for water meters, fire hydrants, utility pedestals and other infrastructure components that could be damaged by equipment.

Crew Sizes

The size of debris loading crews will be dictated by the severity and localization of damage. Each crew foreman will be experienced in organizing and directing debris crews and will be provided with sufficient chain saw operators, flagmen, laborers and knuckle boom operators to assure rapid and efficient debris removal.

An example of a Crew is demonstrated in the chart below:

Manpower/Equipment Required	Task Responsibility	No. per Crew
Crew Foreman with experience in organizing & running crews with previous work in disaster related jobs	Provide on-site management of crew to ensure quality performance, safety & maximum productivity	1
20 – 60 CY dump trucks with skilled operators &/or 80 - 140 CY self-loader trucks	Pick up debris from curbside & haul to DMS or final disposal	4-6 (or as area dictates)
Chain Saws & Experienced Operators (as needed)	Reduce large trees & limbs to manageable size & trim debris hanging from loaded trucks	1-2
Flagmen	Direct traffic flow & truck movement	3-6
Laborers	Gather small debris that loaders are unable to grasp	2

Truck and Equipment Considerations:

The number of debris hauling trucks assigned to each crew will be determined by the time required to transport a load of debris to the disposal site, dump the load and return to the loading site. Sufficient trucks or trailer hauling equipment will be assigned to each crew to preclude having idle loading equipment. If hauling equipment is found idle and frequently waiting to be loaded, some of the hauling equipment will be reassigned to other crews. Crews will be adjusted as needed to maximize the use of all trucks and equipment.

Often on the first pass of debris removal work, large stumps, tree trunks and other heavy debris must be left for loading by larger more specialized equipment. CrowderGulf will make every attempt to "Clean As You Go". However, there are situations when the need for expedient debris removal precludes achieving this standard completely. As required and directed, specialized equipment will be mobilized on subsequent passes to handle the removal of stumps, other large debris and backfill of stump holes.

Truck Drivers will not be issued a load ticket until:

- The tailgate is secured to prevent debris from falling out of the truck while in route to disposal site
- Trimming of overhanging limbs and debris from around the truck or trailer is complete. This includes debris protruding from the truck bed that may pose a risk of utility line damage. (Actual height depends on local line installation height)
- The debris hauling container is loaded as completely (fully) as safely possible

Once the load ticket is issued, the truck driver will safely move the vehicle out of the loading zone and into normal traffic flow in route to the disposal site or to a Temporary Debris Management Site (TDMS).

Hauling Debris

The hauling or transport process begins at the time the truck or trailer leaves the "loading zone". Safe transport of the debris material to the disposal site becomes the drivers' primary concern. Drivers remain responsible for their loads until safely dumped at the disposal site.

All drivers will follow the most direct and safe pre-planned route to the nearest disposal site. Particular attention to safety is required in the areas near school buses, school zones and other areas of pedestrian foot traffic. Tarps or load covers are applied as required by local or state regulations.

On arriving at the disposal site, the driver will maneuver the hauling container for inspection by a City representative in the inspection tower. The load will be "called" by the City representative estimating the percent of the full volume or by estimating the number of cubic yards short of full volume. Drivers working for CrowderGulf are instructed never to disagree or complain about the load "call". Any concerns the driver has are to be directed to his or her crew foreman or supervisor for resolution.

When the debris is safely delivered to the disposal site, it will be mandatory to dump the load only when the truck and trailer are level. This prevents the dangerous hazard of trucks and trailers tipping over. CrowderGulf will employ spotters at the dumpsite to assist drivers in dumping safely.

When the dumping process is complete, the driver will maneuver the hauling container back to the inspection tower for a quick check to make sure all debris has been removed during the dumping process. Any debris hung in the truck or trailer bed must be removed before the truck or trailer leaves the disposal site.

All dumpsites will have a dumpsite manager to supervise and oversee the day to day operations. A safety officer will also be onsite to ensure all safety measures are being executed. Flaggers will be strategically placed at the site to direct traffic flow into and out of the disposal site.

Debris Hauling Prerequisites:

- Debris will only be transported in trucks or trailers capable of rapidly and mechanically unloading.
- No self-load trailers will be used. Exceptions to this standard may be necessary to efficiently and safely transport HHW, E-Waste, ACM or white goods.
- All trucks and trailers hauling debris must have completed the truck certification process establishing approved volume for the debris-hauling container.
- All trucks and trailers must have successfully completed the prescribed Safety Inspection.
- Drivers will be instructed to use the most direct and safe route to the nearest disposal site.
- Drivers will be required to wear safety vests and steel-toed shoes when working.
- If loads are required to be covered during transport, the hauling container must be equipped with a functional cover or "tarp" to prevent flying debris during transport.

***Note:** Proper trimming of loads at the loading site is the best prevention for debris falling out during transport.*

Safety Measures

The Safety Manager and Safety Officers will monitor all safety procedures and daily reports of accidents and/or property damage. The Safety Manager or designee will also be responsible for coordinating and conducting safety meetings with crewmembers and subcontractor personnel. Safety is critical throughout all operations and is discussed later within this **Debris Operations Plan**.

Truck and Equipment Maintenance

Well maintained trucks and equipment are essential for efficient operations. CrowderGulf's crew foremen, subcontractor foremen, and the Field Project Manager will be responsible for keeping all trucks and equipment in good working condition and prepared for each workday. A CrowderGulf mechanic will be on the job for troubleshooting and maintenance of equipment. Local mechanic shops will also be utilized.

Traffic Control

CrowderGulf will use its best efforts to mitigate the impact of debris removal operations on local traffic. Sufficient signing, flagging, barricading, safety equipment and communications devices will be used to ensure the safety of vehicular and pedestrian traffic in all work areas. All work shall be done in conformity with applicable federal, state, local laws, regulations and ordinances.

Hours of Operation

Debris will be collected and loaded during visible daylight hours (dawn to dusk) seven days per week. Debris reduction at the DMS may take place 24 hours per day, seven days per week if required by demand and approved by the City.

Number of Passes

CrowderGulf will make as many passes as the City may direct in order to successfully complete the debris removal process. Normally, a few days may need to elapse between each pass so that the citizens have time to get their debris to the ROW.

Daily Coordinated Issue Management Meetings

Daily meetings will be held between the Field Project Manager, Field Supervisors, the Subcontractor Crew Foremen and representatives of the City of Fort Lauderdale to discuss progress, needed adjustments and other issues. Decisions to increase/decrease manpower and/or equipment or change work areas will be made with approval of the City.

Accurate Record Keeping

CrowderGulf utilizes a number of systems to assure accurate truck certification and debris hauling information. Production reports, shift inspection checklists, safety meeting reports, quality controls, daily crew and equipment usage reports are some of the Quality Control measures used to provide accuracy in the documentation process.

Using the most appropriate technology provides the necessary information to make decisions during the recovery operation. It also improves our ability to provide all documentation needed for maximum reimbursement from FEMA and other agencies. Details of our documentation procedures are fully described in the **Documentation and Reimbursement** section of this **proposal**.

Documenting and Resolving Damages

During the debris removal process there will always be some minor damage situations that occur regardless of the care taken during the work. CrowderGulf will respond quickly to all damage claims by the City or its citizens and will work diligently to resolve such claims to the satisfaction of all involved. We are well aware of the trauma and disruption to normal lifestyles that result from a natural disaster. Our personnel are thoroughly indoctrinated regarding our policy to always be caring, courteous, polite, and responsive to the needs of the citizens of the community. Citizens will be provided an avenue to report damages. One option will be a citizens' hot line. The City, the monitoring company or CrowderGulf may provide the hot line. Regardless of the method chosen to provide the information, CrowderGulf is committed to resolving the damage complaint as quickly as possible to the satisfaction of the City and its citizens.

"From this resident, we thank you and all of your crews for keeping the recovery from being another disaster, as often happens. It has been a pleasure having your team in our backyards."

Citizen, High Island, TX

We will employ a Claims Resolution Person (CRP) to handle all property damages that may occur during the recovery process. If possible, a local resident with excellent communication and negotiating skills will be employed to fill this position. This person will be tasked with responding to and amicably resolving all incidents that may occur.

Debris Management Site Development

CrowderGulf has vast experience with selecting, developing, managing and operating Temporary Debris Management Sites. We are committed to efficient and safe DMS operations and require all personnel to be vigilant in using safe practices at all times.

In the context of this proposal, the terms "**Temporary Debris Separation and Reduction Site**" and the term "**Debris Management Site**" (DMS) are used interchangeably.

DMS are established when debris cannot be taken directly from the collection point to the final disposition location. A DMS is a location to temporarily store, reduce, segregate, and/or process debris before it is hauled to its final disposition.

DMS Site Selection

Site selection is probably the most important decision effecting DMS operations. CrowderGulf will work closely with the City of Fort Lauderdale to identify and secure suitable locations. Specific Site Plans will be developed for each DMS either upon activation or upon request by the City, and will be in compliance with FEMA regulations for site plan development.

Once site selection is approved by the appropriate Debris Managers, CrowderGulf will perform baseline environmental testing protocols as required and will obtain any required special permits and environmental permissions. All costs associated with the preparation, operation, and restoration of DMSs is included in CrowderGulf's pricing structure for the contract.

Site selection should be based on the following criteria:

- Ownership
- Potential for Land Lease Agreements
- Size
- Location
- Environmental and historic concerns (baseline study findings)
- Required Permits

DMS Design and Operational Features

The information gathered during the baseline data collection becomes important to the design of the site. The efficiency and the overall success of the DMS operations are determined by how the site is designed.

A minimum of the following features will be designed into the DMS plan.

- Portable toilet facilities will be conveniently located to serve the inspection towers, crews working on the site, and office facilities
- Perimeter chain-link fencing, erosion and sediment control fencing, and other necessary drainage control methods
- Site traffic flow will provide for orderly movement of vehicles and equipment to avoid crossing traffic lanes with the construction of two entrances/exits with lockable gates
- At the request of the City of Fort Lauderdale, the DMS(s) may be restricted to City and Contractor vehicles only
- Safe and ready access of fire safety and rescue equipment will be provided to all functional sections of the site and to debris stockpiles
- A Safety Zone of at least 200' will be established around the grinder
- Air Curtain Incinerator (ACI) or Open burning safety zone will be established and will be 1,200' from any structure (other than inspection tower) and no less than 250' from any other pile or type of debris on site
- Ash storage pit will be adjacent to ACI units
- Compacted crushed rock and/or mulch will be used on ingress/egress road surfaces
- Designated personnel parking area for 30 vehicles will be established
- Space for two 12'x50' office trailers will be established

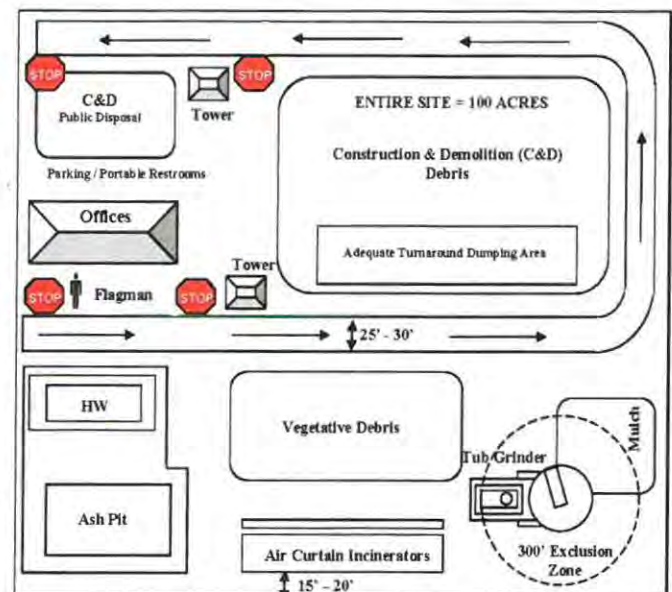
- Development of a lined Hazardous Materials Containment Area surrounded by a berm
- Two vegetative debris piles for grinding operations
- Sufficient area for chip piles to minimize pile height to prevent spontaneous combustion
- C&D debris area will be separate from other debris areas
- Adequate area maintained at each site for truck maneuverability and a level stable surface for equipment to complete the dumping process
- Site orientation will provide for ACI operations and grinding operations to be located downwind from offices and inspection towers (i.e., prevailing winds will be considered when setting up site)
- If necessary, separate areas/sites for the public to use for dumping vegetative and C&D debris will be provided. Depending on the process prescribed for allowing this, a separate tower may be required to facilitate accounting for the material entering the public section. If off site citizen collection areas are developed in accordance with the City's Debris Management Plan, CrowderGulf will remove debris from those sites on a regular basis as directed by the City's Project Manager.

DMS Site Plan

A DMS Plan will be prepared to a scale of 1" = 50'. The Task Order specific Management and Operations Plan will be updated to include the Site Management Plans for all DMSs and Disposal Sites operated by CrowderGulf. The DMS Plan will display such functions as:

- Access to the Site
- Site Preparation – clearing, erosion control, and grading
- Traffic Control
- Site Security, Safety and Segregation of debris storage areas
- Location of ash disposal area, hazardous material containment area, contractor work area, and inspection towers
- Location of incineration operations and chipping operations
- Location of existing structures or sensitive areas requiring protection
- Household Hazardous Waste (HHW) or Hazardous, Toxic and Radioactive Waste (HTRW) storage
- A detailed list of equipment
- Sanitation facilities

The general site plan shown will be modified to fit the needs of each specific DMS and will incorporate all specifications addressed in the Public Assistance Program Policy Guide and all local, state and federal regulations and requirements.

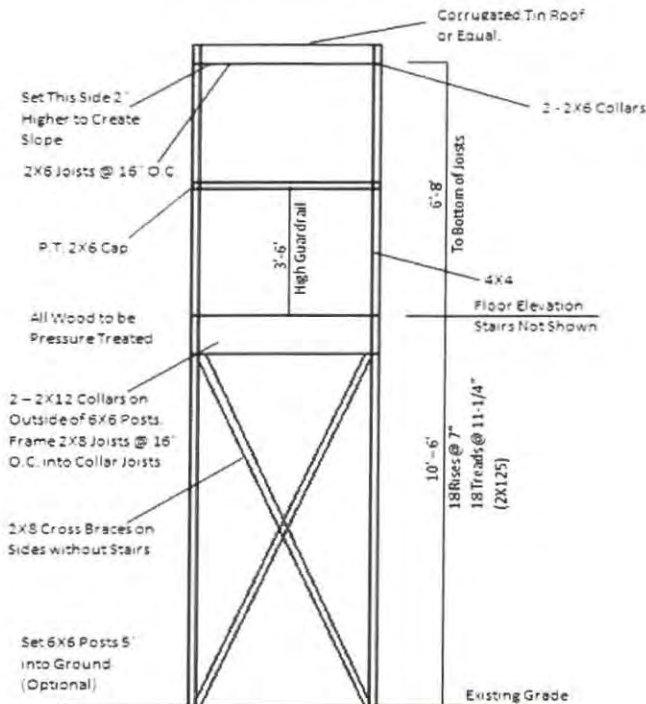


Inspection Towers

At no cost to the City of Fort Lauderdale, CrowderGulf will construct a minimum of one inspection tower at each site adjacent to the roadway. A minimum of one exit lane for all trucks to use will be visible from a tower. This allows for checking truck beds before exiting, ensuring that they are completely empty. The Inspection tower site location will provide a .25 mile approach outside the public road system to accommodate any truck back up.

- All towers will be OSHA and FEMA compliant. At a minimum, the towers will be constructed with pressure treated wood with the floor elevation of the tower 15' above the existing ground elevation; the floor area shall be 8'x 8', constructed of 2"x8" joists, 16" O.C. with 3/4" plywood supported by four 6"x 8" posts.
- The perimeter of the floor area will be protected by a 4' high wall constructed of 2"x 4" studs and 1/2" plywood. The floor area will be covered by a corrugated tin roof.
- The roof shall provide a minimum of 6'8" of headroom below the support beams.
- Wooden steps will provide access with a handrail. In addition, the construction of towers will comply with all applicable City building codes.
- Inspection towers shall be capable of seating a minimum of three inspectors each.
- Towers will be removed at the completion of the project or when the site is no longer in need.

Inspection Tower



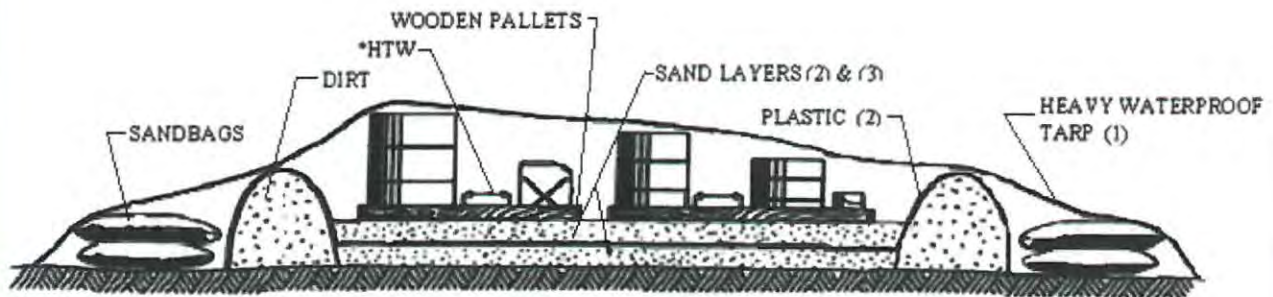
Hazardous Materials Containment Area

In accordance with FEMA 325 specifications, CrowderGulf will construct an area designed for the temporary storage and confinement of hazardous material. Material deposited into this facility will be inventoried and stabilized. Any leaking containers will be placed in "over pack drums". A well-marked, defined and enforced NO SMOKING area will be established within 200 feet of this area.

Minimum Design Criteria for the Hazardous Materials Containment Area:

- 30'x 30' in size, the perimeter lined with hay bales staked in place
- Water proof liner or plastic ground protection cove
- Rain and snow cover for the entire area

FIELD EXPEDIENT HTW CONTAINMENT CELL



*HTW INCLUDES: Paint, Solvents, POL (Petroleum, Oil & Lubricants), Batteries, Anti-Freeze, Propane Tanks, Aerosols

NOTES:

1. Containment cell must be covered at all times
2. Plastic is sandwiched between layers to prevent plastic from tearing
3. Contaminated sand shall be properly contained & disposed of as hazardous waste

Debris Separation and Reduction

Debris Separation

The Debris Reduction Manager will supervise the separation and segregation of all loads deposited at the DMS. If site segregation is required because of mixed loads, the separation will reflect the six categories cited below. Each of the following categories of debris will be dealt with in full compliance with the CrowderGulf Environmental Plan and local, state and federal standards:

- Clean, vegetative debris
- Vegetative debris containing other foreign matter
- Construction and Demolition (C&D) Debris
- Salvageable or recyclable debris
- White Goods, e-goods
- Hazardous or toxic materials / waste

Vegetative debris will be placed into two or more piles (no more than 15' high) which will allow for volume reduction without interfering with the ongoing dumping operation or until the dumping and/or reduction operations are complete. As directed by the City's representative, all construction and demolition (C&D) debris will be hauled directly to a certified landfill or prepared for reduction or recycling if feasible. White goods will be degassed, crushed and bailed for sale as scrap metal.

Methods of Debris Reduction

There are two primary types of reduction methods – incineration and chipping/grinding. After all major storms, we have used both grinding and burning to reduce debris, however, grinding has become the more common method due to environmental issues with burning.

• Chipping and Grinding

The chipping and grinding of vegetative debris reduces the volume by 75%. Many times clean chips will be recycled as bio-mass fuel.



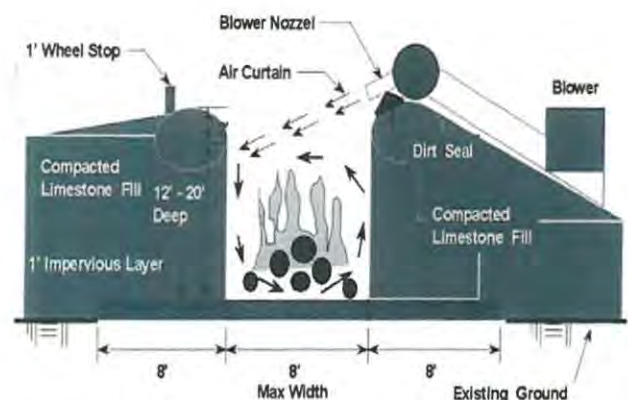
CrowderGulf is very experienced with chipping/grinding debris and has used this method in the majority of our disaster contracts for the past ten years. When grinding/chipping is utilized as the reduction method, all safety and compliance regulations are enforced throughout the operation.

• Incineration

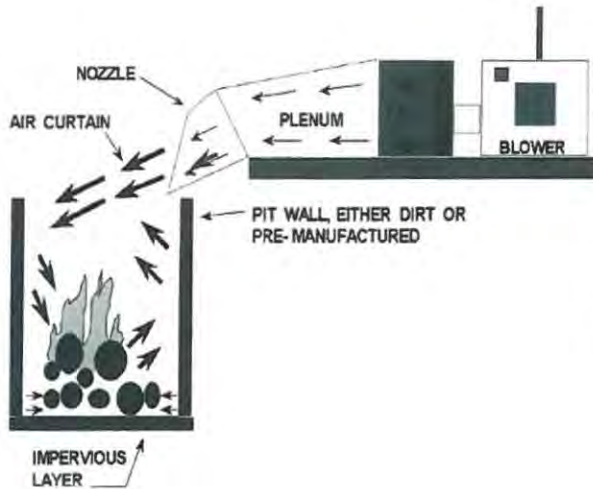
There are several incineration methods available for volume reduction. These include uncontrolled open-air incineration, controlled open-air incineration, air curtain pit incineration, and portable air curtain incineration. Portable air curtain incineration is the most efficient incineration system available because the pre-manufactured pit is engineered to precise dimensions to complement the blower system. Any burning method used will only be conducted with concurrence from the City.

Burning vegetative debris can produce up to a 95% reduction rate. In those situations where air curtain incineration may be approved by the City, all environmental compliance and safety, concerns will be addressed within the site specific plan. Setbacks and buffer zones will be established within and around the reduction sites not only for the public safety but also for the safety of the debris operations. A setback of at least 100' will be maintained between the debris piles and the incineration area. There will be a buffer of 1,000' between the incineration area and the nearest building in order to create a zone for emergency vehicles, if needed. The fire will be extinguished two hours before anticipated removal of the ash mound.

Air Curtain Pit Burner



Overview of an Air Curtain Operation



The ash mound will be removed before it reaches two feet below the lip of the incineration pit. To prevent explosions, hazardous or contaminated flammable material will not be placed in the pit. Finally, fencing and signage are simple and effective means to keep the public away from the incineration area.

The CrowderGulf Environmental Protection Plan address and provides detailed guidance on DMS environmental concerns such as dust, smoke, erosion, storm water plus hazardous and toxic wastes. If the DMS is near an environmentally sensitive area or has historical sites in close proximity, special environmental consideration will be taken to protect and preserve such areas.

Debris Reduction Time Lines

The following Debris Reduction Plan Time Line provides an overview of tasks and identifies both the management personnel responsible and the time frame within which each task shall be completed.

DEBRIS REDUCTION PLAN TIME LINE	
TASK	TIME FRAME (from NTP)
Conduct requirements assessment of damaged area for DMS	Within 24 hrs
Develop DMS according to Management Plan, including rd construction, erosion control, portable office & toilet facility	Within 48 hrs
Construct observation platform per FEMA requirements	Within 48 hrs
Construct grinding, burn pit, ash storage & hazardous waste storage areas	Within 48 hrs
Determine the number of burners &/or grinders/chippers required per site	Within 48 hrs
Ensure Hazardous Waste Plan in place	Within 48 hrs
If burning is permitted, begin construction of burn pits	Within 48 hrs
Complete installation of burners	Within 72 hrs
Secure permits & transport grinders/chippers to designated reduction areas	Within 72 hrs
Set up grinders/chippers	Within 72 hrs
Maintain records of hours worked for operators, location worked, repairs, etc.	Daily
Ensure maintenance of burners &/or grinders/chippers	Daily
Make dumpsite adjustments	Daily
Provide daily operations reports to Project Manager & City Rep	Daily
Inspect DMS operations for safety & quality control monitoring	Daily & periodically
Handle storage & disposal of hazardous waste	As required
Restoration of site upon project completion to City's specifications	Upon completion of project
Provide for demobilization of equipment	Upon completion of all tasks

Basic Debris Reduction Crews

Personnel / Equipment	Task Responsibility	Number per Crew
DMS Reduction Project Mgr	Supervise set up & daily ops of debris reduction site; Ensure all safety regulations enforced	1 / Site
Day Foreman	Monitor incoming trucks, direct separation of materials; Supervise reduction crews; Monitor for safety regulations being followed and report infractions to Foreman	1 / Site
Night Foreman (if burning)	Supervise crews & secure site; Monitor safety regulations & report infractions to Foreman	1 / Site
Spotters	Monitor incoming debris types; Ensure drivers drop loads in proper locations at stockpiles; Direct clean loads of recyclable material to storage areas; Follow all safety requirements & report any infractions to Foreman	2 - 4 / Site
Flagmen	Direct flow of incoming & outgoing trucks at site; Follow all safety requirements & report any infractions to Foreman	2 - 4 / Site

Laborers	Separate recyclable materials from incoming debris & move it to designated storage areas; Assist other workers with debris separation	2 - 4 / Site
Tower Monitor	Check all ticket copies for legibility & accuracy; Alert monitor writing tickets of errors; Monitor for safety infractions & report to Foreman	1 / Site
Water Truck w/spray nozzles & high pressure hose	Spray nozzles used for dust control; High pressure for hose for fire control	1 / Site
Road Grader w/Operator	Maintain rds & site	1 / Site
Onsite Fuel & Oil Storage Tanks	Replenish equipment as needed	2 - 4 / Site
Track Hoe w/grapple w/Operators	Build burn pit according to Ops Manual; Clean ash from pits & pile in designated areas; Supply debris to burn pit & grinder	2 - 4 / Site
Bulldozer &/or Rubber Tire Loader w/Operator	Stockpile material; Push debris with Trackhoe	2-4 / Site
Burner Technician / Mechanic	Initial burner set-up; Assist starting fires according to Ops Manual; Daily maintenance & care of burner & loader equipment	1 / Site when burning
1000-1200hp Tub or Horizontal Grinder	Grind vegetative debris	1 / Site when grinding
Grinder Operator	Fuel tub grinder & control grinder operation.	1 / Grinder

Debris Disposal

Final disposition of the products of debris reduction will be made in accordance with instructions from the City and in keeping with all federal, state and local laws.

Vegetative Debris

Based on the City's decision, all vegetative debris will be ground or burned. If ground, the reduced vegetative mulch will be hauled to a properly permitted final disposal site in accordance with all local, state and federal regulations. If vegetative debris is burned, the ash will be hauled to a properly permitted final disposal site. In past disasters we have also recycled the clean ash as fertilizer on farm land. We will properly recycle mulch and ash to the greatest extent possible and within permitted regulations.

Construction and Demolition Debris

All C&D material shall be disposed of in facilities approved by the City of Fort Lauderdale in accordance with all federal, state and local laws.

Specialty Debris

CrowderGulf's supervisory personnel are experienced in identifying and assessing potential problems imposed by specialty debris including **abandoned vehicles and vessels, wet marine debris, white goods and electronic wastes, hazardous materials and waste, bio-hazardous wastes, dead animals, and hazardous trees and stumps**. As mentioned above, CrowderGulf works in conjunction with all federal, state and local regulatory agencies and strictly follows all regulatory guidance. If removal and disposal is beyond the area of our expertise, we will use Garner Environmental Services (www.garner-es.com), a highly qualified and licensed Hazmat contractor, to remove and dispose of any such materials.

Debris Recycling Plan

Based on the debris management goals and objectives of the City of Fort Lauderdale, CrowderGulf will implement debris recycling programs as marketing opportunities allow. When recycling is feasible, CrowderGulf will monitor procedures to ensure that the recycling contractors comply with local, tribal, state and federal environmental regulations. Any reimbursement for recycled material will be credited or returned directly to the City.

Vegetative Debris

The vast amount of vegetative debris produced by a natural disaster creates a real recycling challenge. We will make maximum efforts to recycle all organic material. Experience has taught us that it will still require freight cost and tipping fees, but recycling is still the best option as opposed to using up valuable landfill space.

Specifically, our plan involves the following:

1. Debris crews will be encouraged to cut tree trunks into 8' or longer lengths for delivery to dump site. Quality logs will be separated and marketed to pulp mills, saw mills, and veneer mills. Timber in the log form is always marketable, and depending on quality can be transported to market even if the markets are relatively far away.
2. Stumps usually have large quantities of dirt attached, which contributes to the low quality of fuel chips. Stumps will be split and burned if burning is permitted. If burning is not permitted split stumps will be ground and resulting chips will be kept separate.
3. Limbs, twigs, short blocks and inferior logs will be ground or burned. To reduce contamination of chips with dirt, care will be taken to use rubber-tire loaders with rakes and track hoes with grapples.
4. Every effort will be made to move chips to organic fuel users in a wide area. CrowderGulf will begin moving chips as soon as possible to prevent the buildup of massive chip piles that create a potential fire hazard.
5. CrowderGulf has contacts with major paper mills, sugar mills, and other organic fuel users in the Southeast. Once CrowderGulf is awarded a contract, we will work to get tentative agreements with users who are in close proximity.
6. If local laws and regulations permit, CrowderGulf will secure land in a rural area(s) as close as possible to our chipping operations. Chips unfit for fuel or chips surplus will be piled on the property, mixed with ash from burning operations that has been tested and free of contaminants, and turned periodically to produce quality marketable compost suitable for landscaping use or applications to farm land.

After Hurricanes Isabel in 2003, and Ivan in 2004, CrowderGulf shipped clean vegetative chips to Italy to be used as bio-mass fuel. After Hurricanes Charley in 2004, and Irene in 2011, local power plants took chips for use as bio-mass fuel. In 2012, after Hurricane Isaac, Mississippi paper mills received all of our clean chips to use for bio-mass fuel.

C&D Debris

Concrete, asphalt and masonry products can be crushed and used as base material for certain road construction products or as a trench backfill. Debris targeted for base materials will need to meet certain size specifications as determined by the end user. The City may choose to recycle these products themselves. As an example, after Hurricane Ike, Galveston County recycled the crushed concrete (from home slabs on Bolivar Peninsula) by using it for road reconstruction and for a new government building foundation.

Hurricanes and tornadoes can cause extensive damage to mobile homes, sun porches, and green houses. Most of the nonferrous and ferrous metal debris is suitable for recycling. Trailer frames, trailer parts, appliances and other metal items will be properly separated, crushed, baled and recycled. Any proceeds will be credited to the City of Fort Lauderdale.

Site Closure and Restoration

Upon completion of debris reduction operations, all DMSs will be restored to pre-existing conditions. All equipment, inspection towers, and any other temporary buildings will be removed. Burn pits will be returned to existing grade. Ash will be tested for contaminants before being taken to a disposal site. Any unburned or chipped materials will be hauled to an appropriate facility. Separated metals, plastics, white goods or other materials and types will be recycled as required by contract or regulations. Site reclamation / remediation will be billed back to the client at a pass through cost. In addition, if groundwater and / or soil testing is required, these items will be billed to the client at as pass through cost. A final site inspection will be conducted by City authorities and any discrepancies will be corrected.

All work, including site restoration and closeout will be concluded within 30 calendar days of notice from the City that the last load of debris has been delivered.

➤ Documentation and Reimbursement

CrowderGulf has been successful in the past in supporting our Clients with accurate and complete documentation records. This documentation is readily available to the City, FEMA, FHWA and any other agency that provides reimbursement. Superior record keeping using the best available technology from the beginning to the end of the project is critical.

Financial accountability is maintained throughout the process by using a system of checks and balances that are tied directly to the quantitative documentation originating in the field. Throughout the project, FEMA requirements are followed and serve as the foundation of our documentation and accounting systems.

Documentation for Debris Hauling

In an effort to maximize accuracy of accounting, CrowderGulf utilizes the following system of project controls:

Phase 1 - Truck Certification

All debris hauling trucks are certified in accordance with FEMA Public Assistance Program and Policy guidelines. Part of the certification procedure includes truck safety checks. Any trucks not meeting the safety requirements will not be certified until infractions are remedied.

Documentation procedures include:

- Measuring the interior dimensions of all debris hauling measured cubic yard capacity
- Safety and insurance requirements check is part of the certification process
- The City's representative, CrowderGulf and the driver will each retain a copy of the completed *Truck Certification Form*
- All equipment are affixed with placards displaying the owner's name, equipment number and certified capacity
- A Capacity Certification Log is maintained in the field as a quality control tool
- All tower inspectors are provided with a current Capacity Certification Log to enforce the integrity of the valid documentation against the truck placard



The form is titled "Truck / Equipment Certification Form" and includes sections for "Critical Certification Information" (Assigned Truck Number, Subcontractor, License Plate Number, Driver's Name, Measured by) and "Registration Checklist" (Safety inspection, Capacity measurement, Safety inspection, Capacity measurement). It also has a "Remarks" section and a "Total Cubic Yards" field.



truck beds to determine the

Phase 2 - Debris Load Ticket Completion

The term "load ticket" refers to the primary debris-tracking document that records the transport of debris from the original collection point to the DMS or final disposal site. By positioning the debris monitors at each point of the operations (collection, DMS and/or final disposition), the eligible scope of work can be properly documented.

This process includes the following procedures:

- Completion of a multi-part *Debris Load Ticket* for each truckload of debris
- City representative(s) at the loading site(s) will inspect each loaded truck, legibly and accurately record the required information on the ticket and provide the debris hauler with a partially completed ticket
- City representative(s) at the temporary or final disposal site(s) inspection tower take the ticket from the driver and complete the disposal information
- City representative(s) retain the original completed ticket and a copy is provided to the driver and a CrowderGulf representative
- CrowderGulf representatives collect ticket copies and perform the first of many quality control checks
- CrowderGulf field office personnel process the tickets sending electronic copies to the Home Office for additional quality control checks, data entry and storage



Accurate completion of these two phases of quantitative and descriptive debris information is imperative for cost reimbursement and contractor invoicing. When electronic ticketing is used, the above procedures are slightly modified according to the firm acquired, while still maintaining the same quality of information and satisfying requirements.

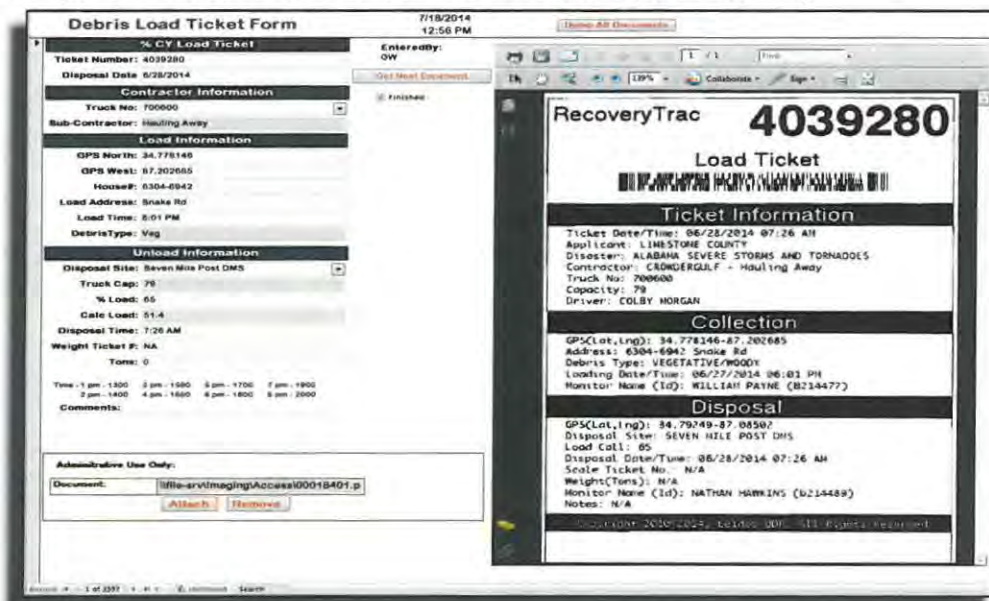
Documentation of Special Projects

There are usually several additional recovery projects besides ROW debris removal and disposal that are required in order to address geographically unique storm damage. Each project is preceded by a specific task order to serve as a formal request to proceed with the project. The Task Order outlines the parameters of the project and establishes the pay rates associated. Detailed documentation that meets FEMA requirements will be kept for each project.

Data Management

CrowderGulf utilizes a comprehensive and seasoned data collection and storage process with all projects. Regardless of whether electronic (ADMS) or paper ticketing documentation is used by the City or representative, CrowderGulf easily adapts data capturing procedures to accommodate all requirements. CrowderGulf's database is specifically designed to capture and track quantitative and descriptive debris data for the entire project while storing ticket images for reconciliation support and audit documentation support.

Here is an example of the CrowderGulf database and document capture capability:



The screenshot displays the CrowderGulf database interface. On the left is the 'Debris Load Ticket Form' for ticket number 4039280, entered by OW on 7/18/2014 at 12:56 PM. The form includes sections for Contractor Information (Truck No: 700600, Sub-Contractor: Hauling Away), Load Information (GPS coordinates, House#, Load Address: Snake Rd, Load Time: 8:01 PM, Debris Type: Veg), and Unload Information (Disposal Site: Seven Mile Post DHS, Truck Cap: 70, % Load: 65, Gate Load: 51.4, Disposal Time: 7:26 AM, Weight Ticket #: NA, Tons: 0). It also features a time log and a comments section. On the right is a 'RecoveryTrac 4039280' document, which is a 'Load Ticket' containing 'Ticket Information' (Ticket Date/Time: 06/28/2014 07:26 AM, Applicant: LIMESTONE COUNTY, Disaster: ALABAMA SEVERE STORMS AND TORNADOES, Contractor: CROWDERGULF - Hauling Away, Truck No: 700600, Capacity: 70, Driver: COLBY MORGAN), 'Collection' details (GPS coordinates, Address: 6304-6042 Snake Rd, Debris Type: VEGETATIVE/WOODY, Loading Date/Time: 06/27/2014 06:01 PM, Monitor Name (ID): WILLIAM PAYNE (B214477)), and 'Disposal' details (GPS coordinates, Disposal Site: SEVEN MILE POST DHS, Load Call: 05, Disposal Date/Time: 06/28/2014 07:26 AM, Scale Ticket No.: N/A, Weight (Tons): N/A, Monitor Name (ID): NATHAN HAWKINS (b214489), Notes: N/A).

Technology has made documentation, reconciling and invoicing a more efficient, transparent process that can help expedite FEMA reimbursement. However, the technology is only as good as the people using it. CrowderGulf has capable, well-trained personnel with the commitment to ensure functionality and accurate information on a continuous basis. CrowderGulf has these qualified, committed personnel full-time throughout the year ready to provide documentation support even years after the project is complete.

Monitoring Companies and Electronic Ticketing

CrowderGulf has vast experience working with several monitoring companies and are familiar and compatible with their programs, processes and procedures. It is important that to the Client that CrowderGulf and Client representative (i.e., monitoring company) establish and maintain a positive and professional rapport throughout the project. This is necessary in order for the communication flow to be open with the central focus of making sure all documentation for eligible work is accurate and complete.

Reports and Information

Reports display tracking of debris through work completed to aid and support ongoing project planning. CrowderGulf has the capability and know how to conform reports to the unique specifications of any project or even portions of a project. Reports can be developed quickly to capture specific City requested data. These reports serve as a valuable tool to everyone in decision making throughout the recovery process.

We can provide the City with the following daily and weekly reports (at a minimum):

- Total cubic yards hauled
- Total cubic yards of vegetative debris hauled
- Total cubic yards of C&D debris hauled
- Total cubic yards of Stump debris hauled
- Total leaners or hangers cut
- Total cubic yards of mulch debris hauled
- Total cubic yards hauled to each DMS
- Other customized reports as requested

Reports may be provided in Excel format, Word format or PDF format.

Reconciliation and Invoicing

An important aspect of the documentation process is the reconciling of all the truck certifications and load tickets prior to invoicing. CrowderGulf has earned a solid reputation with clients and monitoring firms by working closely with them to ensure that data reconciling is completed before invoicing. Whether reconciling with a monitoring company or with our clients direct, our database has all the information needed to expedite this process. After reconciliation is complete, it is time for invoicing. All invoices are fully supported by load tickets and other required documentation. CrowderGulf is very flexible in generating invoices. Invoices can be provided in different ways such as a dollar amount limit per invoice, designated work period on an invoice (i.e. one week per invoice) or single task invoices. CrowderGulf strives to accommodate by adapting to preferred formats and preferences. Having reconciled the data prior to invoicing makes the invoicing documents easier to read from FEMA's standpoint and speeds up the audit or reimbursement process. Schedules for invoicing are usually outlined in the contract. Many times, due to the severity of the disaster and the available resources by the City the payment schedule may be modified to allow more time to pay the invoices. CrowderGulf is able to accommodate these situations due to our strong financial stability.

Documentation Maintenance

CrowderGulf maintains all documentation for a period of at least 7-10 years, depending on the requirements. All tickets and truck certifications, task orders, and any other pertinent documentation are kept in both hard copy and electronic format. Having all documents in an organized electronic file allows for easy access if and when FEMA audits the work.

FEMA Requirements and Assistance in the Reimbursement Process

CrowderGulf works closely with all regulatory agencies to assure minimum issues in our disaster management efforts. Over the past 20 years, **98%** of CrowderGulf's work has been with Cities, Counties, States and Agencies that received reimbursement from FEMA under the Public Assistance (PA) Reimbursement Program. As a result of our success in documenting all aspects of the debris management process to support reimbursements, CrowderGulf has established itself as one of the most respected debris contractors in the United States. CrowderGulf's former FEMA Directors, Emergency Managers and FEMA trained Debris Specialists are available to assist in complying with FEMA guidelines and completing all documentation required by FEMA, FHWA or the Office of Inspector General. **Our Staff is well versed in the Code of Federal Regulations (44 CFR), FEMA's Public Assistance Program and Policy Guide which incorporates the Debris Management Guide (FEMA 325), and Public Assistance Debris Monitoring Guide (FEMA 327).**

CrowderGulf will share its knowledge and experience concerning reimbursement matters. The goal is to obtain maximum reimbursement by utilizing extremely accurate record keeping and exacting quality control measures.

CROWDERGULF DEBRIS MANAGEMENT Load and Haul Debris Daily Debris Removed Report Dare County, NC									
FEMA-DR-4019 Hurricane Irene 2011					REPORT DATE: Sunday, April 29, 2012				
DEBRIS REMOVED ON: 5/8/2011					REPORT DATE: Sunday, April 29, 2012				
Date	Ticket #	Debris Type	Delivered To	Truck #	Capacity	% Load	Load (CY)		
5/8/2011	8104108	C&D	Stump Point	033884	48.00	55	26.95		
5/8/2011	8104109	C&D	Stump Point	033884	48.00	60	29.40		
5/8/2011	8104274	Vegetative	Stump Point	033875	72.00	66	46.80		
5/8/2011	8104275	Vegetative	Stump Point	033876	59.00	66	38.95		
5/8/2011	8104276	Vegetative	Stump Point	033879	56.00	70	40.60		
5/8/2011	8104277	Vegetative	Stump Point	033880	48.00	70	34.30		
5/8/2011	8104278	C&D	Stump Point	033877	53.00	70	37.10		
5/8/2011	8104279	Vegetative	Stump Point	033878	49.00	70	34.30		
5/8/2011	8104280	Vegetative	Stump Point	033877	53.00	70	37.10		
5/8/2011	8104281	Vegetative	Stump Point	033878	49.00	70	34.30		
5/8/2011	8104282	Vegetative	Stump Point	033877	53.00	70	37.10		
5/8/2011	8104283	Vegetative	Stump Point	033878	49.00	70	34.30		
5/8/2011	8104284	Vegetative	Stump Point	033877	53.00	70	37.10		
5/8/2011	8104285	Vegetative	Stump Point	033878	49.00	70	34.30		
5/8/2011	8104286	C&D	Stump Point	033878	49.00	65	31.85		
5/8/2011	8104287	C&D	Stump Point	033877	53.00	55	29.15		
5/8/2011	8104826	C&D	Stump Point	033883	50.00	66	42.50		
5/8/2011	8104828	C&D	Stump Point	033884	49.00	66	41.65		
5/8/2011	8104827	C&D	Stump Point	033883	50.00	75	37.50		
5/8/2011	8104828	C&D	Stump Point	033884	49.00	80	39.20		
5/8/2011	8104829	C&D	Stump Point	033883	50.00	80	40.00		
5/8/2011	8104830	C&D	Stump Point	033884	49.00	80	39.20		
5/8/2011	8104831	Vegetative	Stump Point	033883	50.00	70	35.00		
5/8/2011	8104832	Vegetative	Stump Point	033884	49.00	65	31.85		
Dare County, NC					Daily Cu Yds 689.90				
Load on this Report: 24					Avg. Load Factor: 70.2				

"I would like to Thank you all, Ashley and her staff, for all of your help in providing information and documentation needed to close out our 2004/2005 Hurricanes with FEMA. It is comforting to know that we can rely on your company to provide accurate information 4 to 5 years after the fact."

*Jesse Wright, Village Supervisor
Village of Wellington, FL*

ESSENTIAL SUPPORT FUNCTIONS

➤ Readiness Support and Training

CrowderGulf's long and successful history of disaster response and recovery success is, in a large part, a result of continuous Readiness Planning and Training. CrowderGulf is dedicated to a year-round cycle of preparation, practice, review and analysis to refine our procedures and processes. We strive for continuous improvement with the goal of exceeding expectations where it matters, in project execution.

Joint training and pre-planning with the City will be an important part of Readiness Planning. **On at least an annual basis, CrowderGulf specialists will provide training and pre-planning sessions.** In addition, our Debris Reduction specialists will be available to review and advise on potential DMSs. Preparedness training will be tailored to the City's needs and requests. Training and pre-planning sessions are designed by the needs of each individual Client. For example, if our Client is preparing their own session and would like CrowderGulf to prepare material for discussion for a particular time slot, material such as handouts and PowerPoint presentations are created to present to the attendees based on the discussion topic provided by the Client. This type of involvement is usually requested by Clients who have knowledgeable staff who are experienced in the debris removal process and only need a quick overview of a particular topic.

CrowderGulf also provides a more in depth session for the Clients who need training and plan development specific to their geographical location. CrowderGulf is experienced in assessing the needs of each Client and providing the knowledge and training needed for a successful event. In these situations, CrowderGulf provides in depth training and plan development through PowerPoint presentations, handouts and table top exercises. During the in depth training and planning sessions, CrowderGulf can offer assistance in helping the decision makers make informed decisions regarding such things as DMS needs and locations, City disaster debris team members and their roles, whether it is in the best interest of the Client to acquire a monitoring firm, and identifying any other concerns that may not have been previously identified.

➤ Subcontracting (Provided in a later Sections of this Proposal)

➤ Quality Control

The purpose of a quality control plan is to provide guidance and consistent attention to workplace policies and procedures in order to facilitate efficient, effective and safe debris removal and reduction. **CrowderGulf's success in managing quality is achieved by our commitment and attention to the people, processes, and procedures involved in our projects. This starts with identifying and communicating the following Fundamental Values to Quality Control Success:**

- Assurance of open and honest communication with clients at all levels in order to foster a clear and mutual understanding of expectations and promote mutual respect.
- Commitment to high quality standards - "Lead by Example".
- Dedication to staff training and education at all levels to ensure correct and safe performance of their tasks.
- Implementing "Clean As You Go" policy for every task

Our complete QC plan will be provided upon request.



Inspections

To assure the quality and timeliness of work, CrowderGulf will use a hierarchy of assigned inspection responsibilities based on the nationally recognized Incident Command System (ICS). This arrangement limits the respective spans of control to appropriate levels and has proven to facilitate optimum performance.

Security

CrowderGulf will restrict general access to its DMS operations to essential company and City personnel for both security and safety. Managers and supervisors will be granted access to a site(s) based upon their duties, responsibilities and spans of control. Operating personnel will be granted access to sites relevant to their respective tasks.

Maintenance

CrowderGulf follows manufacturer's maintenance recommendations on all of its equipment. CrowderGulf systematically performs "routine maintenance" appropriate to each item of equipment. This maintenance is reported on an equipment log that is retained for the life or ownership of the equipment. CrowderGulf's maintenance system uses its employee or contracted full-time mechanics and/or oilers for daily and routine maintenance. Heavy maintenance and/or major repairs of company-owned equipment are performed by heavy equipment maintenance firms under contract with CrowderGulf.

Knowledge and Training

CrowderGulf's Quality Control Manager will conduct briefings and de-briefings no less than once a day for the team managers and weekly for supervisors. Organizational and functional relationships will be thoroughly reviewed with supervisory personnel on an on-going basis. CrowderGulf employs debris-experienced equipment operators, foreman, supervisors, and subcontractors. In accordance with these established practices, CrowderGulf supervisors will evaluate the knowledge and debris experience of each operator and subordinate employees, regarding the specifics of his or her assigned tasks, to determine if the employee requires additional training.

➤ Health and Safety

CrowderGulf's Philosophy of Safety

All company operations are managed with an aggressive and proactive commitment to the safety and wellbeing of employees, subcontractors and the public at large. We believe that this commitment to safety must go hand-in-hand with our commitment to quality production and cost efficiency. CrowderGulf believes that ALL injuries and accidents are preventable through the establishment of and compliance with safe work procedures. Therefore, the prevention of bodily injury and the safeguarding of health are the first considerations in all workplace actions and are the responsibility of every employee and subcontractor at all levels. This philosophy is reinforced and fulfilled as defined below:

- The CrowderGulf Safety Plan for the City shall be in place at all times to provide mandated directives, required actions, procedures and guidance for all levels of employees from initial response to final closure. The Safety Plan is intended to ensure that all employees work safely and remain safe.
- At all times, CrowderGulf will comply with appropriate safety/ security laws and regulations.

Corporate Commitment to Safety

CrowderGulf is committed to providing an accident free experience for our employees, subcontractors, visitors to our work sites and to the public we encounter during the execution of our projects. Our leadership team is firmly committed to the belief that "All Accidents Are Preventable". To emphasize our commitment to achieving an accident free experience in every CrowderGulf project, the company's senior executive, Mr. John Ramsay, serves as the senior Safety Official. Mr. Ramsay's personal attention to CrowderGulf's safety, health and accident prevention performance establishes an absolute standard of top priority for all personnel throughout the organization. Many companies have written safety plans for individual safety topics, but few have a comprehensive plans designed to drive all company operations. CrowderGulf's corporate commitment to safety starts with its written Health and Safety Plan and includes all facets of company planning and operations. Our complete 368 page CrowderGulf Health and Safety Plan is available upon request.

Safety Performance Summary

CrowderGulf takes tremendous pride in our safety record. Since 2011, CrowderGulf has received no citations, notifications or violations, pertaining to OSHA, or state OSHA. In that time period, CrowderGulf has worked approximately 1,371,960 and experienced a total of 3 recordable, which is well below industry standards and the last recordable incident took place in 2011. CrowderGulf believes that providing the safest possible work environment is most beneficial for the company, and our clients. CrowderGulf employs a full time safety manager and maintains an up to date, all-inclusive safety manual pertaining to all of CrowderGulf's vast job scope. We also believe that training, communication and monitoring are the best ways to obtain a safe work environment. CrowderGulf policy is that daily tool box meeting are mandatory, and the JSA process is to be used as a communication tool for our workers. Every person involved in a CrowderGulf project has not only the right, but the responsibility to stop the job if an unsafe act or situation is discovered, or if there is a need for more understanding of the work process. These factors have allowed us to perform above average in regards to our safety record.

Year	Hours Worked	OSHA Recordable	Days Away From Work Cases	R.I.F Rate (Recordable Incident Frequency)	D.a.r.t. Rate (Days Away, Restrictions, or Transfers)
2017	148,975	0	0	0	0
2016	111,243	0	0	0	0
2015	94,222	0	0	0	0
2014	89,478	0	0	0	0
2013	92,630	0	0	0	0
2012	59,373	0	0	0	0
2011	775,448	3	0	.77	0

As of June 1, 2018 CrowderGulf has completed the last 2,643 days of work recordable free.

We have included our most current OSHA Form 300A – Summary of Work-Related Injuries and Illnesses as additional documentation of our exemplary safety record. Previous year's forms can be provided upon request.

OSHA's Form 300A
Summary of Work-Related Injuries and Illnesses Year: 2017 Form approved OMB No. 1218-0116

Instructions: Complete this form to provide a summary of work-related injuries and illnesses that occurred during the year. Use the Log to record each incident. Use the Summary to provide a summary of the year's experience. Use the Log to count the number of cases and days away from work. Use the Summary to calculate the rates. Use the Log to provide details on the incidents. Use the Summary to provide a summary of the year's experience.

Facility Information:
Establishment name: CrowderGulf
Street: 5435 Baldemar Parkway
City: Fort Lauderdale
State: FL
Industry description:
Standard Industrial Classification (SIC): 238990
NAICS: 238990

Employment Information: (If you don't have these figures, see the Worksheet on the back of OSHA Form 300A to estimate.)
Annual average number of employees: 46
Total hours worked by all employees last year: 148,975

Number of Cases:
Total number of deaths: 0
Total number of cases with days away from work: 0
Total number of cases with job transfer or restriction: 0
Total number of other recordable cases: 0

Number of Days:
Total number of days away from work: 0
Total number of days of job transfer or restriction: 0

Injury and Illness Types:
Total number of cases:
(1) Injuries: 0 (4) Poisonings: 0
(2) Skin disorders: 0 (5) Fractures: 0
(3) Respiratory conditions: 0 (6) All other illnesses: 0

Put this Summary page from February 1 to April 30 of the year following the year covered by the form.

(Print, report, and keep for the collection of information is estimated to average 20 minutes per employee, including time to review the instructions, search and gather the data needed, and complete and review the collection of information. Penalties are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about this collection of information, please write them on this form. Send this form to the OSHA Office of Enforcement, Room 14-304, 205 Constitution Avenue, NW, Washington, DC 20535. Do not send the completed form to this office.)

CrowderGulf's Site Specific Safety Plan

The Accident Prevention Plan (APP) and Site Safety and Health Plans (SSHP) for the City shall include the following commitments:

- Maintaining a safety and health program that meets the requirements of OSHA and all applicable laws.
- Equipping employees and subcontractors with the required safety equipment, hard hats, clothing, and other safety materials necessary to perform specific work tasks.
- Preparing an Accident Prevention Plan (APP) and Site Safety and Health Plans (SSHP) to inventory and address specific work hazards.
- Providing employees and subcontractors with continuing safety and health training necessary to enable them to perform their work in a safe manner.
- Assuring that at no time, while on duty, may employees or subcontractors be under the influence of alcohol, narcotics, intoxicants or mind-altering substances. Violations of this policy may result in immediate dismissal.
- Assuring that employees and subcontractors be required to immediately report all accidents, injuries, and "near misses" to their supervisor.
- Conducting safety meetings to review past activities, plan for new or changed operations, review hazard analyses and establish safe working procedures.
- Communication of Health, Safety, Security and Environment (HSSE) standards will take place in orientation trainings, safety meetings specific to individual situations, daily tool box meetings, memo's and other ways CrowderGulf deems appropriate.
- Assuring that all associates, regardless of position know that they have the right to "Stop the Job" in the event of a HSSE deficiency.

- Conducting Job Hazard Analyses (JHA) to define the activities being performed, the sequences of work, the specific hazards anticipated, and the control measures to be implemented to eliminate or reduce each hazard to an acceptable level.

A list of local Hospitals, Police Stations, and Fire/Emergency Response Stations will be provided as part of the Safety Plan after project activation.

➤ **Environmental Sensitivity**

CrowderGulf is committed to unequivocal protection of the environment at all work sites and surrounding areas. This is accomplished by attention to organizational, operational and performance details. CrowderGulf personnel or subcontractors assigned to specific contractual duties that substantially impact environmental quality (i.e., incinerator operators) will have the quality of their work continually evaluated by a senior supervisor. Employees with duties partially or indirectly applicable to environmental protection will have those duties evaluated daily, whether relating to noise, smoke, dust, traffic, drainage or general containment actions or containment actions specifically related to hazardous materials.

Regulatory Permits and Compliance

CrowderGulf will ensure all applicable permits are obtained before work is started and perform all work in full regulatory compliance with all governing agencies

Environmental and Historic Considerations

State and local regulations, laws and ordinances will be addressed and followed for all environmental and historic preservation issues.

Specific Environmental Concerns

Spills or Leaks

Should a spill or leak occur during performance of this contract, CrowderGulf will report the spill or leak to the City. CrowderGulf shall be responsible for cleaning up all spills in compliance with federal, state, and local laws and regulations and at no cost to the City or other government entities.

Asbestos Containing Materials

CrowderGulf is experienced and capable of managing the removal of asbestos containing material. If asbestos is encountered during a recovery effort for the City, CrowderGulf will utilize its resources to ensure all asbestos related activities are in accordance with Environmental Protection Agency (EPA) requirements, specifically the National Emission Standards for Hazardous Air Pollutants (NESHAP) 40 CFR Part 61, Subpart M. CrowderGulf staff will always comply with all environmental laws and regulations. CrowderGulf will conduct all debris operations outlined in this proposal to meet the program standards provided for in the **FEMA Public Assistance Program and Policy Guide**. In addition, CrowderGulf will conduct all debris related operations in accordance with all applicable federal, state, and local laws, rules and/or regulations.

➤ **Public Relations**

After a disaster, residents want answers regarding recovery operations. CrowderGulf will work closely with the City to ensure that the residents are given accurate and timely information for their use and own individual planning purposes.

Developing a Public Information Campaign

Experienced CrowderGulf personnel will be available to assist the City in the development of a public information campaign. The information could include the parameters, rules and guidelines of debris operations so residents can begin their personal recovery activities. The language used will be simple and easy for all residents to understand. Materials and information may be distributed in more than one language for it to be understood by non-English-speaking populations and neighborhoods.

4.2.5 REFERENCES



4.2.5 References

Client: Polk County, FL **POP: 666,149**
Address: 1890 Jim Keene Blvd, Winter Haven, FL 33880 and 3000 Sheffield Road, Winter Haven, FL 33880
Contact: **Jay Jarvis**, Drainage Director, jayjarvis@polk-county.net, 300 Sheffield Rd, Winter Haven 33880, (863)535-2200
Michael Teate, Roads & Drainage Area Manager, 863-535-2200 ofc, 863-581-0541 cell, michaelteate@polk-county.net
Project Title: **2017 Hurricane Irma** (9/15/2017-Ongoing)

- Removed & disposed of vegetation, mulch, leaners/hangers (16,344 trees), reduction by grinding (11 sites)

2012 Tornado (6/2012-7/2012)

- Removed & Disposed: vegetation

2004 Hurricane Charley (8/2004-3/2005)

- Removed & Disposed: vegetation, C&D, stumps (1,797), reduced by grinding (8 Sites)

Contract Value:	CY Recovered & Reduced:
Irma \$14,756,439+	1,522,117+
Tornado \$18,062	244 Tons
Charley \$23,420,373	2,087,584 CY

Client: Lee County, FL **POP: 739,224**
Address: 10500 Buckingham Rd, Fort Myers, FL 33905
Contact: **Jason Fournier**, Public Utilities Mgr Cell: 239-229-5733, Ofc: 239-533-8000 jfournier@leegov.com
Jim Bjostad, Public Safety Em. Manager, Cell: 239-476-2147, Ofc: 239-533-0617, bjostad@leegov.com
Old Contact - Mr. Lindsey Sampson, Solid Waste Director, 239-533-8000, L.Sampson@leegov.com
Project Title: **2017 Hurricane Irma** (9/19/2017 – 01/14/2018)

- Removed & Disposed: vegetation, C&D, Mulch, leaner/hangers (68,195 trees)
- Reduce by grinding (13 sites)

2005 Hurricane Wilma (10/2005-12/2005)

- Removed & Disposed: vegetation, C&D, stumps (114)
- Reduced by grinding
- Special Projects: *Debris Removal, Division of Natural Resources, (05/06-06/06)* removed waterway debris

2004 Hurricane Jeanne (8/2004-12/2004)
2004 Hurricane Charley

- Removed & Disposed: vegetation, C&D, stumps
- Reduced by grinding & burning

Contract Value:	CY Recovered & Reduced:
Irma \$25,854,200	2,016,810
Wilma \$7,995,412	451,948
Jeanne/Charley \$14,000,000	902,555

Client: Town of Hilton Head Island, SC **POP: 38,000**
Address: One Town Center Court Hilton Head Island, SC 29928
Contact: **Scott Liggett, Engineer**, (843)384-8675 email: scottl@hiltonheadislandsc.gov
Jennifer Lyle, Assistant Town Engineer, 843-384-2629, jenniferL@hiltonheadislandsc.gov
Project Title: **2016 Hurricane Matthew** (10/2016-04/2017)

- Emergency PUSH
- Removed & Disposed: ROW, SCDOT Roads, Private Roads, Public Use Areas
- Removed & Disposed vegetation, C&D, leaners & hangers, mulch
- Reduced at 2 sites by grinding

Contract Value:	CY Recovered & Reduced:
Matthew \$37,124,940	3,012,487 CY

4.2.6-7 M/WBE - SUBCONTRACTORS



4.2.6-7 Minority/Women (M/WBE) Participation / Subcontractors

It is company policy to utilize **qualified local subcontractors** to the maximum extent possible in **compliance with 44 CFR 206.10**. Per Client compliance requirements under **44 CFR 13.36(e)**, CrowderGulf, as Prime Contractor, will take all affirmative steps required to assure that minority firms, women's business enterprises, and labor area surplus firms are used when possible.

In addition, we maintain a national subcontractor **database of over 1,800 pre-qualified subcontractors**, which allows us to identify companies by size, equipment and geographical location. Prospective subcontractors may visit our website, www.crowdergulf.com, to register or may fax information to the Disaster Administration Office for review. Due to CrowderGulf's reputation of always treating our subcontractors fairly and paying them on a weekly basis, we have a surplus of subcontractors throughout the nation ready to work at a moment's notice.

The graphic below gives a breakdown of the number and general region that we have registered subcontractors. The number changes periodically as new subcontractors register on our website. For several reasons this number grows after a major disaster.

Subcontracting Practices

It is the practice of CrowderGulf to subcontract debris work and services using the following guidance:

1. Subcontract to the maximum extent possible with local firms and small businesses. In addition, preference will be given to qualified local vendors for equipment rental and supplies sourced in the jurisdictional boundaries.
2. Promote the use of local contracting by tasking a senior manager to assure notification through local media and organizations.
3. Promote subcontracting only with the assured compliance with equal opportunity hiring.
4. Provide all subcontractors a clear chain of command for purposes of official and/or unofficial communications.
5. Accept, process and pay invoices of subcontractors in accordance with the CrowderGulf policy.
6. Provide priority subcontracting considerations to/for subcontractors that have provided quality work to CrowderGulf in past operations – consistent with the subcontracting policy.
7. CrowderGulf does not have a set-a-side percentage of subcontracted work for any particular classification of subcontractor, but will give special attention to small, disadvantaged firms and/or women owned small business firms for contract work or services needed.
8. CrowderGulf is committed to promoting the use of small minority, disadvantaged firms and/or women-owned small business firms for contract work, whenever and wherever possible.
9. We currently maintain an active pre-qualified subcontractor database, tracking current certifications of local and regional D/M/W/SBE qualified subcontractors. Subcontractors can mail, fax, e-mail or log on to www.crowdergulf.com to submit their company information for review. If necessary, we will use additional outlets such as newspapers, publications, websites, etc.
10. As required by each awarded contract, CrowderGulf will meet or exceed goals and expectations on the local minority workforce population and the utilization of minority professional firms, consultants and/or suppliers. CrowderGulf will maintain all requirements set forth by the Client.

Subcontracting Policy

It is standard policy that all subcontractors comply with all of the contractual conditions and commitments of CrowderGulf. As such, all subcontractors shall agree to the following:

1. Enroll in the E-Verify program and provide acceptable evidence of enrollment at the time of subcontract execution. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company. It shall be the **Subcontractor's** responsibility to familiarize themselves with all rules and regulations governing this program.
2. Read and formally acknowledge by signature the CrowderGulf Contract for subcontractors and Safety Manual as provided by CrowderGulf.
3. Provide satisfactory evidence of bonding and licensing that complies with contract and jurisdictional requirements.
4. Provide assurances that no current owner, principal or officer of the firm is or has ever been debarred by the state and/or federal government.

5. Obtain and furnish satisfactory evidence of required insurance from a responsible insurer.
6. Give all notices and fully comply with all local, state and federal laws – including, but not limited to, social security, workers compensation and unemployment insurance, DOT, etc.
7. Begin work to be performed within two full workdays after a subcontractor is notified of a subcontract award, unless otherwise stipulated in the subcontract arrangements. The subcontractor will pay for all materials, equipment and labor used in the performance of the subcontract(s).
8. In the event a subcontractor makes an untimely start, or is unable to supply sufficient skilled workmen, equipment or materials to satisfy the subcontract arrangements, CrowderGulf may terminate the employment/contract of the subcontractor for cause.
9. Take all reasonable safety precautions with respect to contracted work, complying with all safety, workplace standards and environmental measures as directed by CrowderGulf.
10. Furnish periodic progress reports on the work as directed by CrowderGulf, plus use the debris reporting system selected by CrowderGulf.
11. Provide CrowderGulf with progress payment billings (as agreed in the respective subcontracts).
12. Final payments to subcontractor(s) may be deferred pending receipt of contractual or statutory lien waivers, releases, closeout documents or other encumbrances.
13. Other stipulations may apply as may be required by unique local conditions.

Understanding Requirements

(Qualification 4.2.6)

CrowderGulf takes several steps during the proposal preparation process to ensure local subcontractor participation as well as M/WBE utilization policies and 44 CFR 13.36(e) compliance are met. Understanding exactly what the Client is requesting during this initial proposal phase is key to implementation upon activation. In order to clearly define the expectations required we take several preliminary steps. The first step is to review M/WBE policies and procedures to determine specific goals set by the Client. Our second step is to determine utilization breakdowns required. Lastly, we identify all required certifications and/or M/WBE directories to be used for soliciting M/WBE firms and any further breakdowns of percentage goals. Once these steps are completed and we have a clear understanding of all requirements we continue with the following process:

Steps in the Process:

1. Before any subcontractors are solicited, CrowderGulf compiles a list of local subcontractors from our Database of pre-qualified subs. These companies have either worked for CrowderGulf and are in good standing, have registered with us through our website, www.crowdergulf.com, or have been previously solicited by CrowderGulf. All subcontractors must meet the following requirements to be considered for prequalification:
 - a. Verification through one or more of the following websites:
 - The **System for Award Management (SAM)** is a **Federal Government owned and operated** free web site that consolidates the capabilities in CCR/FedReg, ORCA, and EPLS. SAM is used to review all subcontractors' debarred status prior to approval as a prequalified subcontractor (<https://www.sam.gov/>)
 - SBA HUBZone Search-confirmation, (http://dsbs.sba.gov/dsbs/search/dsp_searchhubzone.cfm)
 - Dun and Bradstreet, (<https://sso.dnbi.com>)
 - b. Enroll in the E-Verify program and provide acceptable evidence of enrollment at the time of subcontract execution. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company. For additional information regarding the Employment Eligibility Verification System (E-Verify) program visit the following website: <http://www.dhs.gov/E-Verify>. It shall be the **Subcontractor's** responsibility to familiarize themselves with all rules and regulations governing this program.
 - c. Obtain and furnish satisfactory evidence of required insurance from a responsible insurer.
2. If specific directories are to be used, CrowderGulf will check the Client website for directory access or contact the M/WBE Office for a list of potential M/WBE firms to be utilized then compare this list to our current list of local prequalified subcontractors to find possible matches.

3. Contact is then made with M/WBE firms that offer services similar to our scope of work. Initial contact is made by phone then followed up by fax and/or email, confirming the phone conversation.
4. Emailed and/or faxed correspondence provides MBE firms with specific details regarding the request, i.e., scope of work directly from the RFP documents, registration and requirements information, and specific deadlines for submittal of these documents to the CrowderGulf M/WBE Subcontracts Manager.
5. Should letters of intent from interested firms and further proof of M/WBE certifications be required by the Client, CrowderGulf will compile the received documentation and review for completeness.
6. Only those firms that have met set deadlines and returned all requested documentations will be considered for inclusion in final proposal to the Client as a responsive M/WBE Firm.
7. All contacted firms are listed in proposal and delegated either responsive or non-responsive and the reason for this status.
8. Should the appropriations assigned to the responsive M/WBE firms not meet the Client's percentage goal, firm percentages will be adjusted and executed by both parties upon mutual agreement.
9. Once the RFP evaluation process is complete and award notices are received, these M/WBE firms are notified of results and any additional documentation is requested to keep in the Client's file.
10. Current CrowderGulf client folders are updated yearly with current local pre-qualified subcontractors as well as M/WBE firm confirmations.
11. Upon Client activation, if any of the proposed local M/WBE firms are no longer able to fulfill assigned goals, CrowderGulf will identify other certified M/WBE firms to replace inactive M/WBE firms to maintain our proposed percentage goals. CrowderGulf will provide a detailed explanation as well as further commitments from other M/WBE certified subcontractors to perform scope of work in lieu of previously committed Subcontractors.

Reporting

With the nature of "Stand-By" event contracts being on an "as needed" basis, utilization/activation of the identified M/WBE firms will be based on CrowderGulf's activation by Client. Should the Client have yearly or quarterly reports to be submitted, CrowderGulf will file the needed reports upon request.

Good Faith Effort

As required by each awarded contract, CrowderGulf will meet or exceed goals and expectations on the local minority workforce population and the utilization of minority professional firms, consultants and/or suppliers. CrowderGulf will maintain all requirements set forth by the City to maintain compliance with **44 CFR 13.36 (e)** and **FEMA SuperCircular 2 C.F.R. Chapter 2, Part 200**.

Affirmative Steps Include:

1. Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
2. Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
3. Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
4. Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises; and
5. Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.

Continued Commitment to MBE Subcontracting - Past Performance Chart (Qualification 4.2.6)

The following chart shows the percentage of MWBE classified Subcontractors that CrowderGulf has included on numerous past activations. Hurricanes Harvey and Irma information is being reviewed at this time and will be added to the chart upon completion. A complete list can be provided upon request.

Client Name	Disaster	MWBE
Biloxi, MS	2008 Ike	50%
Bolivar Peninsula, TX	2008 Ike	28%
Brookside Village, TX	2008 Ike	29%
City of Beaumont, TX	2008 Ike	27%
Deer Park, TX	2008 Ike	100%
Friendswood, TX	2008 Ike	100%
Jefferson Co, TX	2008 Ike	33%
Kemah, TX	2008 Ike	29%
League City, TX	2008 Ike	36%
Manvel, TX	2008 Ike	60%
Montgomery Co. , TX	2008 Ike	35%
Pearland, TX	2008 Ike	29%
San Leon, TX	2008 Ike	100%
TX GLO	2008 Ike	100%
Webster, TX	2008 Ike	50%
Colonial Williamsburg	2011 Irene	50%
Dare Co DOT, NC	2011 Irene	25%
Dare Co, NC	2011 Irene	43%
Edenton, NC	2011 Irene	33%
Nags Head, NC	2011 Irene	20%
Newport News, VA	2011 Irene	30%
Rocky Mount, NC	2011 Irene	50%
Wilson, NC	2011 Irene	100%
Joplin- Asbell, MO	2011 Tornado	43%
Joplin, MO	2011 Tornado	50%
NJDEP	2012 Sandy	17%
Newport News, VA	2013 NA	100%
Newport News, VA	2014 NA	33%
Greensboro, NC	2014 Ice Storm Ulysses	27%
Dorchester Co, SC	2014 Ice Storm Pax	33%
Newport News, VA	2015 NA	50%
Leon County, FL	2016 Hermine	20%
Tallahassee, FL	2016 Hermine	8%
Brevard Co, FL	2016 Matthew	29%
Bunnell, FL	2016 Matthew	50%
Chesapeake, VA	2016 Matthew	50%
Clay Co, FL	2016 Matthew	20%
Cocoa Beach, FL	2016 Matthew	25%
Edgecombe Co, NC	2016 Matthew	100%
Flagler Co, FL	2016 Matthew	27%
Fripp Island, SC	2016 Matthew	100%
Garden City, GA	2016 Matthew	20%
Ocean Island Beach, NC	2016 Matthew	100%
Palm Coast, FL	2016 Matthew	20%
Rose Hill NC	2016 Matthew	100%
Sunset Beach NC	2016 Matthew	100%

Subcontractor Oversight

(Qualification 4.2.7)

In the past, CrowderGulf has mobilized over **300** subcontractors with as many as **3,000 people, 1,600 trucks, and 600 pieces of loading equipment**. To assure the same quality control and efficient operations for the City, CrowderGulf's management team will rely on NIMS management protocols to identify the proper number of supervisors for each debris management operation. CrowderGulf is fully prepared to marshal as many Field Project Managers and Debris Supervisors as needed to meet the City's debris management requirements. Project Managers and Field Supervisors will have the direct responsibility to ensure all workers have received the proper safety training and education on Federal Rules and Regulations as they pertain to debris removal operations.

Subcontractors

See enclosed a partial list Subcontractors. A current qualified subcontractor list will be provided to the City for pre-approval prior to an event upon request.

2018 Potential Region 7 Florida Subcontractors	First Name	Last Name	Address	City	ST	Zip	smBus	MWBE / HUB / VET / SDB	largeBus
A & E Land Clearing, Inc	Eric	Goss	7040 Seminole Pratt Whitney Rd	Loxahatchee	FL	33470	1		
A & J Transport, Inc.	Elsa	Hernandez	22800 SW 214 Ave	Miami	FL	33170	1	1	
A Native Tree Service, Inc.	Cathy	Evensen	15733 SW 117 Ave	Miami	FL	33177	1	1	
ABC Hauling Services, Inc.	Rudy	Largaespada	666 NW 23rd St	Miami	FL	33127	1	1	
ACT Management, Inc	Anthony	Castaano	12608 53rd Rd., N	West Palm Beach	FL	33411	1	1	
Action Crane Service, Inc.	Troy	Iuen	800 W. McNab Rd	Fort Lauderdale	FL	33062	1		
Agri-Soils, Inc.	Jason	Disbrow	5341 W Hillsboro Blvd #303	Coconut Creek	FL	33073	1		
All American Junk Removal Inc	Jason	Tendler	801 South Dixie Hwy East	Pompano Beach	FL	33060	1		
All Florida Land Cleaning Inc.	Abel	Perez	9151 N W 93 St	Medley	FL	33178	1		
All Florida Tree	Alan	McPherson	5855 NW 47 Place	Coral Springs	FL	33067	1		
All Phase Disaster Cleanup	Timothy	Persichilli	6278 North Federal	Ft. Lauderdale	FL	33308	1	1	
American Hauling & Equipment Corp	Chris	De La Nuez	8829 NW 177 Terr	Miami	FL	33018	1		
Amerigrow Recycling	Ronald	Dimov	10320 West Atlantic Ave	Delray Beach	FL	33446		1	1
Arazoza Brothers Corporation	Vanessa	Ygualada	P.O. Box 924890	Homestead	FL	33092		1	
Arborist Services, Inc.	Mary Anne	Wolfson	5855 NW 47 Place	Coral Springs	FL	33067	1		
Artem, Inc.	Donnie	Hughes	PO Box 716	Pahokee	FL	33479	1	1	
Asphalt Consultants, Inc.	John	White	880 NW 1st Ave	Boca Raton	FL	33432			
Atlantic Coast Environmental, Inc.	Joe	Pepitone	1751 SW 43rd Terrace	Deerfield Beach	FL	33442			
Austin Tupler Trucking	Glen	Tupler	6570 S.W. 47th Court	Davie	FL	33314			
B and G Property Maintenance Inc.	Roger	Essig	17861 SW 113 Court	Miami	FL	33157	1	2	
BCB Landscapers Corp	Lavaughn	Lewis	1545 NW 7th Terrace	Pompano Beach	FL	33060	1	1	
BG Katz Nurseries, Inc.	Vladimir	Foursa	15800 Loxahatchee Rd.	Parkland	FL	33076	1		
Bill West, Inc.	William	West	1110 N.W. 133rd Ave.	Sunrise	FL	33323	1		
Blue Team Restoration, LLC	Paulo	Barbosa	1395 NW 17th Ave, #113	Delray Beach	FL	33445			
Brickell Vizcaya Development, Inc.	Jorge	Reyes	12150 SW 132 Ct. 211	Miami	FL	33186	1		
Budget Construction Co. Inc.	JP	Piedra	7416A SW 48th St	Miamie	FL	33155			1
Bulldog Arborist, Inc.	Lisa	Preston	17413 43rd Rd N	Loxahatchee	FL	33470	1		
C & A Contracting, Inc.	Craig M.	Caira	7200 Griffin Rd Ste 3A	Davie	FL	33314			1
C & C Loader	John	Choquette	1128 Royal Palm Beach Blvd #282	Royal Palm Beach	FL	33411	1		
Cambridge Project Development, Inc	Len	Enriquez	4851 SW 71st Place	Miami	FL	33155	1		
Camino Real Group	Chris	Wilford	4720-K Oakes Rd	Ft. Lauderdale	FL	33314	1		
CBC Real Estate, LLC.	Abel	Pino	9498 SW 221 LN	Cutler Bay	FL	33190	1		
Charley Toppino & Sons, Inc.	Frank	Toppino	P.O. Box 787	Key West	FL	33041	1	1	
Chin Diesel, Inc.	Leon	Chin-You	9861 NW 3rd St	Pembroke Pines	FL	33024	1	1	
CIMA Engineering Corp.	Jose	Gonzalez	P.O. Box 557397	Miami	FL	33255	1	2	
CJ Disaster Repair LLC	Joy	Graw	2600 Hammondville	Pompano Beach	FL	33069	1	1	
Cleanharbors Environmental Services	John	Stewart	11221 Interchange Circle S.	Miramar	FL	33025		1	
Committed to Trucking LLC	Yegort	Garcia	11117 W OKEECHOBEE RD	Hialeah	FL	33018	1		
Community Tree & Landscape Service Inc.	Gloria	Noakes	7315 Pine Tree Ln	West Palm Beach	FL	33406			
Conch Tree & Landscape Professionals, Inc.	Hal	Halenza	P.O. Box 372283	Key Largo	FL	33037	1	1	
Corona Technology Staffing	Richard	Singleton	701 Brickell Ave Ste 1550	Miami	FL	33131			
Critt Transportation LLC	Sherrick	Butts	608 NE 3rd Street	Belle Glade	FL	33430	1		
CSX Property Services	Jean-Sebastien	Gros	5000 Godfrey Rd	Parkland	FL	33067	1		
David Mummert LLC	David	Mummert	376 Wayman Cir	West Palm Beach	FL	33413	1		
Dennis Bobcat Services Corp	Will	Dennis	800 NW 72 Terrace	Plantation	FL	33317		1	

2018 Potential Region 7 Florida Subcontractors	First Name	Last Name	Address	City	ST	Zip	smbus	MWBE / HUB / VET / SDB	largeBus
Disaster Relief Catering	Randy	Epstein	1510 Latham Rd, Ste 7	West Palm Beach	FL	33409	1		
Disaster Solutions, LLC	Scott	Lewis	514 14th St	West Palm Beach	FL	33401	1	2	
Dot Palm Landscaping, Inc.	John	Harrison	5200 Overseas Hwy	Marathon	FL	33050	1		
DRD Enterprises Inc	David	Pressler	858 NW 81 Terrace	Fort Lauderdale	FL	33324	1	2	
E & M Recycling, Inc	Matt	Pickering	630 South Palmway	Lake Worth	FL	33460	1		
Enviro Waste Services Group, Inc	Jesus	Casanova	2911 NW 39 St.	Miami	FL	33142	1	1	
First Impression Landscape	Jonathan	Bailey	4028 160th St	Laxahatchee	FL	33470	1		
Fitsaw Construction LLC	Heath	Ruskin	11110 W Oakland Park Blvd #252	Sunrise	FL	33351			
Florida Grade Co. Inc.	David	Huggins	15632 100th Ln North	West Palm Beach	FL	33412	1	1	
Florida Land Specialist, LLC	Bret	Cleveland	17851 Bridle Ln	Jupiter	FL	33478	1	1	
Florida Tree Trimmers, LLC	Patricia	Eugene	8551 W. Sunrise Blvd., Ste. 105L	Plantation	FL	33322	1		
Foster Marine Contractors, Inc.	Kevin	Schwiderson	7313 West Place	West Palm Beach	FL	33413	1		
Four R Equipment	JR	Ruiz	3701 Southwest 128 Ave	Miramar	FL	33027	1		
FURI Development, LLC	Nathan	Furiate	6560 W. Rogers Circle, Ste B-26	Boca Raton	FL	33487			
G. S. Obler, Inc.	George "Scott"	Obler	911 NE 24th St.	Boca Raton	FL	33431	1	1	
General Security Services, LLC.	Luis	Torres	5171 10th Ave North	Greenacres	FL	33463	1	2	
Georgis Fence Concrete Co. Inc.	Glenn	Georgis	316 SE 14 St	Fort Lauderdale	FL	33316		1	
GlobeTec Construction, LLC	Antonio	Assenza	4774 North Powerline Rd	Deerfield Beach	FL	33073			1
Great Southern Enterprises	Kelly	Hecker	7227 7th Pl North	West Palm Beach	FL	33411	1		
Great Waste and Recycling Service	Carlo	Piccinonna	3051 NW 129 St	Opa-Locka	FL	33054	1		
GT Supplies, Inc.	Todd	Roesch	7010 Barbour Rd	Riviera Beach	FL	33407			
GUTD Hauling Service, Inc.	Gwen	Pierson	4161 Laurel Ridge Circle	Fort Lauderdale	FL	33331	1	3	
Hotel Planner	Suzanne	Wills	777 S. Flagler Dr., W Tower	West Palm Beach	FL	33401			
Image Lawn Maintenance, Inc.	Jim	Mulvaney	1020 NW 81 Ave.	Pembroke Pines	FL	33024	1		
Intercounty Engineering Inc.	Maurice A.	Hynes	1925 NW 18 St	Pompano Beach	FL	33069			
Jairo Larios	Jairo	Larios	14530 US Hwy 441N	Canal Point	FL	33438	1		
Jatibre Property Presevation, Inc	Stacey	Brazier	P. O. Box 772252	Coral Springs	FL	33077	1	2	
JDL Enterprises of South Florida	Jeffery	Lindberg	16373 132 Terrace North	Jupiter	FL	33478	1		
JEM Diversified & Son Trucking Corp.	John	Mortimer, SR.	3131 N 73 Terrace	Hollywood	FL	33024			
Jet Hauling, Inc.	Edward	Rodriguez	7368 Westport Place	West Palm Beach	FL	33413	1		
JMS Construction Services, Inc.	Jason M.	Shlimbaum	4405 Peters Rd	Plantation	FL	33317	1	1	
JSM Enterprises, LLC	John	Mason	8875 SW 127th TER	Palmetto Bay	FL	33157			
Lamaz Trucking, Inc.	Mario	Perez	3031 NW 78 Ave	Hollywood	FL	33024	1		
Larios Trucking Inc.	Filadelfo	Larios	17200 US Hwy 441	Canal Point	FL	33438	1		
Lawn Boyz, LLC	Melissa	DeMayo	6333 N. 40th Street	Hollywood	FL	33024	1	2	
Lawn Plus Rescue	Giorgio	Cesti	15700 SW 169 Ave	Miami	FL	33187			
Lets Move It llc	Drew	Porter	99 Mizner Blvd #227	Boca Raton	FL	33432	1	1	
M. Muller Tree Service	Chad	Simcich	9242 Roan Ln, Ste D	Lake Park	FL	33403			
M.J.K. Services	Mark	Kaskon	19101 SW 53rd St	Ranches	FL	33332			
Mayflowers Express, Inc.	Francisco	Aguilera	21104 SW 88 Pl	Cutler Bay	FL	33018	1	1	
Metric Engineering, Inc.	Mariley	Perez	13940 SW 136 St Ste 200	Miami	FL	33186			1
Metro Equipment Service, Inc	Jorge	Godoy	9425 SW 72 St #225	Miami	FL	33173			1
Metro Trucking Company	Gregory	Martin	2225 West 78th St	Hialeah	FL	33016	1		
MHD Marketing	Melvin	Slade	8975 SW 6th Street	Boca Raton	FL	33433	1		
Miami Wrecking Co.	Karen	Harrington	4540 NW 8th Terrace	Oakland Park	FL	33309			
MJC Land Development, LLC.	Colleen	Choquette	4201 West Gate Ave	West Palm Beach	FL	33409	1	2	
Mow Hog Mowing & Grading	Tony	Garcia	8304 N W 37th St	Coral Springs	FL	33065	1	2	
Novo Arbor	Starr	Brigante	P.O. Box 359	Boynton Beach	FL	33425	1	1	
Olin Hydrographic, Inc	Ralph	Sharrett	2900 Calusa St	Coconut Grove	FL	33133	1		
OnTime Back Hoe	Michael	Fazio	31 North Channel DR	Key Largo	FL	33037	1		
Optimum Services, Inc.	Dan	Eastman	1750 N. Florida Mango Rd.	West Palm Beach	FL	33409	1	2	
P.J.'s Land Clearing & Excavating, Inc.	Patrick	Wilson	PO Box 540517	Greenacres	FL	33454	1		
Phoenix Hayes, Inc.	Dan	Hayes	8100 Belvedere Rd, Ste 2	West Palm Beach	FL	33411	1		
Prestigious Tree Care, Inc.	William	Fowler	21008 SW 124 Ave Rd	Miami	FL	33177	1		
Protective Barrier Services, Inc.	Guy	Yodock	623 NE 5th Terrace	Fort Lauderdale	FL	33304		1	
QuinCo Corp.	James	Quinn	17882 35 Pl. N.	Loxahatchee	FL	33470	1	1	
R. M. Trucking Service Inc.	Rupert	Mulgrave	3931 NW 34 Ave	Lauderdale Lakes	FL	33309		3	
R.A.L. Services Corp	Rudy	Largaespada	2911 SW 26th St	Miami	FL	33133	1		
Raidan Development, LLC	Danny	Rodriguez	6956 SW 47 St	Miami	FL	33155	1	1	
Resol Construction Inc.	Joe	Soler	1172 S Dixie Hwy	Coral Gables	FL	33146		1	
Ric-Man Construction FL	Dan	LaCross	3100 SW 15th Street	Deerfield Beach	FL	33442			1
Rio-Bak Corporation	Tommy	King	12773 W. Forest Hill Blvd, Ste 210	Wellington	FL	33414			1

2018 Potential Region 7 Florida Subcontractors	First Name	Last Name	Address	City	ST	Zip	smBus	MWBE / HUB/ VET/ SDB	largeBus
RJS Construction Group	Robert	Sorensen	990 Stinson Way Unit #206	West Palm Beach	FL	33411	1		
RPM Landworks Inc	Richard	Pellegrino	13673 82nd Ln N	West Palm Beach	FL	33412	1		
Runway Agricultural Services	Jamie	Hayes	3035 S.W. 36 St.	Fort Lauderdale	FL	33312	1	1	
Rush Roll-Off & Recycling, Inc	Mike	Selvanik	P.O. Box 1431	Deerfield Beach	FL	33443	1		
Ryan Incorporated Southern	Joseph	Burke	1700 South Powerline Rd, Ste H	Deerfield Beach	FL	33442			1
S & J Disaster Relief & Recovery Service	James	Jones	20471 NW 12th Place	Miami	FL	33169			
Safety Guys LLC and Team Labor	Raymond	Nel	111D SW 23rd St	Fort Lauderdale	FL	33315	1	1	
Scott Lewis Gardening & Trimming Inc	Scott P.	Lewis	375 Possum Pass	West Palm Beach	FL	33413	1		
SDAC	Paul	Marrow	13495 SW 260th St	Naranja	FL	33032	1	4	
Seacone FJ Inc (Formerly What an Idea, Inc)	Frank	Seacone	1174 NE 110 St	Miami	FL	33161	1		
Seldin Construction Co. Inc.	Joel	Seldin	1391 Shotgun Rd	Sunrise	FL	33326	1	1	
Shaw Equipment Inc.	James	Shaw	100 NW 51 St	Oakland Park	FL	33309	1		
Sheer Enterprises	Anthony	Ruopoli	6250 Military Trail	West Palm Beach	FL	33407	1		
Shoreline Foundation	James A.	Royo	2781 SW 56th Ave	Pembroke Park	FL	33023	1		
Sinco Trading & Transport Services	Fredrick	Sinclair	4727 NW 1 St	Plantation	FL	33317	1		
Soil Tech Distributors (Intercity Disposal)	Bert	Luer	3355 NW 41st St	Miami	FL	33142		1	
Sorrel	Igor	Velikopoljski	8835 NW 95th St	Medely	FL	33178			
Stanford Construction Co	Stanford	Amritt	1081 NW 12th Terrace	Pompano Beach	FL	33069	1	1	
Staying Green, Inc.	Stephen	Blackburn	4700 SW 83rd Ter.	Davie	FL	33328	1	2	
Stingray Group Inc.	Phillip	Brown	1881 70th St Cswy, Ste 1807	North Bay Village	FL	33141	1		
Straightline Relief and Recovery	Stephen	Vescova	6671 W. Indian Town Rd #50	Jupiter	FL	33458		1	
Sunny Coast Enterprises Co.	Juan	Delanuez	8938 SW 150 Ct-Cir E	Miami	FL	33196	1		
Sunquest Logistics, Inc.	Antonio	Duval	3001 SW 173 Terrace	Miramar	FL	33029	1		
Tarzan Tree Care, Inc	Sandra	Downs	22976 Bluegill Ln	Cudjoe Key	FL	33042	1	1	
TCI Disaster Service	Gary	Tepper	16703 Golfview DR	Weston	FL	33326	1		
Tecta America South Florida, Inc	Tim	Eberly	1431 SW 30th Ave	Deerfield Beach	FL	33442			
Tetro Land Development & Construction	Donald Nelson	Tetreault	13538 Okeechobee Blvd	Loxahatchee	FL	33470	1		
Thomas Domiano			P.O. Box 41	Tavemier	FL	33070	1		
Tiger Property Maintenance LLC	Jessica	Buster	12399 153rd Ct. N.	Jupiter	FL	33478		2	
Tip Top Tree Service, Inc	Bill James	Malkemes	4686 133 Rd South	Delray Beach	FL	33445	1		
TNA Trucking	Tim	Kirkland	15895 93rd St North	West Palm Beach	FL	33412		1	
Trintec Construction Inc.	Petulia	Schvartz	13901 NW 43rd Ave. A-2	Opa Locka	FL	33054	1	1	
Triple Nickel Paving, Inc.	Dan	Maglio	1300 NW 18 St	Pompano Beach	FL	33069	1	1	
Turn Key Services, LLC	Lillian	Marchel	1802 NW 19th St	Fort Lauderdale	FL	33311	1	1	
Two Brothers Transport and Sod Service	Jeff	McMillan	PO Box 3045	Belle Glade	FL	33430	1		
Waste Services USA	Percy	Markus	840 NW 144 St	Miami	FL	33168	1		
WBI Contracting of Palm Bch, Inc	Jorge	Perez	1544 B Rd	Loxahatchee	FL	33470	1	2	
Weekley Asphalt Paving, Inc.	Daniel	Weekley	20701 Stirling Rd	Pembroke Pines	FL	33332			1
Wrangler Construction, Inc.	Rafael	Quesada	12855 SW 136 Ave Ste 206	Miami	FL	33186	1	1	
Xtreme Land Development	Louis	Oidoni	2760 NW 55th Court	Fort Lauderdale	FL	33309	1		
Ziegler Builders Inc.	Bob	Ziegler	4930 NW 74 Place	Coconut Creek	FL	33073	1	1	
Quime Corp	Juany	Quinonez	224 Seminole Lake Dr	Palm Beach	FL	33411			

4.2.8 REQUIRED FORMS



BID/PROPOSAL CERTIFICATION

Please Note: If responding to this solicitation through BidSync, the electronic version of the bid response will prevail, unless a paper version is clearly marked **by the bidder** in some manner to indicate that it will supplant the electronic version. 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) CrowderGulf Joint Venture, Inc. EIN (Optional): 01-0626019

Address: 5435 Business Parkway

City: Theodore, State: AL Zip: 36582

Telephone No. 800.992.6207 FAX No. 251.459.7433 Email: jramsay@crowdergulf.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): net 30

Total Bid Discount (section 1.05 of General Conditions): 0

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): No MBE WBE

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

Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued
<u>1</u>	<u>05.29</u>	<u>4</u>	<u>06.07</u>	<u> </u>	<u> </u>
<u>2</u>	<u>05.31</u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u>3</u>	<u>06.04</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. **If submitting your response electronically through BIDSINC you must also click the "Take Exception" button.**

No Exceptions

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:


John Ramsay

Name (printed)

06/08/2018

Date:

revised 04/10/15


Signature
President & CEO
Title



City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 4

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: June 7, 2018

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

1. Added Contract Payment Method Form

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: CrowderGulf Joint Venture, Inc.

(please print)

Bidder's Signature: 

Date: 06/08/2018



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ADDENDUM NO. 3

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: June 4, 2018

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

1. In response to question 5, providing updated line item #11 on pricing sheets to include both White Goods – Freon Containing as well as White Goods – Non-Freon Containing.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: CrowderGulf Joint Venture, Inc.

(please print)

Bidder's Signature: 

Date: 06/08/2018



City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 2

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: May 31, 2018

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

1. Posting of Pre-Bid Sign-in Sheet

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: CrowderGulf Joint Venture, Inc.

(please print)

Bidder's Signature: 

Date: 06/08/2018



City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 1

RFP No. 12149-885
Disaster Debris Removal and Management Services

ISSUED: May 29, 2018

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

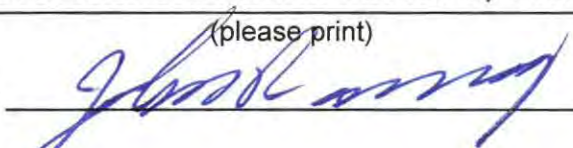
1. Update of Evaluation Criteria in solicitation packet
2. Update of Cost Proposal Page
3. Update of Line Item Pricing Pages

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: CrowderGulf Joint Venture, Inc.

(please print)

Bidder's Signature: 

Date: 06/08/2018

12149-885 - Disaster Debris Removal and Management Services - Line Item Pricing

ITEM #	SECTION A - DESCRIPTION	QUANTITY	UNIT PRICE	UNIT	TOTAL PRICE
1	Vegetative Debris Removal	500,000	\$ 8.28	Cubic Yard	\$ 4,140,000.00
2	Mixed Debris Removal	200,000	\$ 9.60	Cubic Yard	\$ 1,920,000.00
3	C & D Debris Removal to DMS	75,000	\$ 9.60	Cubic Yard	\$ 720,000.00
4	C & D Debris Removal from ROW direct to Final Disposal	75,000	\$ 11.20	Cubic Yard	\$ 840,000.00
5	Debris Removal from Drop-off Sites	20,000	\$ 8.28	Cubic Yard	\$ 165,600.00
6	Vegetative Debris Grinding	500,000	\$ 3.40	Cubic Yard	\$ 1,700,000.00
7	Mixed Debris Processing	200,000	\$ 1.15	Cubic Yard	\$ 230,000.00
8	C & D Debris Processing (Compaction/Separation)	60,000	\$ 3.15	Cubic Yard	\$ 189,000.00
9	Haul-out of Reduced Vegetative debris *Note	125,000	\$ 3.85	Cubic Yard	\$ 481,250.00
10	Haul-out of Separated C&D Debris *Note	200,000	\$ 4.20	Cubic Yard	\$ 840,000.00
11	Haul-out of White Goods				
	A) White Goods - Freon Containing	500	\$ 85.00	Each	\$ 42,500.00
	B) White Goods - Non-Freon Containing	500	\$ 60.00	Each	\$ 30,000.00
12	Haul-out of E-Waste	2,000	\$ 6.30	Pound	\$ 12,600.00
13	Management and Haul-Out of Household Hazardous Waste	10,000	\$ 5.80	Pound	\$ 58,000.00
14	Dead Animal Removal < 30 Pounds	20	\$ 48.00	Each	\$ 960.00
15	Dead Animal Removal > 30 Pounds	10	\$ 70.00	Each	\$ 700.00
16	Sand Screening	75,000	\$ 12.70	Cubic Yard	\$ 952,500.00
17	Sand Replacement on Beach to Pre-Storm grade	75,000	\$ 9.15	Cubic Yard	\$ 686,250.00
18	Removal and Transportation of Eligible Vegetative Debris from Waterways to DMS or other approved site	20,000	\$ 90.00	Cubic Yard	\$ 1,800,000.00
19	Removal and Transportation of Eligible C & D Debris from Waterways to DMS or other approved site	10,000	\$ 90.00	Cubic Yard	\$ 900,000.00
20	Removal of Abandoned Vessels/Boats	500	\$ 62.00	Linear Foot	\$ 31,000.00
21	Removal of Abandoned Vehicles- Passenger and Light-Duty	250	\$ 150.00	Each	\$ 37,500.00
22	Removal of Abandoned Vehicles- Heavy-Duty, RV and Larger	250	\$ 300.00	Linear Foot	\$ 75,000.00
23	Removal of Partially Uprooted or Split Trees with No Exposed Root Ball (Leaners) 24.99 Inches Diameter	1,120	\$ 140.00	Each	\$ 156,800.00
24	Removal of Partially Uprooted or Split Trees with No Exposed Root Ball (Leaners) 25-36.99 Inches Diameter	100	\$ 275.00	Each	\$ 27,500.00
25	Removal of Partially Uprooted or Split Trees with No Exposed Root Ball (Leaners) >36.99 Inches Diameter	100	\$ 345.00	Each	\$ 34,500.00
26	Removal of Partially Uprooted or Split Trees -Backfill Delivered and Placed	100	\$ 20.00	Cubic Yard	\$ 2,000.00
27	Removal of Partially Uprooted or Split Trees (Leaners) >72 Inches Diameter (Requiring Crane)	5	\$ 2,400.00	Each	\$ 12,000.00
28	Removal of Partially Uprooted or Split Trees (Leaners) >72 Inches Diameter (No Crane Required)	5	\$ 860.00	Each	\$ 4,300.00

12149-885 - Disaster Debris Removal and Management Services - Line Item Pricing

ITEM #	SECTION A - DESCRIPTION	QUANTITY	UNIT PRICE	UNIT	TOTAL PRICE
29	Removal of Dangerous Hanging Limbs, 2 Inches or More in Diameter, All Limbs	10,000	\$ 68.00	Each	\$ 680,000.00
30	Hazardous Stump Removal 25-36 Inches Diameter	30	\$ 300.00	Each	\$ 9,000.00
31	Hazardous Stump removal 37- 48 Inches Diameter	40	\$ 400.00	Each	\$ 16,000.00
32	Hazardous Stump Removal More Than 48 Inches Diameter	20	\$ 490.00	Each	\$ 9,800.00
35	Hazardous Stump Backfill Delivered and Placed	100	\$ 20.00	Cubic Yard	\$ 2,000.00
SECTION A - TOTAL					\$16,806,760.00

This price includes 0-30 Miles - for all miles over 30 please add

*Note \$0.18 / Cubic Yard / Mile.

ITEM	SECTION B - LABOR CATEGORY	UNIT	LABOR RATE
36	Project Manager	Hourly	\$ 58.00
37	Operations Manager	Hourly	\$ 65.00
38	Crew Foreman	Hourly	\$ 58.00
39	Laborer with Small Hand Tools	Hourly	\$ 34.00
40	Sawman with Saw	Hourly	\$ 48.00
41	Flagger	Hourly	\$ 34.00
42	Climber with Gear	Hourly	\$ 122.00
43	Laborer with Mechanized Broom	Hourly	\$ 85.00
44	Mechanic	Hourly	\$ 65.00
SECTION B - TOTAL			\$569.00

* Proposer shall provide hourly rates for equipment that are inclusive of the equipment operator.

ITEM	SECTION C - EQUIPMENT TYPE	UNIT	EQUIPMENT RATE
45	Wheeled Loader (JD 544 or equivalent)	Hourly	\$ 120.00
46	Wheeled Loader (JD 644 or equivalent)	Hourly	\$ 130.00
47	Bobcat Skid Steer Loader	Hourly	\$ 70.00
48	Knuckleboom Loader with Debris Grapple	Hourly	\$ 125.00
49	30 Ton Crane	Hourly	\$ 180.00
50	50 Ton Crane	Hourly	\$ 205.00
51	40-60 foot Bucket Truck	Hourly	\$ 145.00
52	Self Loading Dump Truck	Hourly	\$ 150.00
53	Dump Truck 16-20 Cubic Yard Certified Capacity	Hourly	\$ 75.00
54	Dump Truck 21-30 Cubic Yard Certified Capacity	Hourly	\$ 86.00
55	Dump Truck 31-50 Cubic Yard Certified Capacity	Hourly	\$ 108.00
56	Operator and Street Sweeper- Mechanized	Hourly	\$ 105.00
SECTION C - TOTAL			\$1,499.00

SECTION VI - COST PROPOSAL PAGES

Proposer Name: CrowderGulf Joint Venture, Inc.

Proposer agrees to supply the products and services at the following prices bid 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.

See preceding sheets and fill in pricing accordingly.

List **Section A Total** from Line Item Pricing Pages here: \$ 16,806,760.00

List **Section B Total** from Line Item Pricing Pages here: \$ 569.00

List **Section C Total** from Line Item Pricing Pages here: \$ 1,499.00

List any variances in the below section or on an additional sheet:

We've added a note for Line Items 9 and 10 - this price includes 0-30 miles for mileage over 30 please add \$0.18 / CY / Mile.

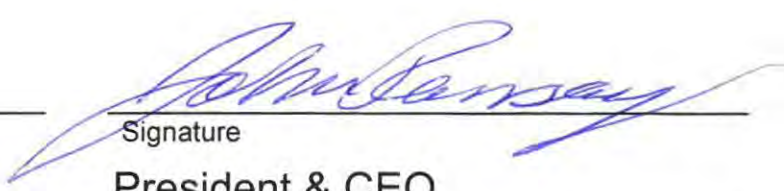
Submitted by:

John Ramsay

Name (printed)

06/08/2018

Date


Signature

President & CEO

Title

**CITY OF FORT LAUDERDALE
GENERAL CONDITIONS**

These instructions are standard for all contracts for commodities or services issued through the City of Fort Lauderdale Procurement Services Division. The City may delete, supersede, or modify any of these standard instructions for a particular contract by indicating such change in the Invitation to Bid (ITB) Special Conditions, Technical Specifications, Instructions, Proposal Pages, Addenda, and Legal Advertisement. In this general conditions document, Invitation to Bid (ITB), Request for Qualifications (RFQ), and Request for Proposal (RFP) are interchangeable.

PART I BIDDER PROPOSAL PAGE(S) CONDITIONS:

- 1.01 BIDDER ADDRESS:** The City maintains automated vendor address lists that have been generated for each specific Commodity Class item through our bid issuing service, BidSync. Notices of Invitations to Bid (ITB'S) are sent by e-mail to the selection of bidders who have fully registered with BidSync or faxed (if applicable) to every vendor on those lists, who may then view the bid documents online. Bidders who have been informed of a bid's availability in any other manner are responsible for registering with BidSync in order to view the bid documents. There is no fee for doing so. If you wish bid notifications be provided to another e-mail address or fax, please contact BidSync. If you wish purchase orders sent to a different address, please so indicate in your bid response. If you wish payments sent to a different address, please so indicate on your invoice.
- 1.02 DELIVERY:** Time will be of the essence for any orders placed as a result of this ITB. The City reserves the right to cancel any orders, or part thereof, without obligation if delivery is not made in accordance with the schedule specified by the Bidder and accepted by the City.
- 1.03 PACKING SLIPS:** It will be the responsibility of the awarded Contractor, to attach all packing slips to the OUTSIDE of each shipment. Packing slips must provide a detailed description of what is to be received and reference the City of Fort Lauderdale purchase order number that is associated with the shipment. Failure to provide a detailed packing slip attached to the outside of shipment may result in refusal of shipment at Contractor's expense.
- 1.04 PAYMENT TERMS AND CASH DISCOUNTS:** Payment terms, unless otherwise stated in this ITB, will be considered to be net 45 days after the date of satisfactory delivery at the place of acceptance and receipt of correct invoice at the office specified, whichever occurs last. Bidder may offer cash discounts for prompt payment but they will not be considered in determination of award. If a Bidder offers a discount, it is understood that the discount time will be computed from the date of satisfactory delivery, at the place of acceptance, and receipt of correct invoice, at the office specified, whichever occurs last.
- 1.05 TOTAL BID DISCOUNT:** If Bidder offers a discount for award of all items listed in the bid, such discount shall be deducted from the total of the firm net unit prices bid and shall be considered in tabulation and award of bid.
- 1.06 BIDS FIRM FOR ACCEPTANCE:** Bidder warrants, by virtue of bidding, that the bid and the prices quoted in the bid will be firm for acceptance by the City for a period of one hundred twenty (120) days from the date of bid opening unless otherwise stated in the ITB.
- 1.07 VARIANCES:** For purposes of bid evaluation, Bidder's must indicate any variances, no matter how slight, from ITB General Conditions, Special Conditions, Specifications or Addenda in the space provided in the ITB. No variations or exceptions by a Bidder will be considered or deemed a part of the bid submitted unless such variances or exceptions are listed in the bid and referenced in the space provided on the bidder proposal pages. If variances are not stated, or referenced as required, it will be assumed that the product or service fully complies with the City's terms, conditions, and specifications.
- By receiving a bid, City does not necessarily accept any variances contained in the bid. All variances submitted are subject to review and approval by the City. If any bid contains material variances that, in the City's sole opinion, make that bid conditional in nature, the City reserves the right to reject the bid or part of the bid that is declared, by the City as conditional.
- 1.08 NO BIDS:** If you do not intend to bid please indicate the reason, such as insufficient time to respond, do not offer product or service, unable to meet specifications, schedule would not permit, or any other reason, in the space provided in this ITB. Failure to bid or return no bid comments prior to the bid due and opening date and time, indicated in this ITB, may result in your firm being deleted from our Bidder's registration list for the Commodity Class Item requested in this ITB.
- 1.09 MINORITY AND WOMEN BUSINESS ENTERPRISE PARTICIPATION AND BUSINESS DEFINITIONS:** The City of Fort Lauderdale wants to increase the participation of Minority Business Enterprises (MBE), Women Business Enterprises (WBE), and Small Business Enterprises (SBE) in its procurement activities. If your firm qualifies in accordance with the below definitions please indicate in the space provided in this ITB.

Minority Business Enterprise (MBE) "A Minority Business" is a business enterprise that is owned or controlled by one or more socially or economically disadvantaged persons. Such disadvantage may arise from cultural, racial, chronic economic circumstances or background or other similar cause. Such persons include, but are not limited to: Blacks, Hispanics, Asian Americans, and Native Americans.

The term "Minority Business Enterprise" means a business at least 51 percent of which is owned by minority group members or, in the case of a publicly owned business, at least 51 percent of the stock of which is owned by minority group members. For the purpose of the preceding sentence, minority group members are citizens of the United States who include, but are not limited to: Blacks, Hispanics, Asian Americans, and Native Americans.

Women Business Enterprise (WBE) a "Women Owned or Controlled Business" is a business enterprise at least 51 percent of which is owned by females or, in the case of a publicly owned business, at least 51 percent of the stock of which is owned by females.

Small Business Enterprise (SBE) "Small Business" means a corporation, partnership, sole proprietorship, or other legal entity formed for the purpose of making a profit, which is independently owned and operated, has either fewer than 100 employees or less than \$1,000,000 in annual gross receipts.

BLACK, which includes persons having origins in any of the Black racial groups of Africa.

WHITE, which includes persons whose origins are Anglo-Saxon and Europeans and persons of Indo-European decent including Pakistani and East Indian.

HISPANIC, which includes persons of Mexican, Puerto Rican, Cuban, Central and South American, or other Spanish culture or origin, regardless of race.

Form G-107 Rev. 12/2017

NATIVE AMERICAN, which includes persons whose origins are American Indians, Eskimos, Aleuts, or Native Hawaiians.

ASIAN AMERICAN, which includes persons having origin in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands.

1.10 MINORITY-WOMEN BUSINESS ENTERPRISE PARTICIPATION

It is the desire of the City of Fort Lauderdale to increase the participation of minority (MBE) and women-owned (WBE) businesses in its contracting and procurement programs. While the City does not have any preference or set aside programs in place, it is committed to a policy of equitable participation for these firms. Proposers are requested to include in their proposals a narrative describing their past accomplishments and intended actions in this area. If proposers are considering minority or women owned enterprise participation in their proposal, those firms, and their specific duties have to be identified in the proposal. If a proposer is considered for award, he or she will be asked to meet with City staff so that the intended MBE/WBE participation can be formalized and included in the subsequent contract.

1.11 SCRUTINIZED COMPANIES

Subject to *Odebrecht Construction, Inc., v. Prasad*, 876 F.Supp.2d 1305 (S.D. Fla. 2012), affirmed, *Odebrecht Construction, Inc., v. Secretary, Florida Department of Transportation*, 715 F.3d 1268 (11th Cir. 2013), with regard to the "Cuba Amendment," the Contractor certifies that it is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List or the Scrutinized Companies that Boycott Israel List created pursuant to Section 215.4725, Florida Statutes (2017), that it is not engaged in a boycott of Israel, and that it does not have business operations in Cuba or Syria, as provided in section 287.135, Florida Statutes (2017), as may be amended or revised. The City may terminate this Agreement at the City's option if the Contractor is found to have submitted a false certification as provided under subsection (5) of section 287.135, Florida Statutes (2017), as may be amended or revised, or been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List or the Scrutinized Companies that Boycott Israel List created pursuant to Section 215.4725, Florida Statutes (2017), or is engaged in a boycott of Israel or has been engaged in business operations in Cuba or Syria, as defined in Section 287.135, Florida Statutes (2017), as may be amended or revised.

1.12 DEBARRED OR SUSPENDED BIDDERS OR PROPOSERS

The bidder or proposer certifies, by submission of a response to this solicitation, that neither it nor its principals and subcontractors are presently debarred or suspended by any Federal department or agency.

Part II DEFINITIONS/ORDER OF PRECEDENCE:

2.01 BIDDING DEFINITIONS The City will use the following definitions in its general conditions, special conditions, technical specifications, instructions to bidders, addenda and any other document used in the bidding process:

INVITATION TO BID (ITB) when the City is requesting bids from qualified Bidders.

REQUEST FOR PROPOSALS (RFP) when the City is requesting proposals from qualified Proposers.

REQUEST FOR QUALIFICATIONS (RFQ) when the City is requesting qualifications from qualified Proposers.

BID – a price and terms quote received in response to an ITB.

PROPOSAL – a proposal received in response to an RFP.

BIDDER – Person or firm submitting a Bid.

PROPOSER – Person or firm submitting a Proposal.

RESPONSIVE BIDDER – A person whose bid conforms in all material respects to the terms and conditions included in the ITB.

RESPONSIBLE BIDDER – A person who has the capability in all respects to perform in full the contract requirements, as stated in the ITB, and the integrity and reliability that will assure good faith performance.

FIRST RANKED PROPOSER – That Proposer, responding to a City RFP, whose Proposal is deemed by the City, the most advantageous to the City after applying the evaluation criteria contained in the RFP.

SELLER – Successful Bidder or Proposer who is awarded a Purchase Order or Contract to provide goods or services to the City.

CONTRACTOR – Successful Bidder or Proposer who is awarded a Purchase Order, award Contract, Blanket Purchase Order agreement, or Term Contract to provide goods or services to the City.

CONTRACT – A deliberate verbal or written agreement between two or more competent parties to perform or not to perform a certain act or acts, including all types of agreements, regardless of what they may be called, for the procurement or disposal of equipment, materials, supplies, services or construction.

CONSULTANT – Successful Bidder or Proposer who is awarded a contract to provide professional services to the City.

The following terms may be used interchangeably by the City: ITB and/or RFP; Bid or Proposal; Bidder, Proposer, or Seller; Contractor or Consultant; Contract, Award, Agreement or Purchase Order.

2.02 SPECIAL CONDITIONS: Any and all Special Conditions contained in this ITB that may be in variance or conflict with these General Conditions shall have precedence over these General Conditions. If no changes or deletions to General Conditions are made in the Special Conditions, then the General Conditions shall prevail in their entirety.

PART III BIDDING AND AWARD PROCEDURES:

3.01 SUBMISSION AND RECEIPT OF BIDS: To receive consideration, bids must be received prior to the bid opening date and time. Unless otherwise specified, Bidders should use the proposal forms provided by the City. These forms may be duplicated, but failure to use the forms may cause the bid to be rejected. Any erasures or corrections on the bid must be made in ink and initialed by Bidder in ink. All information submitted by the Bidder shall be printed, typewritten or filled in with pen and ink. Bids shall be signed in ink. Separate bids must be submitted for each ITB issued by the City in separate sealed envelopes properly marked. When a particular ITB or RFP requires multiple copies of bids or proposals they may be included in a single envelope or package properly sealed and identified. Only send bids via facsimile transmission (FAX) if the ITB specifically states that bids sent via FAX will be considered. If such a statement is not included in the ITB, bids sent via FAX will be rejected. Bids will be publicly opened in the Procurement Office, or other designated area, in the presence of Bidders, the public, and City staff. Bidders and the public are invited and encouraged to attend bid openings. Bids will be tabulated and made available for review by Bidder's and the public in accordance with applicable regulations.

3.02 MODEL NUMBER CORRECTIONS: If the model number for the make specified in this ITB is incorrect, or no longer available and replaced with an updated model with new specifications, the Bidder shall enter the correct model number on the bidder proposal page. In the case of an updated model with new specifications, Bidder shall provide adequate information to allow the City to determine if the model bid meets the City's requirements.

3.03 PRICES QUOTED: Deduct trade discounts, and quote firm net prices. Give both unit price and extended total. In the case of a discrepancy in computing the amount of the bid, the unit price quoted will govern. All prices quoted shall be F.O.B. destination, freight prepaid (Bidder pays and bears Form G-107 Rev. 12/2017

freight charges, Bidder owns goods in transit and files any claims), unless otherwise stated in Special Conditions. Each item must be bid separately. No attempt shall be made to tie any item or items contained in the ITB with any other business with the City.

- 3.04 TAXES:** The City of Fort Lauderdale is exempt from Federal Excise and Florida Sales taxes on direct purchase of tangible property. Exemption number for EIN is 59-6000319, and State Sales tax exemption number is 85-8013875578C-1.
- 3.05 WARRANTIES OF USAGE:** Any quantities listed in this ITB as estimated or projected are provided for tabulation and information purposes only. No warranty or guarantee of quantities is given or implied. It is understood that the Contractor will furnish the City's needs as they arise.
- 3.06 APPROVED EQUAL:** When the technical specifications call for a brand name, manufacturer, make, model, or vendor catalog number with acceptance of APPROVED EQUAL, it shall be for the purpose of establishing a level of quality and features desired and acceptable to the City. In such cases, the City will be receptive to any unit that would be considered by qualified City personnel as an approved equal. In that the specified make and model represent a level of quality and features desired by the City, the Bidder must state clearly in the bid any variance from those specifications. It is the Bidder's responsibility to provide adequate information, in the bid, to enable the City to ensure that the bid meets the required criteria. If adequate information is not submitted with the bid, it may be rejected. The City will be the sole judge in determining if the item bid qualifies as an approved equal.
- 3.07 MINIMUM AND MANDATORY TECHNICAL SPECIFICATIONS:** The technical specifications may include items that are considered minimum, mandatory, or required. If any Bidder is unable to meet or exceed these items, and feels that the technical specifications are overly restrictive, the bidder must notify the Procurement Services Division immediately. Such notification must be received by the Procurement Services Division prior to the deadline contained in the ITB, for questions of a material nature, or prior to five (5) days before bid due and open date, whichever occurs first. If no such notification is received prior to that deadline, the City will consider the technical specifications to be acceptable to all bidders.
- 3.08 MISTAKES:** Bidders are cautioned to examine all terms, conditions, specifications, drawings, exhibits, addenda, delivery instructions and special conditions pertaining to the ITB. Failure of the Bidder to examine all pertinent documents shall not entitle the bidder to any relief from the conditions imposed in the contract.
- 3.09 SAMPLES AND DEMONSTRATIONS:** Samples or inspection of product may be requested to determine suitability. Unless otherwise specified in Special Conditions, samples shall be requested after the date of bid opening, and if requested should be received by the City within seven (7) working days of request. Samples, when requested, must be furnished free of expense to the City and if not used in testing or destroyed, will upon request of the Bidder, be returned within thirty (30) days of bid award at Bidder's expense. When required, the City may request full demonstrations of units prior to award. When such demonstrations are requested, the Bidder shall respond promptly and arrange a demonstration at a convenient location. Failure to provide samples or demonstrations as specified by the City may result in rejection of a bid.
- 3.10 LIFE CYCLE COSTING:** If so specified in the ITB, the City may elect to evaluate equipment proposed on the basis of total cost of ownership. In using Life Cycle Costing, factors such as the following may be considered: estimated useful life, maintenance costs, cost of supplies, labor intensity, energy usage, environmental impact, and residual value. The City reserves the right to use those or other applicable criteria, in its sole opinion that will most accurately estimate total cost of use and ownership.
- 3.11 BIDDING ITEMS WITH RECYCLED CONTENT:** In addressing environmental concerns, the City of Fort Lauderdale encourages Bidders to submit bids or alternate bids containing items with recycled content. When submitting bids containing items with recycled content, Bidder shall provide documentation adequate for the City to verify the recycled content. The City prefers packaging consisting of materials that are degradable or able to be recycled. When specifically stated in the ITB, the City may give preference to bids containing items manufactured with recycled material or packaging that is able to be recycled.
- 3.12 USE OF OTHER GOVERNMENTAL CONTRACTS:** The City reserves the right to reject any part or all of any bids received and utilize other available governmental contracts, if such action is in its best interest.
- 3.13 QUALIFICATIONS/INSPECTION:** Bids will only be considered from firms normally engaged in providing the types of commodities/services specified herein. The City reserves the right to inspect the Bidder's facilities, equipment, personnel, and organization at any time, or to take any other action necessary to determine Bidder's ability to perform. The Procurement Director reserves the right to reject bids where evidence or evaluation is determined to indicate inability to perform.
- 3.14 BID SURETY:** If Special Conditions require a bid security, it shall be submitted in the amount stated. A bid security can be in the form of a bid bond or cashier's check. Bid security will be returned to the unsuccessful bidders as soon as practicable after opening of bids. Bid security will be returned to the successful bidder after acceptance of the performance bond, if required; acceptance of insurance coverage, if required; and full execution of contract documents, if required; or conditions as stated in Special Conditions.
- 3.15 PUBLIC RECORDS/TRADE SECRETS/COPYRIGHT:** The Proposer's response to the RFP is a public record pursuant to Florida law, which is subject to disclosure by the City under the State of Florida Public Records Law, Florida Statutes Chapter 119.07 ("Public Records Law"). The City shall permit public access to all documents, papers, letters or other material submitted in connection with this RFP and the Contract to be executed for this RFP, subject to the provisions of Chapter 119.07 of the Florida Statutes.

Any language contained in the Proposer's response to the RFP purporting to require confidentiality of any portion of the Proposer's response to the RFP, except to the extent that certain information is in the City's opinion a Trade Secret pursuant to Florida law, shall be void. If a Proposer submits any documents or other information to the City which the Proposer claims is Trade Secret information and exempt from Florida Statutes Chapter 119.07 ("Public Records Laws"), the Proposer shall clearly designate that it is a Trade Secret and that it is asserting that the document or information is exempt. The Proposer must specifically identify the exemption being claimed under Florida Statutes 119.07. The City shall be the final arbiter of whether any information contained in the Proposer's response to the RFP constitutes a Trade Secret. The city's determination of whether an exemption applies shall be final, and the proposer agrees to defend, indemnify, and hold harmless the city and the city's officers, employees, and agent, against any loss or damages incurred by any person or entity as a result of the city's treatment of records as public records. Proposals purporting to be subject to copyright protection in full or in part will be rejected.

EXCEPT FOR CLEARLY MARKED PORTIONS THAT ARE BONA FIDE TRADE SECRETS PURSUANT TO FLORIDA LAW, DO NOT MARK YOUR RESPONSE TO THE RFP AS PROPRIETARY OR CONFIDENTIAL. DO NOT MARK YOUR RESPONSE TO THE RFP OR ANY PART THEREOF AS COPYRIGHTED.

Form G-107 Rev. 12/2017

- 3.16 PROHIBITION OF INTEREST:** No contract will be awarded to a bidding firm who has City elected officials, officers or employees affiliated with it, unless the bidding firm has fully complied with current Florida State Statutes and City Ordinances relating to this issue. Bidders must disclose any such affiliation. Failure to disclose any such affiliation will result in disqualification of the Bidder and removal of the Bidder from the City's bidder lists and prohibition from engaging in any business with the City.
- 3.17 RESERVATIONS FOR AWARD AND REJECTION OF BIDS:** The City reserves the right to accept or reject any or all bids, part of bids, and to waive minor irregularities or variations to specifications contained in bids, and minor irregularities in the bidding process. The City also reserves the right to award the contract on a split order basis, lump sum basis, individual item basis, or such combination as shall best serve the interest of the City. The City reserves the right to make an award to the responsive and responsible bidder whose product or service meets the terms, conditions, and specifications of the ITB and whose bid is considered to best serve the City's interest. In determining the responsiveness of the offer and the responsibility of the Bidder, the following shall be considered when applicable: the ability, capacity and skill of the Bidder to perform as required; whether the Bidder can perform promptly, or within the time specified, without delay or interference; the character, integrity, reputation, judgment, experience and efficiency of the Bidder; the quality of past performance by the Bidder; the previous and existing compliance by the Bidder with related laws and ordinances; the sufficiency of the Bidder's financial resources; the availability, quality and adaptability of the Bidder's supplies or services to the required use; the ability of the Bidder to provide future maintenance, service or parts; the number and scope of conditions attached to the bid.
- If the ITB provides for a contract trial period, the City reserves the right, in the event the selected bidder does not perform satisfactorily, to award a trial period to the next ranked bidder or to award a contract to the next ranked bidder, if that bidder has successfully provided services to the City in the past. This procedure to continue until a bidder is selected or the contract is re-bid, at the sole option of the City.
- 3.18 LEGAL REQUIREMENTS:** Applicable provisions of all federal, state, county laws, and local ordinances, rules and regulations, shall govern development, submittal and evaluation of all bids received in response hereto and shall govern any and all claims and disputes which may arise between person(s) submitting a bid response hereto and the City by and through its officers, employees and authorized representatives, or any other person, natural or otherwise; and lack of knowledge by any bidder shall not constitute a cognizable defense against the legal effect thereof.
- 3.19 BID PROTEST PROCEDURE: ANY PROPOSER OR BIDDER WHO IS NOT RECOMMENDED FOR AWARD OF A CONTRACT AND WHO ALLEGES A FAILURE BY THE CITY TO FOLLOW THE CITY'S PROCUREMENT ORDINANCE OR ANY APPLICABLE LAW MAY PROTEST TO THE DIRECTOR OF PROCUREMENT SERVICES DIVISION (DIRECTOR), BY DELIVERING A LETTER OF PROTEST TO THE DIRECTOR WITHIN FIVE (5) DAYS AFTER A NOTICE OF INTENT TO AWARD IS POSTED ON THE CITY'S WEB SITE AT THE FOLLOWING LINK: http://www.fortlauderdale.gov/purchasing/notices_of_intent.htm**

THE COMPLETE PROTEST ORDINANCE MAY BE FOUND ON THE CITY'S WEB SITE AT THE FOLLOWING LINK: <http://www.fortlauderdale.gov/purchasing/protestordinance.pdf>

PART IV BONDS AND INSURANCE

- 4.01 PERFORMANCE BOND:** If a performance bond is required in Special Conditions, the Contractor shall within fifteen (15) working days after notification of award, furnish to the City a Performance Bond, payable to the City of Fort Lauderdale, Florida, in the face amount specified in Special Conditions as surety for faithful performance under the terms and conditions of the contract. If the bond is on an annual coverage basis, renewal for each succeeding year shall be submitted to the City thirty (30) days prior to the termination date of the existing Performance Bond. The Performance Bond must be executed by a surety company of recognized standing, authorized to do business in the State of Florida and having a resident agent.

Acknowledgement and agreement is given by both parties that the amount herein set for the Performance Bond is not intended to be nor shall be deemed to be in the nature of liquidated damages nor is it intended to limit the liability of the Contractor to the City in the event of a material breach of this Agreement by the Contractor.

- 4.02 INSURANCE:** If the Contractor is required to go on to City property to perform work or services as a result of ITB award, the Contractor shall assume full responsibility and expense to obtain all necessary insurance as required by City or specified in Special Conditions.

The Contractor shall provide to the Procurement Services Division original certificates of coverage and receive notification of approval of those certificates by the City's Risk Manager prior to engaging in any activities under this contract. The Contractor's insurance is subject to the approval of the City's Risk Manager. The certificates must list the City as an ADDITIONAL INSURED for General Liability Insurance, and shall have no less than thirty (30) days written notice of cancellation or material change. Further modification of the insurance requirements may be made at the sole discretion of the City's Risk Manager if circumstances change or adequate protection of the City is not presented. Bidder, by submitting the bid, agrees to abide by such modifications.

PART V PURCHASE ORDER AND CONTRACT TERMS:

- 5.01 COMPLIANCE TO SPECIFICATIONS, LATE DELIVERIES/PENALTIES:** Items offered may be tested for compliance to bid specifications. Items delivered which do not conform to bid specifications may be rejected and returned at Contractor's expense. Any violation resulting in contract termination for cause or delivery of items not conforming to specifications, or late delivery may also result in:
- Bidders name being removed from the City's bidder's mailing list for a specified period and Bidder will not be recommended for any award during that period.
 - All City Departments being advised to refrain from doing business with the Bidder.
 - All other remedies in law or equity.
- 5.02 ACCEPTANCE, CONDITION, AND PACKAGING:** The material delivered in response to ITB award shall remain the property of the Seller until a physical inspection is made and the material accepted to the satisfaction of the City. The material must comply fully with the terms of the ITB, be of the required quality, new, and the latest model. All containers shall be suitable for storage and shipment by common carrier, and all prices shall include standard commercial packaging. The City will not accept substitutes of any kind. Any substitutes or material not meeting specifications will be returned at the Bidder's expense. Payment will be made only after City receipt and acceptance of materials or services.

- 5.03 SAFETY STANDARDS:** All manufactured items and fabricated assemblies shall comply with applicable requirements of the Occupation Safety and Health Act of 1970 as amended, and be in compliance with Chapter 442, Florida Statutes. Any toxic substance listed in Section 38F-41.03 of the Florida Administrative Code delivered as a result of this order must be accompanied by a completed Safety Data Sheet (SDS).
- 5.04 ASBESTOS STATEMENT:** All material supplied must be 100% asbestos free. Bidder, by virtue of bidding, certifies that if awarded any portion of the ITB the bidder will supply only material or equipment that is 100% asbestos free.
- 5.05 OTHER GOVERNMENTAL ENTITIES:** If the Bidder is awarded a contract as a result of this ITB, the bidder may, if the bidder has sufficient capacity or quantities available, provide to other governmental agencies, so requesting, the products or services awarded in accordance with the terms and conditions of the ITB and resulting contract. Prices shall be F.O.B. delivered to the requesting agency.
- 5.06 VERBAL INSTRUCTIONS PROCEDURE:** No negotiations, decisions, or actions shall be initiated or executed by the Contractor as a result of any discussions with any City employee. Only those communications which are in writing from an authorized City representative may be considered. Only written communications from Contractors, which are assigned by a person designated as authorized to bind the Contractor, will be recognized by the City as duly authorized expressions on behalf of Contractors.
- 5.07 INDEPENDENT CONTRACTOR:** The Contractor is an independent contractor under this Agreement. Personal services provided by the Proposer shall be by employees of the Contractor and subject to supervision by the Contractor, and not as officers, employees, or agents of the City. Personnel policies, tax responsibilities, social security, health insurance, employee benefits, procurement policies unless otherwise stated in this ITB, and other similar administrative procedures applicable to services rendered under this contract shall be those of the Contractor.
- 5.08 INDEMNITY/HOLD HARMLESS AGREEMENT:** The Contractor agrees to protect, defend, indemnify, and hold harmless the City of Fort Lauderdale and its officers, employees and agents from and against any and all losses, penalties, damages, settlements, claims, costs, charges for other expenses, or liabilities of every and any kind including attorney's fees, in connection with or arising directly or indirectly out of the work agreed to or performed by Contractor under the terms of any agreement that may arise due to the bidding process. Without limiting the foregoing, any and all such claims, suits, or other actions relating to personal injury, death, damage to property, defects in materials or workmanship, actual or alleged violations of any applicable Statute, ordinance, administrative order, rule or regulation, or decree of any court shall be included in the indemnity hereunder.
- 5.09 TERMINATION FOR CAUSE:** If, through any cause, the Contractor shall fail to fulfill in a timely and proper manner its obligations under this Agreement, or if the Contractor shall violate any of the provisions of this Agreement, the City may upon written notice to the Contractor terminate the right of the Contractor to proceed under this Agreement, or with such part or parts of the Agreement as to which there has been default, and may hold the Contractor liable for any damages caused to the City by reason of such default and termination. In the event of such termination, any completed services performed by the Contractor under this Agreement shall, at the option of the City, become the City's property and the Contractor shall be entitled to receive equitable compensation for any work completed to the satisfaction of the City. The Contractor, however, shall not be relieved of liability to the City for damages sustained by the City by reason of any breach of the Agreement by the Contractor, and the City may withhold any payments to the Contractor for the purpose of setoff until such time as the amount of damages due to the City from the Contractor can be determined.
- 5.10 TERMINATION FOR CONVENIENCE:** The City reserves the right, in its best interest as determined by the City, to cancel contract by giving written notice to the Contractor thirty (30) days prior to the effective date of such cancellation.
- 5.11 CANCELLATION FOR UNAPPROPRIATED FUNDS:** The obligation of the City for payment to a Contractor is limited to the availability of funds appropriated in a current fiscal period, and continuation of the contract into a subsequent fiscal period is subject to appropriation of funds, unless otherwise authorized by law.
- 5.12 RECORDS/AUDIT:** The Contractor shall maintain during the term of the contract all books of account, reports and records in accordance with generally accepted accounting practices and standards for records directly related to this contract. The Contractor agrees to make available to the City Auditor or designee, during normal business hours and in Broward, Miami-Dade or Palm Beach Counties, all books of account, reports and records relating to this contract should be retained for the duration of the contract and for three years after the final payment under this Agreement, or until all pending audits, investigations or litigation matters relating to the contract are closed, whichever is later.
- 5.13 PERMITS, TAXES, LICENSES:** The successful Contractor shall, at their own expense, obtain all necessary permits, pay all licenses, fees and taxes, required to comply with all local ordinances, state and federal laws, rules and regulations applicable to business to be carried out under this contract.
- 5.14 LAWS/ORDINANCES:** The Contractor shall observe and comply with all Federal, state, local and municipal laws, ordinances rules and regulations that would apply to this contract.
- 5.15 NON-DISCRIMINATION:** There shall be no discrimination as to race, sex, color, creed, age or national origin in the operations conducted under this contract.
- 5.16 UNUSUAL CIRCUMSTANCES:** If during a contract term where costs to the City are to remain firm or adjustments are restricted by a percentage or CPI cap, unusual circumstances that could not have been foreseen by either party of the contract occur, and those circumstances significantly affect the Contractor's cost in providing the required prior items or services, then the Contractor may request adjustments to the costs to the City to reflect the changed circumstances. The circumstances must be beyond the control of the Contractor, and the requested adjustments must be fully documented. The City may, after examination, refuse to accept the adjusted costs if they are not properly documented, increases are considered to be excessive, or decreases are considered to be insufficient. In the event the City does not wish to accept the adjusted costs and the matter cannot be resolved to the satisfaction of the City, the City will reserve the following options:
1. The contract can be canceled by the City upon giving thirty (30) days written notice to the Contractor with no penalty to the City or Contractor. The Contractor shall fill all City requirements submitted to the Contractor until the termination date contained in the notice.
 2. The City requires the Contractor to continue to provide the items and services at the firm fixed (non-adjusted) cost until the termination of the contract term then in effect.
 3. If the City, in its interest and in its sole opinion, determines that the Contractor in a capricious manner attempted to use this section of the contract to relieve them of a legitimate obligation under the contract, and no unusual circumstances had occurred, the City reserves the right to take any and

all action under law or equity. Such action shall include, but not be limited to, declaring the Contractor in default and disqualifying him for receiving any business from the City for a stated period of time.

If the City does agree to adjusted costs, these adjusted costs shall not be invoiced to the City until the Contractor receives notice in writing signed by a person authorized to bind the City in such matters.

- 5.17 **ELIGIBILITY:** If applicable, the Contractor must first register with the Department of State of the State of Florida, in accordance with Florida State Statutes, prior to entering into a contract with the City.
- 5.18 **PATENTS AND ROYALTIES:** The Contractor, without exception, shall indemnify and save harmless the City and its employees from liability of any nature and kind, including cost and expenses for or on account of any copyrighted, patented or un-patented invention, process, or article manufactured or used in the performance of the contract, including its use by the City. If the Contractor uses any design, device, or materials covered by letters, patent or copyright, it is mutually agreed and understood without exception that the bid prices shall include all royalties or costs arising from the use of such design, device, or materials in any way involved in the work.
- 5.19 **ASSIGNMENT:** Contractor shall not transfer or assign the performance required by this ITB without the prior written consent of the City. Any award issued pursuant to this ITB, and the monies, which may become due hereunder, are not assignable except with the prior written approval of the City Commission or the City Manager or City Manager's designee, depending on original award approval.
- 5.20 **LITIGATION VENUE:** The parties waive the privilege of venue and agree that all litigation between them in the state courts shall take place in Broward County, Florida and that all litigation between them in the federal courts shall take place in the Southern District in and for the State of Florida.
- 5.21 **LOCATION OF UNDERGROUND FACILITIES:** If the Contractor, for the purpose of responding to this solicitation, requests the location of underground facilities through the Sunshine State One-Call of Florida, Inc. notification system or through any person or entity providing a facility locating service, and underground facilities are marked with paint, stakes or other markings within the City pursuant to such a request, then the Contractor, shall be deemed non-responsive to this solicitation in accordance with Section 2-184(5) of the City of Fort Lauderdale Code of Ordinances.
- 5.22 **PUBLIC RECORDS**

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT PRRCONTRACT@FORTLAUDERDALE.GOV, 954-828-5002, CITY CLERK'S OFFICE, 100 N. ANDREWS AVENUE, FORT LAUDERDALE, FLORIDA 33301.

Contractor shall:

1. Keep and maintain public records that ordinarily and necessarily would be required by the City in order to perform the service.
2. Upon request from the City's custodian of public records, provide the City with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes (2017), as may be amended or revised, or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of this contract if the Contractor does not transfer the records to the City.
4. Upon completion of the Contract, transfer, at no cost, to the City all public records in possession of the Contractor or keep and maintain public records required by the City to perform the service. If the Contractor transfers all public records to the City upon completion of this Contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of this Contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City, upon request from the City's custodian of public records, in a format that is compatible with the information technology systems of the City.

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.

**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

John Ramsay, President & CEO

Print Name and Title

06/08/2018

Date

CONTRACT PAYMENT METHOD BY P-CARD

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.


Please indicate which credit card payment you prefer:

_____ MasterCard

___X___ Visa Card

Company Name: _____CrowderGulf Joint Venture, Inc. _____

John Ramsay _____
Name (Printed)


Signature

06/08/2018 _____
Date

President & CEO _____
Title

CERTIFICATE OF LIABILITY INSURANCEDATE (MM/DD/YY)
8/29/2017**PRODUCER**Point Clear Insurance Services LLC
368 Commercial Park Drive
Fairhope, AL 36532-1910

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

COMPANIES AFFORDING COVERAGE**COMPANY**

A

THE GRAY INSURANCE COMPANY

COMPANY

B

COMPANY

C

COMPANY

D

INSUREDCrowderGulf Joint Venture, Inc.
5435 Business Parkway
Theodore, AL 36582-1675**COVERAGES**

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

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A	GENERAL LIABILITY	XSGL-074306	9/1/2017	9/1/2020	GENERAL AGGREGATE Unlimited
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY				PRODUCTS – COMP/OP AGG \$3,000,000.00
	<input type="checkbox"/> OWNER'S & CONTRACTOR'S PROT				PERSONAL & ADV INJURY \$1,000,000.00
					EACH OCCURRENCE \$1,000,000.00
					FIRE DAMAGE (Any one fire) \$50,000.00
A	AUTOMOBILE LIABILITY	XSAL-075300	9/1/2017	9/1/2020	MED EXP (Any one person) \$5,000.00
	<input checked="" type="checkbox"/> ANY AUTO				COMBINED SINGLE LIMIT \$1,000,000.00
	<input checked="" type="checkbox"/> ALL OWNED AUTOS				BODILY INJURY (Per person)
	<input checked="" type="checkbox"/> SCHEDULED AUTOS				BODILY INJURY (Per accident)
	<input checked="" type="checkbox"/> HIRED AUTOS				PROPERTY DAMAGE
	GARAGE LIABILITY				AUTO ONLY – EA ACCIDENT
	<input type="checkbox"/> ANY AUTO				OTHER THAN AUTO ONLY
					EACH ACCIDENT
					AGGREGATE
A	EXCESS LIABILITY	GXS-043291	9/1/2017	9/1/2018	EACH OCCURRENCE \$4,000,000.00
	<input type="checkbox"/> UMBRELLA FORM				AGGREGATE \$4,000,000.00
	<input checked="" type="checkbox"/> OTHER THAN UMBRELLA FORM				
A	WORKER'S COMPENSATION AND EMPLOYERS' LIABILITY	GWC-071021-FL1	9/1/2017	9/1/2018	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
	THE PROPRIETOR/ PARTNERS/EXECUTIVE OFFICERS ARE: <input checked="" type="checkbox"/> INCL <input type="checkbox"/> EXCL				EL EACH ACCIDENT \$1,000,000.00
					EL DISEASE – POLICY LIMIT \$1,000,000.00
					EL DISEASE – EA EMPLOYEE \$1,000,000.00
	OTHER				

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS

The certificate holder is an additional insured on all policies except Workers' Compensation and is provided a Waiver of Subrogation, all if required by written contract. The above insurance policies shall be primary and noncontributory to any other insurance policies maintained by the certificate holder, if required by written contract.

CERTIFICATE HOLDER

"SAMPLE"

CANCELLATION

In the event of cancellation by The Gray Insurance Company and if required by written contract, 30 days written notice will be given to the Certificate Holder.

AUTHORIZED REPRESENTATIVE


GCF 00 50 01 01 12

THE GRAY INSURANCE COMPANY

THE GRAY INSURANCE COMPANY

The below coverages apply if the corresponding policy number is indicated on the previous page.

A. Commercial General Liability

General Liability Policy Includes:

Blanket Waiver of Subrogation when required by written contract.

Blanket Additional Insured (CGL Form# CG 20 10 11 85) when required by written contract.

Primary Insurance Wording Included when required by written contract.

Broad Form Property Damage Liability including Explosion, Collapse and Underground (XCU).

Premises/Operations

Products/Completed Operations

Contractual Liability

Sudden and Accidental Pollution Liability

Occurrence Form

Personal Injury

"In Rem" Endorsement

Cross Liability

Severability of Interests Provision

"Action Over" Claims

Independent Contractors coverage for work sublet

Vessel Liability - Watercraft exclusion has been modified by the vessels endorsement on scheduled equipment.

General Aggregate applies per project or equivalent.

B. Automobile Liability Policy Includes:

Blanket Waiver of Subrogation when required by written contract.

Blanket Additional Insured when required by written contract.

C. Workers Compensation Policy Includes:

Blanket Waiver of Subrogation when required by written contract.

U.S. Longshoremen's and Harbor Workers Compensation Act Coverage

Outer Continental Shelf Land Act

Jones Act (including Transportation, Wages, Maintenance, and Cure),

Death on the High Seas Act & General Maritime Law.

Maritime Employers Liability Limit: \$1,000,000

Voluntary Compensation Endorsement

Other States Insurance

Alternate Employer/Borrowed Servant Endorsement

"In Rem" Endorsement

Gulf of Mexico Territorial Extension

D. Excess Liability Policy Includes:

Coverage is excess of the Auto Liability, General Liability, Employers Liability, & Maritime Employers Liability policies

Blanket Waiver of Subrogation when required by written contract.

Blanket Additional Insured when required by written contract.



**STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

CONSTRUCTION INDUSTRY LICENSING BOARD
2601 BLAIR STONE ROAD
TALLAHASSEE FL 32399-0783

(850) 487-1395



**STATE OF FLORIDA DEPARTMENT
OF BUSINESS AND PROFESSIONAL
REGULATION**

CGC1522633

ISSUED: 06/04/2018

GENERAL CONTRACTOR
SMALLWOOD, WESLEY BRIAN
CROWDER-GULF JOINT VENTURE, INC.


Signature

LICENSED UNDER CHAPTER 489, FLORIDA STATUTES
EXPIRATION DATE: AUGUST 31, 2020



RICK SCOTT, GOVERNOR

JONATHAN ZACHEM, SECRETARY



**STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

CONSTRUCTION INDUSTRY LICENSING BOARD

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

SMALLWOOD, WESLEY BRIAN

CROWDER-GULF JOINT VENTURE, INC.
5435 BUSINESS PKWY
THEODORE AL 36582

LICENSE NUMBER: CGC1522633

EXPIRATION DATE: AUGUST 31, 2020

Always verify licenses online at MyFloridaLicense.com



Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

CrowderGulf

Disaster Recovery and Debris Management

5435 Business Parkway
Theodore, Alabama 36582

Office: (800) 992-6207
Fax: (251) 451-7433

EQUAL EMPLOYMENT OPPORTUNITY

AFFIRMATIVE ACTION PROGRAM

This company is an equal employment opportunity employer. It is the policy of this company to assure that applicants are employed, and that applicants are treated during employment, without regard to their race, religion, sex, color, national origin, age, disability, veteran status, military obligations, genetic information or any other characteristics protected by law. Such action shall include: employment, upgrading, demotion, transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship, pre-apprenticeship, and/or on-the-job-training.

1. Publication and dissemination of this company's written policy of equal employment opportunity.
 - A. Each employee is informed that we are an equal opportunity employer and where our policy is posted.
 - B. Our policy is reviewed annually, or more frequently if required by contract, with all supervisory personnel.
2. Appointment of Equal Employment Officer charged with the responsibility of securing compliance and advising corporate Officials of progress.
Equal Employment Officer: Mary G. White
Office #: 251-478-6848
Email: hr@crowdergulf.com
3. Notification of all recruitment sources that the company, as an equal opportunity employer, solicits referral of qualified applicants without regard to race, religion, sex, color, national origin, age, disability, veteran status, military obligations, genetic information or any other characteristics protected by law.
4. The upgrading and promotion of employees shall be made based on qualifications and ability without regard to race, religion, sex, color, national origin, age, disability, veteran status, military obligations, genetic information or any other characteristics protected by law.
5. We request from all employees, especially minorities and females, that they refer any qualified friends or relatives to us for employment.
6. All company facilities and activities shall be non-segregated.
7. All Advertisements for employment shall contain the statement, "We are an Equal Opportunity Employer".
8. We continuously monitor, control, evaluate, and obtain feedback in regard to the application of our Equal Employment Opportunity policy at all levels.
9. All personnel activities shall be monitored to ensure that this Equal Employment Opportunity policy is being carried out.
10. CrowderGulf complies with all federal and state laws and regulations regarding Equal Employment Opportunity.
11. In succession to the previous EEO Officer, effective Mary G. White was appointed EEO Officer for the company effective 8/15/2011. Any person who believes he or she has been discriminated against should direct their complaint to Mary G. White.

John Ramsay
President & CEO

Welcome
Kelley JamesUser ID
KJAM188BLast Login
12:27 PM - 11/11/2010 Log Out[Home](#)[My Cases](#)[New Case](#)[View Cases](#)[My Profile](#)[Edit Profile](#)[Change Password](#)[Change Security Questions](#)[My Company](#)[Edit Company Profile](#)[Add New User](#)[View Existing Users](#)[Close Company Account](#)[My Reports](#)[View Reports](#)[My Resources](#)[View Essential Resources](#)[Take Tutorial](#)[View User Manual](#)[Contact Us](#)

Company Information

Company Name: CrowderGulf Joint Venture.

[View / Edit](#)

Company ID Number: 312220

Doing Business As (DBA)
Name:

DUNS Number:

Physical Location:

Address 1: 5435 Business Parkway

Address 2:

City: Theodore

State: AL

Zip Code: 36582

County: MOBILE

Mailing Address:

Address 1:

Address 2:

City:

State:

Zip Code:

Additional Information:

Employer Identification Number: 10826019

Total Number of Employees: 20 to 99

Parent Organization:

Administrator:

Organization Designation:

Employer Category: None of these categories apply

NAICS Code: 562 - WASTE MANAGEMENT AND REMEDIATION SERVICES

[View / Edit](#)

Total Hiring Sites: 1

[View / Edit](#)

Total Points of Contact: 3

[View / Edit](#)

Document A310™ – 2010

Conforms with The American Institute of Architects AIA Document 310

Bid Bond

CONTRACTOR:

(Name, legal status and address)

CrowderGulf Joint Venture, Inc.
5435 Business Parkway
Theodore, AL 36582

SURETY:

(Name, legal status and principal place of business)

Travelers Casualty and Surety Company of America
One Tower Square
Hartford, CT 06183
Mailing Address for Notices

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

OWNER:

(Name, legal status and address)

City of Fort Lauderdale
101 NE 3rd Avenue, Suite 1400
Fort Lauderdale, FL 33301

BOND AMOUNT: \$ 5% Five Percent of Amount Bid

PROJECT:

(Name, location or address, and Project number, if any)

Bid Number: 12149-885
Disaster Debris Removal and Management Services

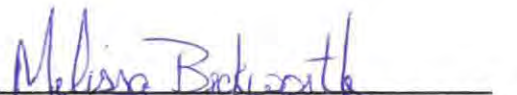
The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this **12th** day of **June, 2018**


(Witness)


(Witness) **Melissa Beckworth, Account Manager**

CrowderGulf Joint Venture, Inc.

(Principal)

(Seal)

By:

(Title)


Sr VP & COO

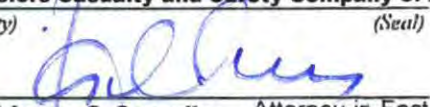
Travelers Casualty and Surety Company of America

(Surety)

(Seal)

By:

(Title)


James C. Congelio, Attorney-in-Fact

Surety Phone No **813-227-4306**



POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No.

231761

Certificate No. 007107875

KNOW ALL MEN BY THESE PRESENTS: That Farmington Casualty Company, St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company are corporations duly organized under the laws of the State of Connecticut, that Fidelity and Guaranty Insurance Company is a corporation duly organized under the laws of the State of Iowa, and that Fidelity and Guaranty Insurance Underwriters, Inc., is a corporation duly organized under the laws of the State of Wisconsin (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint

James N. Congelio, James C. Congelio, and Lenita Wright

of the City of Maitland, State of Florida, their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 26th day of January, 2017.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By:

Robert L. Raney
Robert L. Raney, Senior Vice President

On this the 26th day of January, 2017, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal.
My Commission expires the 30th day of June, 2021.



Marie C. Tetreault
Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

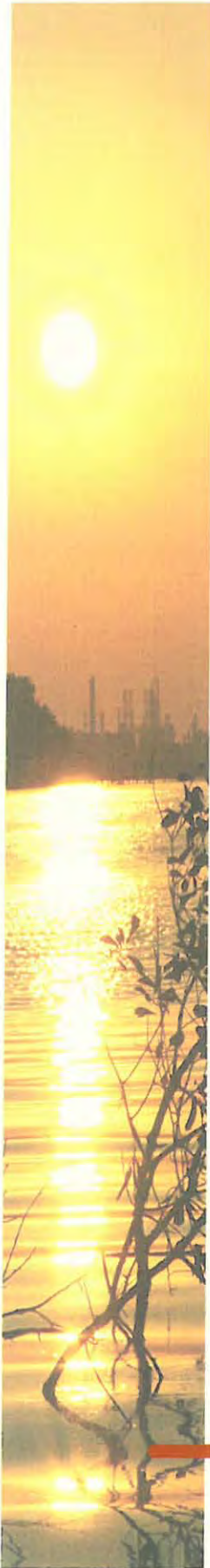
I, Kevin E. Hughes, the undersigned, Assistant Secretary, of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 12th day of June, 2018


Kevin E. Hughes, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at www.travelersbond.com. Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.



Resumes

City of Fort Lauderdale, FL

RFP No. 12149-885 Disaster Debris Removal and Management Services

CAM #18-0923

Exhibit 4

Page 130 of 149

Management Experience

CrowderGulf Disaster Recovery, Theodore AL

Project Manager

2010-Present

Hurricane Irma - 2017 - Florida

Hurricane Harvey - 2017 - Texas

Hurricane Matthew - 2016 - Hilton Head Island, SC

City of Friendswood, TX - 2015 Tornado Debris removal and disposal

Completion Date: 11/9/2015-11/2016 / Current Construction Value: \$140,516

South Carolina DOT - 2015 Storms and Flooding Removal and Disposal

Completion Date: 10/2015-11/2015 / Current Construction Value: \$698,227

Limestone County, AL - 2015 Flooding Waterway Debris Removal

Completion Date: 9/2015 / Current Construction Value: \$60,860

City of Corpus Christi, TX - 2015 Vegetative Removal and Disposal

Completion Date: 7/2015 / Current Construction Value: \$501,795

City of Raleigh, NC - 2015 Ice Storm Debris Removal

Completion Date: 4/2015 / Current Construction Value: \$208,740

City of Raleigh, NC - 2015 Ice Storm Debris Removal

Completion Date: 4/2015 / Current Construction Value: \$208,740

AL Department of Transportation - Drift Waterway Removal in Styx River

Completion Date: 12/2014 / Current Construction Value: \$79,250

Blount County, AL - Debris Removal and Waterway Removal

Completion Date: 7/2014 / Current Construction Value: \$1,401,613

Baldwin County, AL - Dredging of Little Lagoon Pass in Gulf Shores, AL on an as needed basis

- Alabama Department of Transportation (ALDOT)

Completion Date: 12/2013 / Current Construction Value: \$1,284,000

Hurricane Sandy Water Way Debris Removal

Durations: February 2013 – March 2014

- Description: Marine debris removal operation for the New Jersey Department of Environmental Protection, as a result of Hurricane Sandy. Manager over five different debris zones which produced over 100,000 cubic yards of debris and 400,000 cubic yards of sand/silt dredged from the impacted waters. The project also included sonar and survey of 56,000 acres of bays, streams, and rivers;

Project Value: \$58,000,000

2011 Hurricane Irene Recovery, North Carolina & Virginia - Debris removal and reduction after Hurricane Irene

- Edgecombe County, NC

Completion Date: 11/4/2011 / Current Construction Value: \$1,519,737

- City of Rocky Mount, NC

Completion Date: 11/3/2011 / Current Construction Value: \$2,971,515

- Town of Williamston, NC

Completion Date: 9/10/2011 / Current Construction Value: \$129,325

2011 Tornado Recovery, Walker County, AL - Debris removal and reduction after tornado

- USACE mission assigned contract CrowderGulf Prime sub for Phillips & Jordan

Completion Date: 8/2011 / Current Construction Value: \$3,303,475

2010 BP Deep Horizon Oil Spill Recovery Response, Gulf Waters & Beaches, AL, FL, MS -

Oil Spill Response & Recovery, providing management, equipment, materials and personnel to recover, maintain and reclaim gulf coast beach areas

- BP Oil Exploration & Production / O'Brien's Response Management / Orange Beach, AL / Baldwin County, AL / Dauphin Island, AL

Completion Date: 8/20/2010 / Current Construction Value: \$129,390,001

2008 Hurricane Ike Recovery, Texas, Alabama - Debris removal, reduction and disposal after Hurricane Ike

- City of Alvin, TX

Completion Date: 12/18/2008 / Current Construction Value: \$2,485,571

- Galveston County, TX

Completion Date: 9/12/2009 / Current Construction Value: \$84,145,785

- City of League City, TX

Completion Date: 1/10/2009 / Current Construction Value: \$4,108,866

- City of Pearland, TX

Completion Date: 1/23/2009 / Current Construction Value: \$4,638,531

- Texas General Land Office

Completion Date: 2/15/2010 / Current Construction Value: \$27,167,674

- City of Texas City, TX

Completion Date: 10/27/2008 / Current Construction Value: \$3,578,002

CrowderGulf Disaster Recovery, Theodore AL

Field Supervisor

2003-2006

2006 Flood Recovery, New York - Debris removal, reduction and disposal after flooding from storms

- Union Concrete Constructors, Erie & Genesee Counties, NY

Completion Date: 1/7/2007 / Current Construction Value: \$4,480,345

Completion Date: 1/18/2007 / Current Construction Value: \$258,128

2005 Hurricane Wilma Recovery - Debris removal, reduction and disposal after Hurricane Wilma

- City of Pembroke Pines, FL

Completion Date: 1/20/2005 / Current Construction Value: \$11,752,000

- City of West Palm Beach, FL

Completion Date: 1/11/2006 / Current Construction Value: \$3,333,174

- City of Wilton Manors, FL

Completion Date: 10/29/2005-12/9/2005 / Current Construction Value: \$1,706,597

2005 Hurricane Katrina Recovery - Debris removal, reduction and disposal after Hurricane Katrina

- Baldwin County, AL

Completion Date: 3/1/2006 / Current Construction Value: \$3,748,310

- City of Biloxi, MS

Completion Date: 5/23/2007 / Current Construction Value: \$17,395,715

- City of Daphne, AL

Completion Date: 10/10/2005 / Current Construction Value: \$642,000

- City of Gulf Shores, AL

Completion Date: 2/20/2006 / Current Construction Value: \$7,147,306

- Client: Harrison County, MS

Completion Date: 9/11/2005 / Current Construction Value: \$608,369

- Jackson County, MS

Completion Date: 8/31/2006 / Current Construction Value: \$651,266

- City of Pascagoula, MS

Completion Date: 7/31/2010 / Current Construction Value: \$22,535,788

- City of Pembroke Pines, FL

Completion Date: 9/16/2005 / Current Construction Value: \$730,000

2005 Hurricane Dennis Recovery - Debris removal, reduction and disposal after Hurricane Dennis

- Baldwin County, AL

Completion Date: 8/27/2005 / Current Construction Value: \$564,552

2004 Hurricane Ivan Recovery - Debris removal, reduction and disposal after Hurricane Ivan

- State of AL Dept of Conservation & Natural Resources

Completion Date: 12/23/2005 / Current Construction Value: \$4,385,100

- Baldwin County, AL

Completion Date: 4/15/2005 / Current Construction Value: \$33,164,762

- City of Daphne, AL

Completion Date: 10/10/2005 / Current Construction Value: \$296,324

Areas of Expertise

DISASTER RECOVERY SPECIALIST WITH A DEMONSTRATED ABILITY TO PARTICIPATE IN MAINTAINING CLIENT SATISFACTION WITH HIGH LEVELS OF CONFIDENCE AND MULTIFACETED GUIDANCE. SEASONED IN LARGE-SCALE OPERATIONAL PROJECT MANAGEMENT, ALONG WITH A STRONG BACKGROUND IN PLANNING, TRAINING, REPORTING, AND FEMA PUBLIC ASSISTANCE PROGRAM TECHNICAL ASSISTANCE.

Qualifications

- 18+ years experience in disaster recovery, project management, debris management, and the Public Assistance Program
- Working knowledge of all disaster recovery areas with a comprehensive understanding of key functional processes, resources and government guidelines, with an emphasis on resolution of program issues for all categories of work outlined in the FEMA Public Assistance Program
- Strong written and oral communication skills – Developed and presented more than 250 federal, state and local competitively bid proposals for disaster recovery services in preparation of federally declared disasters as determined by FEMA and other governmental agencies
- Seasoned in disaster recovery contracting throughout the country using acquired knowledge of various federal agency disaster recovery programs, along with the programmatic rules and regulations governing their implementation (i.e. FEMA, HUD, USACE, EPA and OFA's)
- Thorough understanding of current disaster recovery planning techniques and technologies as well as the methods used in performing risk and impact analysis - Facilitate training seminars for various levels of federal, state and local governments
- Administer recovery planning and technical services associated with all categories of the FEMA Public Assistance Program, 44 CFR and the Robert T. Stafford Act - Identify points of vulnerability and recommend appropriate recovery strategies
- Demonstrated ability to plan, organize and direct the testing of emergency response, recovery support and area business resumption procedures - Liaison between community, contractors, engineering monitoring firms, federal, state and local officials

Disaster Debris Management Experience and Responsibilities

- Provide positive results in project execution, as well as delivering work profitably for federal, state and local agencies
- Identify points of vulnerability and recommend debris management and reduction strategies
- Coordinate the efforts of teams and team members in the development of recovery procedures
- Analyze environmental and equipment configurations for critical resources and recommend cost efficient and improved backup capabilities
- Assure documentation required for recovery are identified and properly maintained
- Parallel the efforts of teams and team members in different functional areas in the development of procedures in a disaster situation
- Maintain FEMA and other governmental standards and procedures for disaster recovery documentation
- **Partial List of Projects as Project Manager/Senior Project Manager with CrowderGulf**
 2017- 2018 – Hurricane Irma: Ocala, Villages, Tarpon Springs, St. Pete, North Port, Palmetto, Venice & Sarasota County
 2017 - FDEP Waterway Debris Removal Project
 2016 - 2017 - Hurricane Matthew: Flagler County and the Cities of Bunnell, Flagler Beach and Palm Coast, FL
- **Other Debris Management Experience**
 2008 - 2010 - Commonwealth of Kentucky (KYTC) Ice Storms: Ballard, Christian, Grayson, Hart and Logan, Counties, KY
 2007 - 2008 - Buffalo, NY Ice Storm: Erie County, NY
 2005 - 2006 - Hurricane Katrina and Wilma: USACE (LA and MS) and FL
 2004 - Hurricane Charley, Frances, Ivan and Jean: FL
 2003 - Hurricane Isabel / Ice Storm: NC and SC
 2002 - Hurricane Lily: LA
 2001 - Tropical Storm Gabriele: FL
 2000 - Tropical Storm Helene and Leslie: FL
 1999 - 2000 - Hurricane Floyd: NC
 1999 - Oklahoma F5 Tornado: OK

Additional Experience and Skills

- | | |
|--|---------------------------------------|
| ▪ OSHA | ▪ MOT |
| ▪ NIMS (National Incident Management System) 100 / 200 | ▪ IS – 00100, 00200, 00700, and 00800 |
| ▪ Debris Management (G202) | ▪ Post Hurricane Reconstruction |

Education

- **University of Florida** - Gainesville, Florida

Bachelor of Science Degree in Public Relations 1996
 CAM #18-0923
 Exhibit 4
 Resume of Donald J. Madio, Jr.
 Page 12 of 149

Professional Overview

Brian worked as a Project manager in Atlanta, GA for one of the largest general contracting firms in the nation. There he built a strong management foundation and obtained the necessary fundamentals to plan and coordinate with owners, engineers and government officials. Brian has the ability to estimate, propose, contract, coordinate, schedule, manage, budget, document and close-out a project from start to finish. These have proved helpful in the disaster recovery field as shown in the successful performance for the USACE in Joplin, MO and for the State of Virginia after Hurricane Irene, State of New Jersey after Hurricane Sandy and many other disaster debris management projects.

Disaster Debris Management Experience and Responsibilities*CrowderGulf, LLC**2010-Present***Hurricane Harvey (September 2017-February 2018)**

- Regional Manager for the State of Texas after Hurricane Harvey. Oversaw Debris Removal and Recovery Operations for 26 activations resulting in removal of approximately 5.1 Million Cubic Yards of Debris.

Hurricane Matthew (October 2016-Present)

- Project Manager for 46 simultaneous activations for Debris Removal Services

Hurricane Hermine (2016)

- Project Manager for the City of Tallahassee and Leon County, FL

Sever Winter Ice Storms, Flooding and Tornadoes (2015-2016)

- Disaster Debris Removal for various municipalities

Hurricane Sandy (October 2012-March 2013)

- Disaster Debris Removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey
- Conducted damage assessment in New Jersey & New York and generated New Jersey Waterway Debris Management Plans for approval by the New Jersey Department of Environmental Protection
- Coordinated and contracted with local subcontractors, managed waterway debris removal operations inclusive of dredging, submerged debris removal and contaminated debris disposal

Hurricane Irene (August 2011-October 2011)

- Project Manager for debris operations for Virginia after Hurricane Irene hit.
- Managed Newport News, VA, James City County, VA, York County, VA and Williamsburg, VA.
- Managed 4 Debris Sites, reduction sites by grinding and 1 reduction site by burning

Joplin Tornado (June 2011 - September 2011)

- Operations Manager for USACE Mission
- Oversaw all operations for USACE Contract W912DQ-11-C-4024
- Generated all necessary USACE submittals, represented the Prime contractor all Corps coordination meetings
- Conducted daily jobsite inspections and submitted daily QCR reports to the Corps for review and comment
- Managed the 40 acre debris reduction site, operated 3 grinders to meet Corps goals
- Managed the haul out of all reduced debris to final disposal site

J.E. Dunn Southeast dba R.J. Griffin & Company*2006 - 2010*

- Created detailed monthly profit analysis inclusive of cost projections, labor logs, bond logs, material logs, equipment logs and transaction reports for review with the company officers.
- Projected and tracked all labor, equipment, materials and subcontractor cost for the duration of projects.
- Generated purchase orders, subcontracts, owner contracts, bid presentations, owner pay applications and the overall general contractor project schedules.
- Interfaced and communicated with clients regarding project status and coordinated as required to resolve issues with construction, procurement, and/or engineering.
- Participated in the estimating and bid process and successfully managed several projects I helped estimate.
- Led subcontractor scope meetings to negotiate and determine a full scope of work and totally inclusive subcontract price.
- Ran OAC (owner, architect and contractor) meetings to discuss the current status of projects, expected completion dates and up to date changes and cost.
- Acted as onsite Superintendent when necessary and was capable of running a safe and productive jobsite.
- Reviewed and approved all subcontractor pay application, material delivery schedules, shop drawings, submittals and their overall production schedules.

Areas of Expertise

DISASTER RESPONSE; DISASTER RECOVERY; MARINE DEBRIS REMOVAL; LOGISTICS; SCHEDULING; PRESENTATIONS; CLIENT TRAINING

Professional Overview

Over 30 years of successful leadership and management experience with progressively increasing responsibility. A problem solver and innovative thinker who builds and leads winning teams to highly successful outcomes. A versatile leader with superb ability to bring ideas from conception to completion. Produces positive results regardless of the level of pressure. Flexible and adapts to change exceptionally well. Experienced in coaching, motivating, and mentoring others for success. Other key strengths in:

- Leadership and team building experience nationally and internationally.
- High standards of ethics and integrity with a flexible and adaptable approach.
- Highest regard for safe operations and risk management.
- Uniquely trained in planning, assembling, and managing experienced project teams at multi-site operations.
- Outstanding verbal, writing, and presentation skills.

Disaster Debris Management Experience and Responsibilities

CrowderGulf, LLC

2014-Present

Disaster Debris Removal - C&D and Vegetative Debris, Leaners and Hangers, Stumps, Grinding Operations and Disposal, White Goods, E-Waste and HHW

- **Hurricane Irma** September 2017
Regional Project Manager for following Counties and Cities in Florida and Georgia; Nassau Co, Clay Co, Sumter Co, Brevard Co, Glades Co, Okeechobee Co, Lake Co, City of Coleman, and City of Cocoa Beach / Chatham Co, GA and Tybee Island, GA.
- **Hurricane Matthew** October 2016
Senior Project Manager for Hilton Head Island, SC. Handled coordination of debris removal and recovery efforts for 22 individual contracts. Daily meetings with clients and municipalities to update each contract with status.
- **Severe Storms and Flooding** March 2016
Project Manager for Essex County, VA under the VPPSA Contract
- **Severe Storms and Flooding** October 2015
Project Manager for the South Carolina Department of Transportation in Lexington and Richland Counties
- **Ice Storm Pax** February 2014
Southeast Regional Manager for Dorchester County and Berkeley County, SC

Additional Experience and Skills

- **Senior Manager**, (Defense Coordinating Officer) 2010-2014
Federal Emergency Management Agency, Region IV, Atlanta, GA
- **Chief Operating Officer**, (Commander/District Engineer) 2008-2010
Japan Engineer District, Pacific Ocean Division, Tokyo, Japan
- **Strategic Planning Engineer**, (Division Engineer) 2006-2007
1st Cavalry Division, III Corps, Fort Hood, TX
- **Chief Operating Officer**, (Commander) 2002-2006
20th Engineer Battalion, 1st Cavalry Division, III Corps, Fort Hood, TX
- **Chief Facilities Director**. (Chief of Facilities and Logistics) 1999-2002
United States Army European Command, Joint Analysis Center, Molesworth, UK

Education & Professional Affiliations

- Master of Science, Construction Management, University of Florida, Gainesville, FL
- Master of Science, Strategic Studies, United States Army Senior Staff College, Carlisle, PA
- Bachelor of Science, Agricultural Economics, Clemson University, Clemson, SC
- Society of American Military Engineers
- Army Engineer Association
- International Association of Emergency Managers
- NIMS Certification for 100, 200, 700 and 800

Areas of Expertise

DISASTER RESPONSE DEBRIS OPERATIONS; EMERGENCY PLANNING/MANAGEMENT/MARINE DEBRIS CLEAN-UP

Relevant Qualifications

- Sixteen years of management experience in disaster recovery and marine debris.
- Expertise in managing stored vessel reclamation program.
- Assisted in the removal of hazardous substances from the vessels and coordinated their proper disposal.
- Sand removal, sand screening and beach berm construction, including sea oat replacement and right-of-entry program for sand reclamation on private property.
- Facilitated overall daily operations, training and safety programs on equipment for staff and customers.

Disaster Debris Management Experience

CrowderGulf, LLC – Theodore, AL

- **Project Manager -** **2012-Present**
 - Texas – Hurricane Harvey – Aransas, San Patricia, Corpus Christi / 2 Waterways (Aransas & TX GLO) 2017
 - South Carolina - Hurricane Matthew - Hilton Head Island and PUDs (15 Total Activations) 2016
 - Florida - Hurricane Hermine - City of Tallahassee / Leon County (2 Total Activations) 2016
 - Florida - Bayou Texar Dredging - City of Pensacola 2015
 - South Carolina - Storms/Flooding - Richland County 2015
 - New Jersey - Sandy Phase II Marsh Cleanup 2014
 - South Carolina - Ice Storm - Berkeley County 2014
 - North Carolina - Ice Storm Pax - City of Raleigh 2014
 - Alabama - Tornado - Limestone County 2014
 - New Jersey - Super Storm Sandy - Barnegat Bay 2012
 - Alabama - Hurricane Isaac - Dauphin Island 2012
- **Supervisor - Hurricane Isaac** September 2012
 - City of Pascagoula, Ms. - Removal of storm debris from right of ways.
 - City of Biloxi, Ms. - Removal of storm debris from right of ways.
 - City of Orange Beach, AL - Removal of debris from beaches.
 - Walton County FL. - Removal of debris from beaches.
- **Project Manager - BP MC252 Gulf Oil Spill - Baldwin County, AL** May 2010 to February 2012
 Managed up to 800 Hazwoper certified responders. Managed both manual and mechanical removal of oil from all of the beaches in Baldwin Co. Alabama. Attended daily operation meetings with BP, US Coast Guard, Alabama Department of Environmental Management. Attended weekly planning meeting with BP operations to assist with plans for the clean up activities for the State of Alabama. July 2010 was appointed to BP's Waste Management Board, assisted in reducing the use of non recyclable plastic on the response.
- **Supervisor - Hurricane Ike** January 2009 to November 2009
 Supervised removal of wet debris targets identified by sonar from West Galveston Bay, Tiki Island and Omega Bay, Texas. Chanel clean up of Dickinson and League City Texas. Located and removed sunken vessels in the same water ways. Stored vessels and removed all fluids and disposed of vessels. Disposal of vessels in Port Arthur and Orange Texas.
- **Supervisor Strayham Construction - Hurricane Ike** September 2008 to November 2008
 Supervised seven (7) curtain burn pits in Pearland Texas. Reduced by burning over 600,000 cubic yards of vegetative debris.

Certifications

- FEMA Certifications: *IS-00001, IS-00100.b, IS-00134, IS-00200.b, IS-00240.a, IS-00244.a, IS-00700.a, IS-00800.b, 40-Hr HazWoper, 30-Hr OSHA Construction Course*
- US Army Corps Of Engineers: *Construction Quality Management for Contractors #784*

Relevant Qualifications

- Serves as President and Chief Executive Officer.
- More than 40 years of management experience in various capacities, including response and recovery, U.S. Military, construction, lumber, and telecommunications.
- Telecommunications Project Director and Coordinator for complete cell site development (Turnkey, Greenfield locations and Rooftops) for T-Mobile, Pinnacle, DigiPH PCS, OPM-USA / American Towers, BellSouth, Alltel and Ericsson throughout the Southeast.
- Foremost Disaster Debris Contractor to promote recycling of ash as fertilizer for farmland and to export clean woody chips for biomass fuel after Hurricane Isabel.

Experience

CrowderGulf

President/CEO, 1995–present

- Hurricane Irma (2017) & Hurricane Harvey (2017)
- Hurricane Matthew (2016) & Hurricane Hermine (2016)
- Severe Storms, Flooding and Tornado's (2016 & 2015)
- Tornado (2014) & Ice Storms Pax / Ulysses (February 2014)
- Alabama Department of Transportation (ALDOT) 2013, 2014
- Hurricane Isaac (2012) & Hurricane Sandy (2012)
- Hurricane Irene (2011)
- BP Deepwater Horizon Oil Spill (Incident of National Significance (2010 –2011)
- Hurricane Ike (2008–2009)
- Louisiana Department of Wildlife and Fisheries (LDWF)(2007-2008)
- Ice Storms (2006)
- Hurricanes Dennis, Katrina, Rita, Wilma (2005)
- Hurricanes Charley, Frances, Jeanne, Ivan (2004)

Gulf Equipment Corporation, Theodore, AL 36582

Vice President/Project Manager, 1984–present

- Telecommunications Project Director and Coordinator for complete cell site development (Turnkey, Greenfield locations and Rooftops) for T-Mobile, Pinnacle, DigiPH PCS, OPM-USA / American Towers, BellSouth, Alltel and Ericsson throughout the Southeast. Supplied and managed warehouse for Powertel, Black & Veatch, DigiPH PCS and Hargray Wireless in Georgia, Alabama, South Carolina, Florida, and Kentucky.

Matthews Marine and Gulf Equipment Ventures, LLC, Pass Christian, MS

Managing Partner, 2006–present

- Director of Marine Projects including open water and inland waterways; wetlands, drainage canals and ditches.

Delta Exports, Inc., Theodore, AL

President, 1988–1990

- Exported vessel loads of logs and lumber to Turkey and China; and other forest products exported in containers to Europe. Bought and sold land timber and wood chips for domestic markets. Performed extensive studies on the feasibility of exporting pine and hardwood chips from the Gulf of Mexico to Japan. Exported biomass to Italy.

Ernest Manning Construction Company, Pascagoula, MS

President, Part Owner, 1981–1987

- Director of hazardous wastes for superfund clean-up projects in Texas and southeastern states and refinery maintenance for Chevron USA, Pascagoula, Mississippi. Coordinator of trucking of material and site work. Director of Emergency Recovery Work after natural disasters. Projects completed included:

RLT Construction Company, Mobile, AL

President, 1979–1985

- Heavy construction, including construction with Tombigbee Waterway and Joe Poole Lake Dam in Dallas, Texas.

Ramsay Farm, Grand Bay, AL 36541

Independent Farmer, 1963–1985

- Farmed 20,000 acres of soybeans and ran 15,000 head of cattle on winter grazing. Partner in Deep South Auction Company. Business consisted of auctioning land, cattle and equipment (Established business while in college).

U.S. Military

Air Force Reserves, 1963–1967

- Served as Crew Chief (Master Sergeant) on cargo planes.

Education

B.S., Agriculture, Auburn University, 1963

Ashley Ramsay-Naile

Senior Vice President and Chief Operating Officer

Areas of Expertise

DISASTER RESPONSE DEBRIS OPERATIONS; EMERGENCY PLANNING/MANAGEMENT; STRATEGIC PLANNING AND NEGOTIATIONS

Experience

CrowderGulf - Theodore, AL

Senior Vice President and Chief Operational Officer

2011-Present

Disaster Recovery Project Manager & General Manager

2004-2011

- Twenty two years of experience in disaster recovery and management.
- Strategic planning and supervise all administrative functions and personnel.
- Purchasing Manager, procurement and negotiation tactical planning.
- Accounts receivable and accounts payable flow for CrowderGulf's disaster debris projects.
- Manage documentation and records for disaster operations.
- Manage and direct field level disaster debris removal and reduction operations including site management and the supervision of subcontractors and foremen.

Storms

Hurricane's Irma & Harvey (2017)

Hurricane's Matthew & Hermine (2016)

Severe Storms, Flooding & Tornado's (2015-2016)

Beach Cleanup (2016)

Storms, Flooding & Tornado's (2015)

Tornado (2014)

Ice Storms Ulysses (2014)

Ice Storm Pax (2014)

Dredging (ALDOT) 2012

Hurricane Isaac (2012)

Hurricane Sandy (2012-2013)

BP Oil Spill (2010-2012)

Hurricane Irene (2011)

Hurricane Charley (2004)

Hurricane Fran (1996)

Hurricane Erin (1995)

Hurricane Opal (1995)

Hargray Wireless - Hilton Head Island, SC

Property and Construction Manager

1999-2004

Independent Telecommunications Consultant

1997-1999

- Cell Site Development from site identification to zoning. Negotiated lease rates and terms. Coordinated with radio frequency engineer and site design with civil engineers. Procurement of site material. Supervised general contractor. Maintained 100+ existing cell sites and compliance with government agencies. Coordinated with accounting on department budget and worked within budget guidelines. Warehousing and issuing of materials for construction. Managed 25 company-owned towers.

Gulf Equipment Corporation - Theodore, AL

Project Coordinator & Manager Telecommunication Projects

1994-1997

- Managed turnkey cell site projects for Telecommunication construction projects: Sprint, GTE, Nortel, Powertel, BellSouth Mobility, DiGiPH PCS, Hargray Wireless.
- Material procurement. Civil Construction and tower crew coordination. Organization of projects for bidding purposes. Warehousing coordination of deliveries and shipments. Office manager responsible for accounting and invoicing. On site manager and crew foreman. Liaison between Gulf Equipment and elected officials. Public relations between City officials and area residents.

Education & Leadership

- Bachelor of Science, Special Education University of South Alabama, Mobile, AL
- Governor appointed Alabama State Workforce Investment Board.
- Board member of Family Business Instituted at the University of South Carolina.

Areas of Expertise

DISASTER RESPONSE DEBRIS OPERATIONS; TRAINING; EMERGENCY PLANNING/MANAGEMENT; DOCUMENTATION SPECIALIST; PROGRAM RESEARCH AND EVALUATION, TECHNICAL PROPOSAL WRITING

Relevant Qualifications

- Sixteen years of experience in disaster recovery and disaster training projects.
- Designed and developed debris management training for CrowderGulf customers with pre-event contracts (2004-2012).
- Developed, coordinated and/or conducted training sessions for clients in Florida, Texas, North Carolina, South Carolina, Maryland, Virginia, and Louisiana (2004-2012).
- Designed and developed CrowderGulf Project Managers' Training Manual in 2004 and updated yearly.
- Coordinated the set up and staff hiring and training for Debris Management Field Offices in five states (2004-2008).
- Managed documentation flow for CrowderGulf's disaster debris projects (2004-2012).
- Conducted evaluation research after project completion (2004-2012).
- Managed all documentation for and coordination of all Change Orders for two contracts with the Texas General Land Office (GLO), Sand and Beach Contract (2009); Marine Debris Contract (2009-2010).
- Assisted various clients with follow-up documentation for FEMA audits (2006-2012)
- Managed the technical proposal writing team for all pre-event Request for Proposals (2009-2012)

Disaster Debris Management Experience

CrowderGulf

Program Coordinator/Project Supervisor 2003–Present

Hurricane Irma (2017)

- Regional Manager for 61 simultaneous activations throughout Florida

Hurricane Harvey (2017)

- Senior Project Manager for 26 simultaneous activations throughout Texas

Hurricane Matthew, (October 2016-2017)

- *Provided Technical Assistance and managed overall documentation process for 46 simultaneous activations throughout east coast.*

Hurricane Hermine, (2016)

- *Provided Technical Assistance and managed overall documentation process for 2 activations.*

Severe Storms (Flooding & Tornadoes) (2015-2016)

- *Provided Technical Assistance and managed overall documentation process for 14/15 simultaneous activations per year.*

Ice Storm Pax (February 2014 - Present)

- *Provided Technical Assistance and managed overall documentation process for vegetative debris and leaner / hanger removal operations for Dorchester and Berkeley County, SC.*

Hurricane Sandy (October 2012-Present)

- *Disaster Debris Removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey*

Fort Lauderdale FEMA Audit (2010-2012)

- *Technical Assistance with FEMA Audit for 2004-2005*

Hurricane Irene (August 2011-October 2011)

- *Managed the overall documentation and reconciliation process for 21 contracts in North Carolina, four (4) municipalities in Virginia, four (4) contracts with the North Carolina Department of Transportation for the removal of debris on road ways in thirteen North Carolina Counties. These contracts involved working with all municipalities as well as several monitoring companies representing various municipalities.*

Hurricane Ike (2008-2009)

- *Served as the Field Office Operations Manager & Coordinator for Debris Contracts in Texas, including four counties, 21 cities, and the Texas General Land Office (GLO). Set up and trained personnel for three onsite offices in Texas after Hurricane Ike for debris management contracts in three counties and 21 cities. Managed documentation and data management and assisted customers in the field throughout entire operation to ensure FEMA compliance, coordinated with GLO managers and managed all of the documentation, and the reconciling and invoicing for three contracts with GLO (sand debris, marine debris, and sonar contracts).*

Hurricane Rita, Calcasieu Parish, LA (2005)

- *Served as the Field Office Operations Manager for a large debris project in Calcasieu Parish, LA during the 2005 Hurricane season.*

Hurricane Charley Debris Projects (2004)

Hurricane Isabel Debris Projects (2003)

Additional Experience and Skills

- *Intelligent Designs Systems Incorporated, - Program Evaluator, August 2000–November 2003*
- *University of South Alabama, Mobile, AL - Instructor, Special Education Department*
- *Mobile County Public School System - Consulting Teacher 1989, Teacher of students with disabilities 1972-1989*

Education

- National Incident Management System (NIMS) Certified, ICS-100, 200, 700, 800
- Ph.D., Instructional Design and Development, University of South Alabama, 1998
- Masters in Mental Retardation, University of South Alabama, 1977
- Bachelor of Science, Elementary Education, Auburn University, 1967

Training Provided

Designed, developed and conducted debris management training for municipalities in Florida, North Carolina, South Carolina, Virginia, and Texas, from 2004-2009. CrowderGulf offers yearly training for City and County municipalities that have CrowderGulf pre-event debris management contracts in pCAM #18-0923 list of sessions can be provided upon request. Exhibit 4

Raymond "Buddy" Young

Texas Regional Director

Areas of Expertise

DISASTER RESPONSE; DISASTER RECOVERY; COMMAND AND CONTROL; EMERGENCY PLANNING/MANAGEMENT; EMERGENCY OPERATIONS; LOGISTICS; GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Professional Overview

Buddy Young is one of the most knowledgeable people working in the debris management business with firsthand experience in managing major disasters. He served as Regional Director of FEMA Region VI from 1993 – 2001. While in that position, under FEMA Director James Lee Witt, he was Chief Administrator for 133 federally declared disasters and emergencies. He is nationally known and well-respected in the Emergency Management community. As the Director of Debris Operations for CrowderGulf, he has provided management and technical assistance to local and county governments after all major hurricane disasters in the Southeast since 2003. He has served as Senior Project Manager in the field after all major hurricanes since joining CrowderGulf. He has managed all types of debris removal, reduction and disposal operations and special projects such as demolition and marine debris removal. His expertise in emergency management, and especially disaster debris removal, is utilized to provide preparedness training and advise CrowderGulf pre-event clients throughout the year. He has also worked with the Texas A&M Engineering Extension Program as an adjunct instructor to conduct full-scale exercises with local and state agencies in response to incidents of terrorism and natural disasters. He is a current member of the Board of Directors for Disaster Recovery Contractors Association (DRCA) and he is NIMS certified.

Experience

CrowderGulf, LLC

2003-Present

- Hurricane Harvey (2017-2018)
- Hurricane Matthew (2016)
- Severe Winter Ice Storms, Flooding & Tornadoes (2015-2016)
- Hurricane Sandy (October 2012-Present)
- Hurricane Irene (August 2011-October 2011)
- Hurricane Ike (September 2008–2010)
- Hurricane Rita (2005-2006)
- Hurricanes Charley, Frances, Jeanne, and Ivan (2004-2005)

Texas A&M Engineering Extension Program, College Station, Texas Adjunct Instructor

2001-2004

FEMA, Region VI Regional Director

1993–2001

Arkansas State Police, Little Rock, Arkansas Director of Security for State

1983-1993

Training

From 2004-2012, provided yearly training for city and county municipalities that have CrowderGulf pre-event debris management contracts in place. Yearly debris management training sessions include municipalities in Florida, North Carolina, South Carolina, Virginia, and Texas. A detailed list of sessions can be provided upon request.

Certifications and Training

- National Incident Management System, IS-100, 200, 700, 800
- Principles of Emergency Management, IS-230
- Leadership and Influence, IS-240
- Decision Making and Problem Solving, IS-241
- Effective Communications, IS-242
- Introduction to the Public Assistance Process, IS-630
- Introduction to Debris Operation and FEMA Public Assistance Program, IS-632
- EOC Management and Operations, G-275
- Disaster Response and Recovery Operation, G-385
- Rapid Response Team Orientation, G-635

Education

Graduate of Keeler Polygraph Institute, Chicago, IL, 1976

Graduate of National FBI Academy, Quantico, VA, 1972

Graduate of Arkansas State Police Academy, Camden, AR, 1968

Approximately 100 hours of Coursework in Criminal Justice at the following:

- Certificate of Public Administration, University of Arkansas, Little Rock, AR, 1976
- Arkansas State University, Jonesboro, AR, 1973
- University of Virginia, Richmond, VA, 1972
- Arkansas Tech, Russellville, AR, 1962-1963
- University of Arkansas, Fayetteville, AR, 1968

Gary Evans Jones

FEMA Specialist and Technical Assistance Manager

Satellite Office: 5011 Golden Circle - Denton, TX 76208 - (904) 206-4021

Experience

CrowderGulf Technical Assistance Manager and FEMA Specialist

2012-Present

Federal Emergency Management Agency – Region 6

Deputy Regional Director

1994-December 31, 2011

Served as Deputy Regional Director for 17 years of the 28 years with FEMA Region 6. During those 17 years as Deputy, also served as Acting Regional Director for 4 of those 17 years. Responsible for administration of emergency management programs in the FEMA Region 6 states of Arkansas, Louisiana, New Mexico, Oklahoma, and Texas. Also, responsible for oversight and implementation of response and recovery operations for presidentially declared disasters in the five-state region.

Federal Emergency Management Agency – Region 6

Technological Hazards Branch Chief

1983-1994

Joined FEMA Region 6 in 1983 and served as a Branch Chief managing several Technological Hazards Branch programs to include Radiological Emergency Management Preparedness, Radiological Defense, Hazardous Materials, Earthquake Preparedness, Hurricane Preparedness, Dam Safety and the Chemical Stockpile Emergency Preparedness programs.

US Public Health Service Physician Recruitment Coordinator

1977-1983

Responsible for recruiting doctors, dentists and nurse practitioners for rural communities in Arkansas that were federally designated as medically underserved.

Director, Arkansas Emergency Medical Services Program

Arkansas Department of Health

1974-1977

Responsible for administration and implementation of state-wide regulations for Ambulance Services and training certification of EMTs and Paramedics.

Other Leadership Roles

Served as designated **Federal Coordinating Officer** for **Hurricane Katrina, Rita and Georges**. Provided executive leadership to over 300 federally declared disasters including **Hurricane Andrew, Oklahoma City bombing, Columbia Space Shuttle and Tropical Storm Allison**.

Education

Master's Degree in Public Health Administration

Tulane University

Bachelor's Degree in Education

University of Arkansas

References

James Lee Witt

Chairman of the Board

Witt and Obrien Associates

571-233-3135

Nim Kidd

State of Texas Emergency Management Director

Department of Public Safety

512-424-2443

Experience

CrowderGulf

Emergency Management and Training Specialist

May 2006–Present

- **Hurricane Irma (2017)**
Regional Manager for 61 simultaneous activations throughout Florida
- **Hurricane Harvey (2017)**
Senior Project Manager for 26 simultaneous activations throughout Texas
- **Hurricane Matthew (October 2016-2017)**
Senior Project Manager for 46 simultaneous activations throughout east coast
- **Hurricane Hermine (2016)**
Senior Project Manager for the City of Tallahassee and Leon County, FL
- **Severe Storms (Flooding & Tornadoes) (2015-2016)**
Senior Project Manager for for 14/15 simultaneous activations per year
- **Ice Storm Pax (February 2014 – May 2014)**
Served as Senior Project Manager for Dorechester County and Berkeley County, South Carolina
Disaster Debris Removal - Vegetative Debris, Leaners and Hangers, Grinding Operations and Disposal
- **Hurricane Sandy (October 2012-December 2013)**
Disaster Debris Removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey
- **Hurricane Isaac (August 2012)**
Served as the Project Manager for all four activations due to Hurricane Isaac in Mississippi
- **Hurricane Irene (August 2011 – October 2011)**
Served as the Senior Project Manager for all 21 activations due to Hurricane Irene in North Carolina
- **Hurricane Ike (September 2008–November 2009)**
This contract called for the management, surveying, collection, reduction, and disposal of debris in the aftermath of Hurricane Ike in 2008
 - Senior Project Manager for Hurricane Ike in Texas for Galveston County debris recovery work including all of Bolivar Peninsula
 - Project Manager for Wildlife and Fisheries contract for waterway cleanup in Texas cities
 - Project Manager for Texas General Land Office (GLO) Contract for Beach Restoration on Bolivar and other Galveston County Beaches
 - Managed Debris operations during the recovery from the storm
 - Performed duties as senior quality control and safety coordinator for debris operations
 - Served as a trainer for company field supervisor, counties personnel and subcontractors

Internal Training for Crowder Gulf

- Debris Management Operations Trainer for CrowderGulf clients in Florida, NC, SC and Virginia
- Served as a consultant on Debris Management Plan development for CrowderGulf clients in Florida, South Carolina and Maryland in 2006 through 2009

Lee County, Florida Emergency Management, Fort Myers, FL

Chief of Operations

2001–2006

Chief of Planning

2000–2001

- Responsible for daily operations of the Emergency Operations Center and multi-agency emergency coordination in response to storms, fires, hazardous materials releases and police emergencies.
- Some major activities during period include the response to Tropical Storm Gabrielle 2001, Natural Gas pipeline rupture 2003, Hurricane Charley 2004 (Landfall in Lee County), Hurricane Ivan 2004, Hurricane Katrina 2005, Hurricane Wilma 2005
- Responsible for the County Emergency Management Plan (CEMP), the public outreach program for Emergency Management and preparation of the daily Incident Action Plan during emergency activations of the Emergency Operations Center.
- Major activities during this period included County Brush Fires in 2000, the Spring Floods of 2001, and the County Response to Terrorist Threat from 9-11 attack

United State Army (Colonel, Retired)

1968 – 1998

Served in multiple command and staff positions through the grade of Colonel

Areas of Expertise

DISASTER RESPONSE; DISASTER RECOVERY; ESTIMATING; MARINE DEBRIS REMOVAL; LOGISTICS; SCHEDULING; PRESENTATIONS; CLIENT TRAINING

Professional Overview

Reid started his career with CrowderGulf in 2010, as the Senior Project Manager (PM) for the BP Oil Spill. As PM, he has been responsible for managing over 1200 people and 400 pieces of equipment. Managing several projects at once is Reid's strong point and the BP project has consisted of simultaneously managing more than eight different major projects within the Area of Responsibility (AOR) for the BP Oil Spill operation. These projects ranged from sand screening, dredging, and vessel operations, to side scan sonar work. All projects have cumulatively exceeded \$130 million in invoicing and total project cost. Reid worked as a project manager for a commercial construction company in Atlanta, Georgia, prior to choosing to return to the Gulf Coast. The time spent in Atlanta gave him vast knowledge in management, estimating, schedule and budget supervision.

Experience

CrowderGulf, LLC

2010 - present

Direct manager of multiple project managers and respected projects, analyzing of contract requirements, profit/losses estimates (Daily and Monthly), and scheduling for over \$140 million in projects. Managed operations consisting of 1200 response personnel and over 600 pieces of equipment. Highly involved in and conducting business development. Conducted quarterly performance reviews for clients, company growth, and quality control. Qualified Individual for company general contractors license. Perform technical writing used in RFP responses and presentations. Look for new opportunities for future work and expanding markets. Perform business models for expanding and growth of current company. Assesses new and current projects to create estimates. Managed safety program along with insuring that safety and operations coincided. Maintained a company Safety TRIR of less than 2.0 for the past three years. Handle HR concerns, personnel consulting, and legal matters. Organize and conduct weekly progress meetings among management. Manage subcontractors from all aspects including: Insurance, billing, subcontracts, and performance. Started sites from the ground up with facilities, personnel, and equipment. Negotiate contract terms, review, and executed client contracts.

Hurricane Irma

2017

- 61 simultaneous activations throughout Florida

Hurricane Harvey

2017

- 26 simultaneous activations throughout Texas

Hurricane Matthew, Senior Project Manager

October 2016-2017

- 46 Simultaneous Activations for Disaster Debris Removal Services along the East Coast

Hurricane Hermine, Senior Project Manager

2016

- Disaster Debris Removal Services in the Tallahassee

Sever Storms (Ice, Flood & Tornados), Senior Project Manager

2015-2016

- 14/15 Simultaneous activations per year

Ice Storms (Pax & Ulysses) Severe Storms (Flood & Tornados)

2014

- Various Disaster Debris Cleanup for several Municipalities

Hurricane Sandy, Senior Project Manager

October 2012-2014

- Disaster Debris Removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey

Deep Horizon Oil Spill

July 2010-March 2012

Senior Project Manager over the BP oil response for the entire state of Alabama.

- Alabama AOR BP Response - Direct Manager of different sites and project managers and equipment including marine operations and heavy equipment. Project included sand screening operation. Alabama coast was excavated, screened, and placed back, resulting in the screening of approximately four million cubic yards of sand with 200 pieces of equipment, and 480 operators and personnel. This process had never been performed before to remove oil material from sand.

Choate Construction Company

June 2007 - June 2010

Collaborates on the design, engineering, presentation, and project management of over \$45 million in new project development and completion. Assistant Project Manager of various commercial construction projects ranging from \$4 to \$20 MM.

Education

- Bachelor of Science in Aerospace Engineering

Auburn University 2007

Certifications and Training

- NASCLA Accredited (National Association of State Contractors Licensing)
- General Contracting licenses Alabama, Virginia, Louisiana, Mississippi, Georgia and South Carolina
- HAZWOPER 40 Hour and 8 Hour refresher; OSHA 30 and 10 Hour refresher
- National Incident Management System ICS-100, 200, 300, 400, 241, 242, 632, 700, 702, 800, 810, 901 and 1900
- LEED AP (Leadership in Energy and Environmental Design Accredited Professional)

Areas of Expertise

DISASTER PREPAREDNESS, RESPONSE AND RECOVERY OPERATIONS; EMERGENCY MANAGEMENT AND FEMA PROGRAMS AND POLICY, PROPOSAL DEVELOPMENT, CONTRACTS MANAGEMENT; LOGISTICS; SCHEDULING; PRESENTATIONS; CLIENT TRAINING

Qualifications

- Project Manager CrowderGulf Debris Operations since 2011
- Certified Local Emergency Manager (CLEM - State of Alabama)
- Advanced Level Certification in Emergency Management (ALEM)
- NIMS 300 and 400 Level Instructor

Disaster Debris Management Experience and Responsibilities

CrowderGulf, LLC

Project Manager and Emergency Management Specialist

August 2011- Present

Project Manager and company representative for pre-event clients. Provide daily support for the Disaster Assistance Office in the form of accounts management. Performed technical writing and review of proposals for pre-event contracts. Assisted the company by attending pre-bid meetings participation in marketing presentations to perspective clients. Provided assistance to client on FEMA Public Assistance Program policy. Provided support to Regional Project Manager and served as government liaison to clients.

Hurricane Harvey

September 2017

- Project Manager and government liaison to Texas clients in League City.

Hurricane Matthew

October 2016

- Project Manager and government liaison to Georgia clients in Liberty County.

Ice Storm Pax

February 2014

- Emergency Management Specialist and Government Liaison to Berkeley County, SC. Provided information and assistance on debris related issues and assisted with compiling documentation for eligible reimbursement activities.

Hurricane Irene

August 2011-October 2011

- Emergency Management Specialist and Government Liaison to 6 Counties in NC. Provided information and assistance resolving debris related issues as it relates to FEMA 325 guidelines, Disaster Specific Policies and the Robert T. Stafford Disaster Relief Act. Assisted clients in compiling documentation for eligible reimbursement activities, provided debris management training and updates on policy changes. Worked with clients to Conduct After Action Follow up meetings with staff regarding disaster specific policies and protocols.

Additional Experience and Skills

Emergency Management Director

2000-2010

Disaster Public Information Officer and Administrative Assistant to the County Engineer

1994-2000

Regional Marketing Director and Account Manager for VideoCart, Inc.

1992-1993

Training Provided

Provides yearly training for City and County Government employees that have CrowderGulf pre-event debris management contracts in place. A detailed list of sessions can be provided upon request.

Certifications and Training

- USACE Construction Quality Management
- National Incident Management System, IS-100, 200, 700, 800
- National Incident Management System 300 &400 Instructor
- Advanced Level Certification/Emergency Management (ALEM)
- Certified/Licensed Emergency Manager (CLEM)
- CPR & Blood Pathogens

Education

- Bachelor of Arts and Science Degree - Radford University, Radford, Virginia

1991

Areas of Expertise

DISASTER RESPONSE DEBRIS OPERATIONS SAFETY; EMERGENCY PLANNING/MANAGEMENT; SAFETY PLANNING AND POLICY IMPLEMENTATION

Certifications

- FEMA NIMS: ICS 100, ICS 200, ICS 300, ICS 400, ICS 700, ICS 800, ICS 240
- U.S.A.C.E Construction Quality Management
- U.S.A.C.E. 385-1-1 40 hour
- 40 Hour Hazwoper Certificate & Instructor
- SONS & TWIC
- OSHA 10 Hour General Industry
- OSHA 30 Construction
- OSHA 510 & 500
- Asbestos Supervisor and Refresher
- Asbestos Inspector and Refresher
- Leadership & Influence
- DOT Supervisor
- Root Cause and Incident Training

Disaster Debris Management Experience

CrowderGulf

May 2010-Present

Health & Safety Manager

- Reviewed, evaluated, and analyzed work environments, design programs and procedures to control, eliminate, and prevent disease or injury caused by chemical, physical, and biological agents in the arena of environmental safety, marine operations, and general site safety.
- Created and implemented safety procedure and policy, as well as created all original safety plans specifically pertaining to the individual job or project; conducted inspections and enforced adherence to laws and regulations.
- Held daily safety meetings concerning various topics of personnel safety and training.
- Monitored the JSA process, including storage both physically and electronically and all forms of documentation and document preservation.
- Followed through with incident investigation to ensure that all required policies were followed. Trained, motivated and managed team of up to 16 safety observers.
- Aggressively case managed all cases of injury. Adjunct Hazwoper instructor for over 240 employees'.
- Issued permit to work, lift permits, hot-work permits, LO/TO program and ground disturbance permits.

2017 Hurricane Harvey and Irma

Disaster Debris Removal and Recovery Services in over 100 simultaneous activations from Texas to Florida.

2016 Hurricane Matthew and Hermine

Disaster Debris Removal and Recovery Services in over 46 simultaneous activations along the East Coast.

2014, 2015, 2016 Severe Storms (Flooding & Tornadoes)

Disaster Debris Removal and Recovery Services in over 30 activations over 3 years at various municipalities.

2012 Hurricane Sandy Cleanup

Debris removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey.

2012 Hurricane Isaac Cleanup

Debris removal and reduction after Hurricane Isaac for the cities of Pascagoula, Gulf Port, and Biloxi in Mississippi with no first aid or OSHA recordable incidents.

2011 Hurricane Irene Recovery, North Carolina & Virginia

Debris removal and reduction after Hurricane Irene for over 20 municipalities in the North Carolina and Virginia area with no first aid or OSHA recordable incidents.

2011 Tornado Recovery, Walker County, AL

Debris removal and reduction after several tornados devastated north Alabama with no first aid or OSHA recordable incidents.

2010 BP Deep Horizon Oil Spill Recovery Response, Gulf Waters & Beaches, AL, FL, MS

Oil Spill Response & Recovery, providing management, equipment, materials and personnel to recover, maintain and reclaim gulf coast beach areas; BP Oil Exploration & Production/ O'Brien's Response Management/ Orange Beach, AL/ Baldwin County, AL/ Dauphin Island, AL

Additional Related Experience and Skills

Sales/Acting Branch Manager - Arrow Equipment/United Rentals - Chicago, IL

2001 to 2002

Safety Manager - Rite Way Masonry - Chicago, IL

1995 to 2001

Education

- A.A. Concentration Organizational Management
- B.A. Occupational Health and Safety

Indian River State College, Ft. Pierce, Florida
Columbia Southern, Gulf Shores, Alabama

Areas of Expertise

Disaster Recovery Debris Operations; Contract Management; Logistics Coordination, Client Relations; Strategic Planning

Before joining the CrowderGulf team, Andrew worked as an Account Manager for a third party logistics provider in Chattanooga, TN. In this position, he managed multiple high volume logistics accounts for customers in the construction and steel industries. The cradle-to-grave business model of this company allowed Andrew to oversee all aspects of his accounts, giving him valuable knowledge in the many areas of project management. Andrew has most recently been involved in debris removal operations in the Corpus Christi, TX area in response to Hurricane Harvey.

Disaster Debris Management Experience

CrowderGulf - Theodore, AL

Project Manager, December 2017- Present

- Projects: 2017 - Hurricane Harvey - Corpus Christi, TX
2010 - BP Oil Spill - Alabama Gulf Coast
2008 - Hurricane Ike (Tropical Cyclone) - Bolivar Peninsula, TX
- Managed haul out operations of vegetative debris mulch.
- Communicated with City and County officials, as well as the monitoring company and sub contracted trucking companies in order to ensure a continuous flow of debris trucks from the CrowderGulf DMS site to the City Landfill.
- Successfully completed the haul out of 70,000 cubic yards of vegetative mulch.
- Assisted in moving various equipment resources.
- Assisted with site maintenance (cut the grass, fixed fencing, etc...)

Gulf Equipment Corporation; Theodore, AL

Account Manager, June 2011

- Worked on tower crew on various tower build sites and construction in MS, TN, GA and FL.

Experience

Max Trans Logistics; Chattanooga, TN

Account Manager, August 2016- November 2017

- Managed logistics operations for multiple high volume customer accounts
- Was responsible for over \$75,000 in freight spend per month for customers in the construction, steel, textile, and automotive industries.
- Successfully bid on numerous logistics projects using various databases to gather accurate rates.
- Generated new business through customer development.
- Added multiple new customer accounts worth \$96,000 per year in profit margin.

Max Trans Logistics; Chattanooga, TN

Logistics Coordinator, May 2016- August 2016

- Assisted Account Managers and ensured that operations ran smoothly.
- Communicated with truck drivers, shipping managers, and other team members effectively.
- Tracked shipments and ensured that drivers were on schedule and had all proper equipment.
- Generated regular reports using Microsoft Excel and McCloud software.
- Performed various accounting duties such as tracking unbilled orders.

Auburn University ; Port of Catania (Sicily, Italy)

Project Management Consultant, May 2015-July 2015

- Worked as an intern with a team of 6 students to solve various problems that plagued the port.
- Developed a solution plan that would allow for an increase in port traffic while maintaining safe and efficient operations.
- Performed a supply chain and marketing audit of port operations.
- Presented findings to the Port Authority Officials.
- Traveled through 4 countries in Europe thereby strengthening interpersonal communication skills and broadening understanding of international business operations.

Additional Experience and Skills

- OSHA
- NIMS (National Incident Management System) IS-100 /IS-700

Education

- Auburn University - Auburn, Alabama

Bachelor of Science Degree in Business Administration (BSBA)

Major: Supply Chain Management/Logistics; Minor: Marketing

CAM #18-0923

Exhibit 4

Resume of Andrew Sprinkle

Areas of Expertise

DISASTER RESPONSE DEBRIS OPERATIONS; EMERGENCY PLANNING/MANAGEMENT; STRATEGIC PLANNING AND NEGOTIATIONS; CONTRACTS MANAGEMENT

Relevant Qualifications

- Over 10 years of experience in disaster recovery and management.
- Logistics, strategic planning, procurement and negotiation tactical planning.

Disaster Debris Management Experience

CrowderGulf

2004-Present

Contracts and Logistical Manager for Disaster Operations

- Ensure all pre-positioned equipment and supplies are deployed and ready
- Research and evaluate logistical systems and processes for incorporation into CrowderGulf's procedures
- Maintain CrowderGulf communication systems
- Maintain "Quick Kits" for immediate deployment
- Prepare and update logistical plans and procedures
- Manage and maintain warehousing, equipment and supplies

Disaster Experience

- | | |
|---|------|
| • Hurricane Irma , Contracts & Logistics Manager (61 Total Activations) | 2017 |
| • Hurricane Harvey , Contracts & Logistics Manager (26 Total Activations) | 2017 |
| • Hurricane Matthew , Contracts & Logistics Manager (46 Total Activations) | 2016 |
| • Hurricane Hermine , Contracts & Logistics Manager (2 Total Activations) | 2016 |
| • Severe Storms & Flooding , Contracts & Logistics Manager | 2014 |
| • Hurricane Isaac , Contracts & Logistics Manager | 2012 |
| • Hurricane Irene , Contracts & Logistics Manager | 2011 |
| • Deepwater Horizon Oil Spill , Contracts & Logistics Manager | 2010 |
| • Hurricane Gustav & Ike , Contracts & Logistics Manager | 2008 |
| • Hurricane Katrina, Wilma & Rita , Logistics Manager | 2005 |
| • Hurricane Charley , Field Manager in Volusia County, FL | 2004 |

Additional Experience and Skills

Gulf Equipment Corporation

Contractor

1999-2000

- Site preparation and installation of tower, grounding systems and equipment

Education/Military

- | | |
|--|-----------|
| ▪ University of South Carolina | 2000-2003 |
| ▪ U. S. Army - 12B Combat Engineer | 1995-1998 |
| <i>Placement and removal of explosives and obstacles</i> | |

Amber Ramsay

Public/Community Relations and Marketing Manager

Areas of Expertise

DISASTER RESPONSE DEBRIS OPERATIONS; EMERGENCY PLANNING/MANAGEMENT; STRATEGIC PLANNING AND NEGOTIATIONS

Relevant Qualifications

- Almost 20 years of experience in disaster recovery and marketing.

Disaster Debris Management Experience

CrowderGulf

1999-Present

Community Relations/Media Manager

- Liaison between CrowderGulf Project Managers in the field and US Army Corp of Engineers, elected officials, public works directors, the incident commander at the EOC (Emergency Operations Center) and clients
- Coordinate directly with PIO (Public Information Office) to manage release of information pertaining to debris recovery operations
- Assist in preparing media releases regarding debris segregation and scheduling
- Facilitate information flow to CrowderGulf Project Managers regarding FEMA eligibility criteria
- Establish and manage Community Debris Hotline
- Manage CrowderGulf's Damage Claim Program
- Conduct annual training for clients with existing contracts
- Represent CrowderGulf at national, regional and state professional conferences and seminars
- Participate in continuing education conferences pertaining to debris management

Hurricane Irma (2017)

- 61 Simultaneous Activations in FL

Hurricane Harvey (2017)

- 26 Simultaneous Activations in TX

Hurricane Matthew (2016)

- 46 Simultaneous Activations in SC

Hurricane Hermine (2016)

- City of Tallahassee, FL
- Leon County, FL

Winter Storms, Flooding & Tornado (2015/16))

- Various Disaster Debris Removal

Sandy (2012-2013)

- NJ Disaster Debris & Waterway Clean-up

BP Horizon Oil Spill (2010-2012)

- Baldwin County, FL
- City of Gulf Shores, AL
- City of Orange Beach, AL

New York State Ice Storm (2006)

Hurricane Rita (2005)

- US Army Corp of Engineers Contract
 - Calcasieu Parish, LA
 - City of Lake Charles, LA

Hurricane Katrina (2005)

- Pascagoula, MS

Hurricane Ivan (2004)

- Pascagoula, MS

Hurricane Charley (2004)

- Lee County, FL
- Town of Ft. Myers Beach, FL
- City of Ft. Myers, FL
- Sanibel Island, FL
- Captiva Island, FL

Hurricane Charley Debris Projects (2004)

- Volusia County, FL
- City of Palm Coast, FL
- City of Edgewater, FL

Hurricane Fran Debris Project (1996)

- City of Wilson, NC

Hurricane Erin Debris Project (1995)

- City of Pensacola, FL

Hurricane Opal Debris Projects (1995)

- Panama City, FL
- Bay County, FL

Education

- Bachelor of Science

Auburn University, Auburn, AL

Certifications

- NIMS Certified
- FEMA...

Gina Walley

Accounts Receivable Manager/Documentation Specialist

Areas of Expertise

DOCUMENTATION SPECIALIST; DATA ANALYSIS SPECIALIST; ACCOUNTS RECEIVABLE MANAGER; DATABASE MANAGER

Relevant Qualifications & Experience

2004 THROUGH PRESENT

DOCUMENTATION SPECIALIST

- Documentation management - Ensure that there is accurate and ample documents that record the work completed
- Historical data preservation and experience for proposals - Provide tables and charts with accurate figures from historical work completed to display CrowderGulf's accomplished work

DATA ANALYSIS SPECIALIST

- Data analysis - Review data for accuracy and capturing the information needed as directed by the contract
- Audit assistance and investigation - Assist and provide Client's needed documentation and analysis reports to respond to questions in an audit

ACCOUNTS RECEIVABLE MANAGER

- Invoicing clients from reconciled data - Create accurate invoices from Client preferences and contract specifics
- Client and Client representative relations for reconciliation and documentation - Work with Clients and their representatives to reconcile data at the satisfaction of the Client and their timeline

STORM RELATED EXPERIENCE (PARTIAL LISTING)

2014 Severe Storms	>46 invoices reconciled & generated
2014 Ice Storm Pax, Ulysses	>24 invoices reconciled & generated
2012 Hurricane Sandy	>80 invoices reconciled & generated
2012 Hurricane Isaac	>16 invoices reconciled & generated
2011 Hurricane Irene	>153 invoices reconciled & generated
2011 Tornado Recovery	>63 invoices reconciled & generated
2008 Hurricane Ike	>2,350 invoices reconciled & generated
2005 Hurricane Wilma	>33 invoices reconciled & generated
2005 Hurricane Rita	>18 invoices reconciled & generated
2005 Hurricane Katrina	>186 invoices reconciled & generated

DATABASE MANAGER

- Database development, creation and management
 - Assisted in development of innovative database that assist in more accurate accounting of data
 - Create a database specific to each Client's needs and to the needs the event requires
- Contract knowledge as it pertains to documentation, pricing line items and invoicing
 - Review each project contract as to the specific requirements of the scope of work and define on a project basis the best process to capture the required data

DATABASE MANAGEMENT (PARTIAL LISTING)

2014 Severe Storms	12 databases created & managed
2014 Ice Storm Pax, Ulysses	7 databases created & managed
2012 Hurricane Sandy	3 databases created & managed
2012 Hurricane Isaac	6 databases created & managed
2011 Hurricane Irene	29 databases created & managed
2011 Tornado Recovery	8 databases created & managed
2008 Hurricane Ike	100 databases created & managed
2005 Hurricane Wilma	33 databases created & managed
2005 Hurricane Rita	18 databases managed
2005 Hurricane Katrina	49 databases managed

Education

- ❖ University of Southern Mississippi, Paralegal Studies
- ❖ Remington College, Electronics & Computer Engineering Technology
- ❖ Faulkner State Community College, Undergraduate Studies

Areas of Expertise

SUBCONTRACTS; MINORITY AND DISADVANTAGED BUSINESS INVOLVEMENT; RFP PREPARATION

Relevant Qualifications

- Ten years of experience in disaster recovery and management.
- Strong legal background
- Nine years proposal preparation
- Managed subcontractor activations over various simultaneous events for CrowderGulf's disaster debris projects.

Disaster Debris Management Experience

CrowderGulf

2008-Present

Subcontractor S/MBE Manager

- Subcontract execution during activations.
- Manage subcontractor compliance with all state and federal requirements.
- Develop and implement Company SMBE utilization plan.
- Continually solicit local subcontractors and MBEs during and after the bidding process to maintain client goals.
- Assist in Proposal organization and review.

Contract Analyst/Administrator

2006-2008

- Assist in Pre-Event Request for Proposal preparation and overviews of all existing contracts
- Accounts receivable/payable oversight.
- Manage Subcontractor Database

Data Management Analyst/Specialist

2005-2006

- Managed and maintained debris area databases, while organizing all debris ticketing and field certifications
- Implemented deductive reasoning and problem solving with field errors
- Maintained and analyzed all reconciliation records for the various debris locations
- Performed investigations into all discrepancies over payroll and hauling of Subcontractors
- Prepared final reconciliations between Municipalities and Subcontractors invoices for weekending payrolls

Activations Worked:

Hurricane Irma (2017)

61 Activations throughout Florida

Hurricane Harvey (2017)

26 Activations throughout Texas

Hurricane Matthew (2016)

46 Activations throughout the East Coast

Hurricane Hermine (2016)

2 Activations in Florida

Sever Storms, Flooding & Tornados (2015/16)

Debris Removal Services for various municipalities

Ice Storms Pax and Ulysses (2014)

3 Activations over North and South Carolina

Hurricane Sandy Debris Projects (2012/13)

2 activations for Kitty Hawk, NC and the State of New Jersey

Hurricane Isaac Debris Projects (2012)

9 activations over 3 States

BP Oil Spill (2010/12)

1,200 People and 700 pieces of equipment
Baldwin County, Town of Dauphin Island,
Cities of Gulf Shores & Orange Beach, AL

Tornadoes April and May Outbreak (2011)

Various activations over Alabama, Missouri and Florida

Hurricane Irene Debris Projects (2011)

24 activations over North Carolina and Virginia; Six additionally awarded

Hurricane Ike Debris Projects (2008)

36 activations over 3 states with over 200 Subcontractors activated

Hurricanes Katrina, Rita & Wilma (2005)

56 Activations over 5 states activating over 500 subcontractors for Debris Projects

Education

- Bachelor of Science, Marketing/Minor in Mathematics
- Associates Degree, General Studies

University of Alabama, Tuscaloosa, AL
Faulkner State Community College, Bay Minette, AL