PROPOSAL FOR DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES RFP # 12149-885







City of Fort Lauderdale, Florida

City Hall, Procurement Services Division 100 N. Andrews Avenue, Suite 619 Fort Lauderdale, FL 33301

Due: June 12, 2018 by 2:00 P.M.



Phillips & Jordan, Inc.

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

POWER | OIL & GAS | WATER RESOURCES | INDUSTRIAL & COMMERCIAL | DISASTER RESPONSE





PROPOSAL FOR

Disaster Debris Removal and Management Services

RFP # 12149-885

SUBMITTED TO:

City of Fort Lauderdale, Florida City Hall, Procurement Services Division 100 N. Andrews Avenue, Suite 619 Fort Lauderdale, FL 33301

SUBMITTAL DEADLINE:

June 12, 2018 by 2:00 P.M.

SUBMITTED BY:

Phillips and Jordan, Inc.

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

Phone: 865.688.8342 • Email: disasterservices@pandj.com

DESIGNATED POINTS OF CONTACT:

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

The authorized representatives for Phillips & Jordan are as follows:



June 8, 2018

City of Fort Lauderdale, Florida City Hall, Procurement Services Division 100 N. Andrews Avenue, Suite 619 Fort Lauderdale, FL 33301

RE: Proposal for Disaster Debris Removal and Management Services RFP # 12149-885

Phillips and Jordan, Incorporated (Phillips & Jordan) thanks you for the opportunity to present our proposal for Disaster Debris Removal and Management Services in response to Request for Proposals (RFP) # 12149-885issued by the City of Fort Lauderdale (City). Phillips & Jordan offers 41 years of experience as a disaster debris management contractor and can provide the management team, equipment, personnel, and other necessary resources to respond rapidly and efficiently to a future disaster in the City.

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

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

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

10201 Parkside Drive – Suite 300 • Knoxville, TN 37922 • office 865.688.8342 • fax 865.392.3090 pandj.com



Unlike other debris removal contractors, Phillips & Jordan has the capability to document and track our work with a proprietary Automated Debris Management System (ADMS). Phillips & Jordan assisted our partner firm, TAC Insight, with the development of FASTweigh ADMSTM, which has been used to support several major debris management missions including the U.S. Army Corps of Engineers' (USACE) responses to the 2011 tornado super-outbreak in Alabama and the E-5 tornado that devastated Joplin, Missouri and is currently being used on Phillips & Jordan's Hazardous Tree Removal project for Pacific Gas and Electric in Northern California. FASTweigh ADMSTM is one of only two systems currently approved by the USACE. This debris management documentation tool can provide a second critical source of accurate grant-supporting documents.

Phillips & Jordan's capacity and capability to perform disaster debris management services includes a disaster core response group that offers more than 160 years of combined debris removal experience; extensive experience performing disaster debris management and FEMA PA Grant Program administration; a solid equipment plan featuring a fleet of over 1,000 individual pieces of company-owned equipment; and standing master service agreements with experienced disaster subcontractors who are ready to mobilize immediately. Phillips & Jordan is committed to providing Disaster Debris Removal and Management Services to the City in a professional and timely manner.

The authorized representatives for Phillips & Jordan regarding communications related to this proposal are as follows:

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

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

Sincerely,

Dudley Orr Vice President Phillips & Jordan, Inc.

CERTIFICATE OF CORPORATE SECRETARY PHILLIPS AND JORDAN, INCORPORATED

March 1, 2018

I hereby certify that I am the Secretary of Phillips and Jordan, Incorporated, a corporation duly organized and existing under the laws of the State of North Carolina and that the following is a true copy of the Resolutions unanimously adopted by the Board of Directors of said corporation by Unanimous Written Consent without a meeting effective March 1, 2018:

Appointment of Officers

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

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

Officers Authorized to Execute Contracts on Behalf of the Corporation

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

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

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

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

IN WITNESS WHEREOF, I have hereunto set my hand and the seal of Phillips and Jordan, Incorporated on the the 1st day of March, 2018.





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Tab 2: Executive Summary





1. CORPORATE PROFILE

NAME OF COMPANY:	Phillips and Jordan, Incorporated				
PHYSICAL ADDRESS:	10201 Parkside Drive, Suite 300	10201 Parkside Drive, Suite 300			
	Knoxville, TN 37922				
MAILING ADDRESS:	P.O. Box 52050				
	Knoxville, TN 37950-2050				
REGIONAL OFFICE LOCATIONS:	 Headquartered in Knoxville, Tennessee, Phillips & Jordan maintains regional offices in California, Florida, North Carolina, South Carolina, and Texas. Locations from which Phillips & Jordan operates are listed below: 8940 Gall Boulevard, Zephyrhills, FL 33541CA9212 25809 Business Center Drive, Suite A, Redlands, CA 92374 Falls of Neuse Road, Suite 221, Raleigh, NC 27615 4055 Faber Place Drive, Suite 210, North Charleston, SC 29405 2111 Dickson Dr., Suite 33, Austin, TX 78704 				
OFFICE RESPONSIBLE FOR	This contract will be managed by Phill	lips & Jordan's Disaster Services			
CONTRACT:	Group, based out of our corporate office	ce in Knoxville, IN and may be			
	County.	to rocated in Zephyriniis in Paseo			
TELEPHONE NUMBER:	(865) 688-8342				
FAX NUMBER:	(865) 392-3090				
EMAIL ADDRESS:	disasterservices@pandj.com				
WEBSITE:	www.pandj.com				
BUSINESS ORGANIZATION:	Privately-Held Corporation				
DATE OF INCORPORATION:	August 4, 1959				
STATE OF INCORPORATION:	North Carolina				
PARENT COMPANY:	Phillips & Jordan, Inc. is a subsidiary Inc.	of Phillips Infrastructure Holdings,			
REGISTERED TO DO BUSINESS IN FLORIDA:	Please find Phillips & Jordan's Authorization to Transact Business in the State of Florida (document number 832152) in Tab 3 of this proposal.				
DUNS NUMBER:	003845336				
TAXPAYER ID NUMBER:	56-0694573				
OFFICERS:	W.T. Phillips, Sr. Chairman				
	W.T. (Teddy) Phillips, Jr.	CEO & Vice-Chairman			
	Patrick McMullen President				
	Connie Nichols Senior Vice President & Secretary				
KEY INDIVIDUALS & LOCATION:	 Dudley Orr, Vice President - Knoxville, TN Tommy Webster, Disaster Services Program Manager - Knoxville, TN 				



2. FIRM OVERVIEW

Phillips & Jordan, Inc. is a privately held, family owned, heavy civil and infrastructure contractor established in 1952. Our Core Values and Priorities – Integrity, Safety, Quality, and Production – guide our daily business practices. Phillips & Jordan is committed to a "Zero Incident Philosophy" that entails no harm to person, property, the environment, or our reputation. We focus on three primary service areas: Heavy Civil Construction (Power Generation, Water Resources, and Industrial & Commercial), Right-of-Way Access & Construction (Power Delivery and Pipeline Services), and Disaster Response.

Phillips & Jordan is a national contractor that is registered to do business in all 50 states and has performed heavy civil construction work in over 40 states during the past decade on projects related to industrial, commercial, and residential construction; transportation construction (highway, rail, air); dam, levee, and reservoir construction; power generation and delivery infrastructure; pipeline construction; landfill construction; and disaster debris management. Headquartered in Knoxville, Tennessee, Phillips & Jordan maintains regional offices in California, Florida, North Carolina, South Carolina, and Texas.

At Phillips & Jordan our greatest resource is our employees, from our operational managers and supervisors with years of experience who keep our crews safe and productive, our crafts who perform the work, to our corporate service teams that manage our fleet, financial and administration, information, and technology systems. We are proud to have many second and third generation employees that have chosen to build their careers with Phillips & Jordan. Phillips & Jordan currently has in excess of 1,200 employees and sufficient bench strength to provide multiple layers of redundancy to a project workforce.

Phillips & Jordan strives to maintain the highest ethical standards and comply with all applicable laws, rules, and regulations. It is our policy that adherence to the utmost ethical standards ensures our continued success, as well as earn and maintain the confidence of our clients and the communities in which we work. In order to ensure that Phillips & Jordan operates pursuant to this policy, we have established and enforce a strict Code of Ethical Conduct.

B. MINIMUM QUALIFICATIONS

Please find the below evidence demonstrating how Phillips & Jordan meets the minimum qualifications outlined in the City's RFP.

RFP SECTION 2.16: MINIMUM QUALIFICATIONS

Proposers shall be in the business of emergency/disaster debris collections as described in this RFP and must possess sufficient financial support, equipment and organization to ensure that it can satisfactorily perform the services if awarded a Contract. Proposers must demonstrate that they, or the key staff assigned to the project, have successfully provided services with similar magnitude to those specified in the scope of services to at least one entity similar in size and complexity to the City of Fort Lauderdale or can demonstrate they have the experience with large scale private sector clients and the managerial and financial ability to successfully perform the work.

The following table serves as a sample of some of Phillips & Jordan's similar experience for entities with a population over 150,000 people, to demonstrate our experience serving clients of similar size to the City and large metropolitan areas.



DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 2: EXECUTIVE SUMMARY

Project	Client	Description	Debris Volume	Total Dollar Amount	Pop.	Area (Square Miles)
Hurricane Irma	Solid Waste Authority of Palm Beach County (FL)	Debris Removal, Reduction, Restoration; Hazardous Tree/ Limb/Stump Removal	903,199 CY Collected; 14,068 CY C&D 59 Hazardous Trees; 6,458 Hazardous Limbs	\$17,519,625	1,423,000	2,383.0
Hurricane Irma	Volusia County, Florida	Debris Removal, Reduction, Restoration; Hazardous Tree/ Limb/Stump Removal	"4,780 CYs Veg; 14,544 CYs C&D 293 Hazardous Trees; 126 Hazardous Limbs; 43 Stumps	\$10,742,307	517,887	1,432.0
Hurricane Irma	Hillsborough County, Florida	Debris Removal, Reduction, Restoration	128,512 CY Veg	\$2,752,162	1,349,000	1,266.0
Hurricane Harvey	Harris County Flood Control District (TX)	Land and Waterway Debris Removal, Reduction and Disposal; Hazardous Tree/ Limb/Stump Removal	96,765 CY Veg; 1,424 Hazardous Trees	\$2,448,695	4,539,000	1,777.0
Hurricane Matthew	Horry County Solid Waste Authority (SC)	Land and Waterway Debris Removal, Reduction and Disposal; Hazardous Tree/ Limb/Stump Removal; Provision of ADMS	185,713 CY	\$4,693,358	309,199	1,255.0
Tax Day and Memorial Day Floods	Harris County Flood Control District (TX)	Land and Waterway Debris Removal, Reduction and Disposal; Hazardous Tree/ Limb/Stump Removal	118,625 CY; 849 Hazardous Trees	\$1,923,000	4,539,000	1,777.0
Butte Wildfire	Pacific Gas & Electric	Hazardous Tree Felling and Debris Removal, Reduction and Disposal	26,995 Trees Felled; 3,303 Logs; 14,574 Chunks of Debris Hauled	\$44,861,234	225,411	1,677.0
Hurricane Sandy	Town of Brookhaven, New York	Debris Removal, Reduction, Restoration; Hazardous Tree/ Limb/Stump Removal	168,724 CY; 1395 Tons C&D 544 Hazardous Stumps	\$5,373,892	486,040	532.0
Raleigh, North Carolina Tornado	City of Raleigh, North Carolina Public Works Department	Debris Removal, Reduction, Restoration; Hazardous Tree/ Limb/Stump Removal	325,782 CY; 349 Hazardous Stumps	\$2,091,613	458,880	142.8
Hurricane Irene	City of Norfolk, Virginia	Debris Removal, Reduction and Disposal	~192,000 CY	\$4,246,271	246,393	96.0
Oklahoma Ice Storm	Muskogee Public Works (OK)	Ice Storm Debris Removal	~232,000 CY	\$1,516,437	235,900	434.0

DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 2: EXECUTIVE SUMMARY



Project	Client	Description	Debris Volume	Total Dollar Amount	Pop.	Area (Square Miles)
Hurricane Wilma	Solid Waste Authority of Palm Beach County (FL)	Debris Removal, Reduction, Restoration	~2,900,000 CY	\$37,045,999	1,423,000	2,383.0
Hurricanes Frances & Jeanne	Solid Waste Authority of Palm Beach County (FL)	Debris Removal, Reduction, Restoration	~2,800,000 CY	\$27,119,941	1,423,000	2,383.0

2.16.1 Proposer or principals shall have relevant experience in disaster debris removal and associated services as described in this RFP. Project manager assigned to the work must have a minimum of five (5) years of experience and have served as project manager on similar projects.

Details regarding the experience and qualifications of Phillips & Jordan's Core Response Team is provided in Tab 3 of this proposal. Phillips & Jordan will comply with the City's requirement for the assigned project manager to have at least five years of experience on similar projects.

2.16.2 Before awarding a contract, the City reserves the right to require that a Proposer submit such evidence of qualifications as the City may deem necessary. Further, the City may consider any evidence of the financial, technical, and other qualifications and abilities of a firm or principals, including previous experiences of same with the City and performance evaluation for services, in making the award in the best interest of the City.

Phillips & Jordan presents evidence of mentioned ability to perform in the following sections of this proposal:

- Finanical Strength: Tab 9, Other Information
- Technical Ability: Tab 4, Approach to Scope of Work
- Capabilities and Qualifications of Firm: Tab 3, Experience and Qualifications
- Capabilities and Qualifications of Personnel: Tab 3, Experience and Qualifications

2.16.3 Firm or principals shall have no record of judgments, pending lawsuits against the City or criminal activities involving moral turpitude and not have any conflicts of interest that have not been waived by the City Commission.

Phillips & Jordan confirms that neither the firm nor any principals have any record of judgements or pending litigation with the City. Furthermore, we are not aware of any potential or real conflicts of interest at the time of this submittal.

2.16.4 Neither firm nor any principal, officer, or stockholder shall be in arrears or in default of any debt or contract involving the City, (as a party to a contract, or otherwise); nor have failed to perform faithfully on any previous contract with the City.

Phillips & Jordan confirms that neither the firm nor any interested persons have any debt in arrears or in default under a contract with the City nor have they ever failed to perform work for the City.



RFP SECTION 3.3: MINIMUM QUALIFICATIONS

To be eligible for award of a contract in response to this RFP, the Bidder must demonstrate that it has successfully completed services, as specified in this solicitation and are normally and routinely engaged in performing such services, and are properly and legally licensed to perform such work. Please find evidence of Phillips & Jordan meeting these requirements in Tab 3 of this proposal.

In addition, the Contractor must have no conflict of interest with regard to any other work performed by the Contractor for the City of Fort Lauderdale Phillips & Jordan is not aware of any potential or real conflicts of interest at the time of this submittal.

The selected firm must be experienced and knowledgeable in Federal Emergency Management Administration (FEMA) and Insurance reimbursement rules and procedures and must demonstrate such to the City in its proposal and subsequent selection process presentations. Please find this requirement addressed in Tab 4, Section 5.10, FEMA Reimbursement Documentation & Assistance.

The selected firm must also demonstrate experience and knowledge with state, local and federal environmental regulating and permitting agencies.

Please find this requirement addressed in Tab 4, Section 2.9.3. Debris Reduction and Processing Operations.

The selected firm will be responsible for staying current with all FEMA and other agencies guidelines and regulations and will be responsible for advising the City from beginning to end to ensure maximum financial recovery for the City.

Please find this requirement addressed in Tab 3, Section 5.2. Knowledge and Training.

3.3.1 Proposer is properly and legally licensed to perform Disaster and Debris Management Services. Please find this requirement addressed in Tab 3, Section 1, Licenses. No specific licenses are required to perform disaster debris management services.

3.3.2 Bidder is currently, and has been conducting business as, a full-service Disaster Debris Management Contractor for the last ten (10) consecutive years.

Phillips & Jordan has been providing similar services for 41 years. Please see Tab 3, Section 2. Summary of Qualifications and Section 3, Past Performance for more information.

3.3.3 Bidder provides Disaster Debris Management Services as the primary contractor in at least three (3) states.

Phillips & Jordan has provided similar services in 22 states. Please see Tab 3, Section 3, Past Performance for more information.

3.3.4 Bidder has experience performing work as a primary contractor on Disaster Debris Management projects exceeding fifty million dollars (\$50,000,000) per event.

Please find a listing of events meeting this requirement in the table that follows.

DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 2: EXECUTIVE SUMMARY



Event Year	Event or Project Name	Disaster Number	Client(s)	State	Value	Nature of Work
1992	Hurricane Andrew	DR-955	USACE	FL	\$54,274,983	Debris Management
1996	Hurricane Fran	DR-1134	USACE, North Carolina DOT, Wake County Solid Waste Authority	NC	\$66,000,000	Debris Management
2001	9-11 World Trade Center Terrorist Attacks	DR-1391	USACE	NY	\$125,000,000	Debris Management, Strategic Planning, Forensic Recovery
2003	Southern California Bark Beetle Infestation	N/A	Southern California Edison Company	СА	\$123,536,605	Hazardous Tree Mitigation
2004	Four Hurricanes: Charley, Frances, Jeanne, and Ivan	DR-1539FL, DR-1551FL, DR-1545FL, DR-1561FL, DR-1549AL, DR-1546NC, DR-1553NC, DR-1565NY	36 separate client jurisdictions in four states	FL, AL, NC, NY	\$235,457,605	Debris Management, Beach Restoration, and Temporary Housing
2005	Hurricanes Katrina & Rita	DR-1603LA, DR-1604MS, DR-1605AL, DR-1607LA	AL:USACE, Alabama Department of Conservation MA: Stennis Space Center, City of Gulfport LA: USACE, Prairie Gregg Drainage District	AL, MS, LA	\$824,768,421	Debris Management and Infrastructure Repairs
2008	Kingston Fossil Plant Coal Fly Ash Release	N/A	Tennessee Valley Authority	TN, AL	\$67,231,000	Hazardous Spill Response
2011	AL Tornado Super- Outbreak	DR-1971AL, DR-1972MS	AL: USACE, Tuscaloosa County Public Works MS: Monroe County	AL, MS	\$165,361,740	Debris Management
2017	Hurricane Irma	DR-4337FL	Counties of Volusia, Hillsborough, and Highlands; Cities of Coral Springs, Pinellas Park, Atlantis, Belle Glade, Boynton Beach, Kenneth City, and South Bay; Towns of Cutler Bay, Belleair, Palm Beach, Cloud Lake, Glen Ridge, Mangonia Park, Palm Beach Shores, Lake Clarke Shores, Highland Beach, and Oak Hill; Villages of North Palm Beach and Tequesta; and Solid Waste Authority of Palm Beach County	FL	\$51,350,305	Debris Management and Hazardous Tree Removal





3.3.5 Bidder currently has a minimum of three (3) full-service Disaster Debris Management contracts in place in which (1) the Bidder is the primary contractor; and (2) the contract is with a government entity with a population of at least 150,000 residents.

Please find this requirement addressed previously in this proposal Tab and in Tab 4, Section 13, Workload and Availability.

3.3.6 Bidder has experience in simultaneously operating a minimum of three (3) Temporary Debris Management Sites (TDMS).

Phillips & Jordan has managed the establishment and operation of over 400 TDSRSs throughout our 41 years providing debris management services. In 2011, Phillips & Jordan simultaneously operated 45 TDSRSs during debris operations in response to the tornadoes that impacted the State of Alabama and Joplin, Missouri. More recently, Phillips & Jordan managed seven TDSRSs for five clients in South Carolina and Georgia during the response efforts following Hurricane Matthew, and 22 TDSRSs for 23 contract activations in Florida following Hurricane Irma in 2017.

3.3.7 Bidder has direct management and permitting experience in sand screening and beach renourishment projects, with at least one (1) project including screening a minimum of twenty thousand (20,000) cubic yards of sand.

Phillips & Jordan has performed this task on numerous occasions as part of various disaster debris management projects. For example, Phillips & Jordan imported and spread a total of 227,500 tons of sand as part of the Collier County Beach Renourishment Project (Florida) during 2013 in response to beach erosion caused by several tropical systems. Additionally, following Hurricane Katrina, we performed beach sand removal, screening, and replacement for Mobile County, AL.

3.3.8 Bidder will provide experienced staff. Certification or active involvement with disaster preparedness agencies is highly desirable such as: NIMS certification, FEMA Region IV, FEMA National Advisory Council, FEMA National Training Programs (NTP), FEMA Center for Domestic Preparedness (CDP), FEMA Emergency Management Institute (EMI), Florida State Emergency Response Team (SERT), and/or Florida Governor's Hurricane Conference training/instructor.

Disaster-specific employee training is addressed in Tab 3, Section 5.2, Knowledge and Training, and Tab 4, Section 10.4, Employee Training Programs. Individual trainings and certifications of our Core Response Group are noted on the resumes provided in Appendix I to this proposal.

4. PHILLIPS & JORDAN - KEY BENEFITS

As you review this document and the others submitted in response to the City of Ft. Lauderdale (City) Request for Proposal, you will find a number of similarities with regard to the capabilities and experience offered by Phillips & Jordan and the other established disaster debris contractors. These similarities include demonstrated disaster debris management past performance, highly qualified management teams, a substantial cadre of supporting subcontractors, well developed operational plans, robust equipment resources, commitment to maximize local participation, and experience with preparation of documentation required for successful federal reimbursement. Phillips & Jordan offers all of these qualifications to the City, plus several discriminators that separate us from other disaster debris management contractors.

Established Contractor with Extensive Resources: As a heavy civil and infrastructure contractor diversified across the power, water, pipeline, and industrial/commercial industries, Phillips & Jordan can



leverage our vast resources to support disaster response and recovery missions of any scale. We can reach back into our deep pool of expertise, manpower, and equipment to provide the necessary commodities, guidance, and assistance when our clients need it most following a disaster, and to help them prepare in advance.

Full-Time Key Personnel: Phillips & Jordan is a general contractor that employs over 1,200 management, operations, and administrative personnel that currently support a wide variety of construction projects at sites located throughout the United States. All of the key field management personnel identified in this proposal are on the jobsite today performing various construction management and operational functions in support of current projects. Therefore, in the event that a disaster impacts the City, Phillips & Jordan has the capability to immediately re-assign personnel with disaster experience to support the response effort without affecting ongoing construction project work.

For example, following Hurricane Irma's massive impact on the State of Florida in 2017, Mr. Heath Stone was managing closeout of a water resources project and helping with estimating upcoming bids for the Water Resources Group, and Mr. Eric Hedrick and was managing a hazardous tree removal project being performed by Phillips & Jordan in California. Immediately following receipt of a request for assistance from several pre-positioned contracts in Florida, both of these individuals were immediately deployed to Florida to manage the removal of hurricane-related debris removal efforts.

Long Standing Subcontractor Relationships: All of the key pre-positioned subcontractors identified in this proposal have supported major disaster debris management missions conducted by Phillips & Jordan over the past decade. In addition to disaster-related projects, many of these subcontractors provide support for Phillips & Jordan construction projects that are conducted on a year-round basis.

The ongoing relationship between Phillips & Jordan and its key pre-positioned subcontractors provides the City with a team that has established lines of communication, a full understanding of each team member's core capabilities and approach to conduct of operations, and the necessary manpower and equipment to address any size disaster event.

Automated Debris Management System (ADMS): Phillips & Jordan is the only disaster debris removal contractor in the country to deploy a comprehensive ADMS on a disaster debris management mission. This system was deployed by Phillips & Jordan to augment our recovery response to the 2011 tornado outbreak in the State of Alabama during which over 350 handheld devices were used to record and track 153,000 individual debris load tickets. Utilization of the ADMS simplified the effort required to audit field load data and thus substantially reduced the complexities and costs associated with post-event audits conducted by debris monitoring firms and/or the Federal Emergency Management Agency (FEMA). Phillips & Jordan's in-depth knowledge and experience regarding deployment and utilization of our ADMS can translate into cost savings for the City if it elects to use this tool during a future disaster response.

US Army Corps of Engineers (USACE) Advance Contracting Initiative (ACI): The ACI was created in 1999 to provide the USACE with pre-positioned prime contractors needed to fulfill its mandate to support FEMA during federal disaster declarations. Phillips & Jordan has been selected to support multiple regions under the ACI contracts awarded since 1999. We were the first ACI contractor to be activated by the USACE to perform debris management and other support for recovery operations at the



DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 2: EXECUTIVE SUMMARY

World Trade Center in 2001. Phillips & Jordan was subsequently activated to support three additional disaster events (Hurricane Ivan [2004], Hurricane Katrina [2005], and the State of Alabama tornado super-outbreak [2011]) – the most ACI activations of any disaster debris management contractor in the United States. In recognition for our outstanding support provided during the World Trade Center recovery mission, Phillips & Jordan was named the 2002 Civil Works Contractor of the Year by the USACE – the only disaster debris management contractor ever to receive this award.

Demonstrated Achievement of Local Participation: All contractors within the disaster debris management community provide commitments to maximize location participation during debris removal and reduction operations. Phillips & Jordan not only makes the commitment, but also backs the commitment up with results. During the 2011 disaster response to the tornado super-outbreak that impacted numerous areas throughout the Southeast U.S. including the State of Alabama and Joplin, Missouri, over 80% of Phillips & Jordan's first tier subcontractors were local contractors. During execution of recovery efforts associated with Hurricane Katrina, Phillips & Jordan also met or exceeded participation goals which were 97% for small businesses (goal was 73.7%), 11% for woman-owned small businesses (goal was 3.2%). These two examples demonstrate Phillips & Jordan's commitment and ability to achieve maximum local and socio-economic contracting participation goals during a future disaster debris management mission for the City.

Proven Track Record: Over the past 41 years, Phillips & Jordan has managed over 250 debris management missions for local, state, regional, and federal governments and agencies in 22 states across the nation. Phillips & Jordan's extensive past work history providing debris management services for some of the largest and most complex disaster response missions serves as evidence of the high quality of our services, ability to provide innovative solutions to unique challenges, ability to maintain efficient documentation that ensures our clients receive the maximum reimbursement from available funding sources, and our commitment to helping the communities we serve execute an effective and efficient response.



Tab 3: Experience and Qualifications





1. LICENSES

Phillips & Jordan is a national contractor organized as a corporation in North Carolina that is licensed in all 50 states. We are headquartered in Knoxville, Tennessee and have a regional office in Pasco County at 8940 Gall Boulevard, Zephyrhills, Florida 33541. Phillips & Jordan will obtain all required licenses and/ or permits prior to the start of any work within the City of Ft. Lauderdale (City).

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

DEPAR	STATE OF FLORIDA TMENT OF BUSINESS AND PROFESSIONAL R CONSTRUCTION INDUSTRY LICENSING BOA	EGULATION RD
CGC1525872		
The GENERAL CONTRACTOR Named below IS CERTIFIED Under the provisions of Chapter 48 Expiration date: AUG 31, 2018	9 FS.	No and Advertised of the second
JOINER, DALE SPENCER PHILLIPS AND JORDAN, IN 10201 PARKSIDE DRIVE, S KNOXVILLE TN 3792	CORPORATED UITE 300 2	
ISSUED: 11/14/2017	DISPLAY AS REQUIRED BY LAW	SEQ # L1711140001249







CAM #18-0923 Exhibit 6









2. SUMMARY OF QUALIFICATIONS

Phillips & Jordan was established in 1952 and offers over 41 years of experience as a disaster recovery and debris management contractor with the capability to rapidly provide the management team, equipment, workforce, and supporting resources required to effectively respond to any type of natural or man-made disaster. Phillips & Jordan has supported the response and recovery efforts of local, state, and federal governments and agencies as well as private sector customers across the nation following virtually every major federally-declared disaster over the past three decades.

Phillips & Jordan is a proven provider of high quality and cost-efficient disaster debris management services with demonstrated expertise in the areas of disaster recovery planning and technical assistance; emergency road clearance; public right-of-way debris segregation and removal; vegetative debris reduction; specialty debris and hazardous materials collection and disposal; waterway debris removal; hazardous stump, tree, and limb removal; private property and right-of-entry debris removal; structure demolition; beach and marine restoration/renourishment; temporary debris storage and reduction site (TDSRS) management, and waste stream management including reduction, final disposal and recycling programs. Our extensive past experience has involved providing support to

STRONG RESPONSE HISTORY

Phillips & Jordan has provided disaster response and debris management services since the 1970's, prior to the Stafford Act.

One of our early large-scale debris management tasks involved Hurricane Andrew which struck Dade County, Florida in 1992. Phillips & Jordan removed over 4 million cubic yards of debris in less than 90 days employing a workforce of over 1,650 that logged more than 700,000 man-hours.

Over the past four decades, Phillips & Jordan has responded to a vast majority of the major storm-related disasters in the United States, and to numerous other events involving tornadoes, snow/ice storms, rock/ land/mud slides, wildfires, droughts, and floods.

Phillips & Jordan has also provided support following man-made incidents including acts of terrorism and environmental disasters including oil spills and several coal fly ash spills.

our clients in all aspects of disaster debris management including response, procurement, operations, planning, contract management, reimbursement, documentation, and accounting systems.

Over the past three decades, Phillips & Jordan has successfully completed disaster debris management missions in excess of \$2.2 billion for over 200 individual jurisdictions located throughout the United States that received reimbursement under Federal Emergency Management Agency (FEMA) guidelines. To ensure maximum reimbursement for our disaster debris management clients from federal funding sources, Phillips & Jordan also offers in-depth knowledge related to the implementation of requirements codified in current guidance publications including FEMA's *Public Assistance Program and Policy Guide, FP 104-009-2* (April 2017) and *Public Assistance Debris Management Guide, FEMA-325* (July 2007), and the U.S. Office of Management and Budget's Super Circular (2016) or the *Code of Federal Regulations, Title 2, Chapter 200* (2CFR 200) "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (previously under 44CFR). The Phillips & Jordan team is also experienced with the development of Memorandums of Understanding (MOU) with and between local, county, state, and federal stakeholders.



B. PAST PERFORMANCE

3.1. EXPERIENCE PROVIDING DISASTER DEBRIS MANAGEMENT SERVICES

Over the course of our history, Phillips & Jordan has successfully managed over 250 individual disaster debris management missions in 22 states. This includes responses to the full spectrum of debrisgenerating disasters that impact the United States: hurricanes and tropical storms, tornadoes, snow/ice storms, floods, droughts, landslides, wildfires, and insect/disease infestation & outbreak (bark beetles, avian influenza). Phillips & Jordan has also provided response support following manmade incidents including acts of terrorism (9/11 World Trade Center attacks) and environmental disasters including oil spills (British Petroleum Deepwater Horizon and others), and several coal fly ash spills. All of these projects required complex debris stream management.



Phillips & Jordan has performed over 250 disaster debris management projects for more than 200 clients in 22 states over the past 41 years.

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Phillips & Jordan has been a leading provider of disaster debris management services since the very beginning of the industry and has pioneered many unique and challenging response missions. Our extensive history of successful innovation in helping communities respond to disaster events is demonstrated through our proven track record supporting most of the largest disasters in U.S. history. Some key highlights of this experience are described below.



1977: Following a severe rainfall event of November 1977 that devastated the Toe River basin of western North Carolina, Phillips & Jordan mobilized massive forces and worked 24/7 for several weeks to restore roads and bridges to several communities. These contracts were administered by the U.S. Army Corps of Engineers (USACE) and the North Carolina Department of Transportation, *prior to the establishment of FEMA and the Stafford Act.*

<u>1989 and 1992</u>: Phillips & Jordan provided debris management services in South Carolina following Hurricane Hugo and in Florida to the hardest hit areas following Hurricane Andrew, *some of the first federally-coordinated responses to major disasters in the History of FEMA*.



<u>2001</u>: Following the terrorist attacks on the World Trade Center, Phillips & Jordan managed all debris removal and disposal operations including strategic planning for debris management, monitoring activity at the World Trade Center site (Ground Zero), and monitoring activity and management of the forensic recovery operation at the Staten Island Landfill where debris was hauled to by the USACE. This massive effort required innovative solutions to process the most complex debris field in U.S. history. *Phillips & Jordan was awarded the USACE's Civil Works Construction Contractor of the Year for exceptional performance and true partnering spirit with which we undertook this unique tasking.*

2005: Phillips & Jordan supported the colossal response and recovery efforts following Hurricane Katrina by providing debris management services in Orleans Parish, Louisiana where catastrophic damage occurred in the City of New Orleans Phillips and Jordan also provided a secured temporary housing site inclusive of power and food for approximately 75 people on some of the only high ground in the area that was not flooded. Phillips & Jordan also consecutively supported debris management missions in the Western Parishes of Louisiana as well as the City of Gulfport, Mississippi and Mobile County, Alabama and a major effort in South Florida following Hurricane Wilma. *Phillips & Jordan collectively managed the removal of over 17.5 million CY of debris during these consecutive disaster response missions*.

2011: Following a historic super-outbreak of 292 tornados in one day in the Southeastern United States, Phillips & Jordan supported a massive debris management mission that sprawled across 24 counties in Northern Alabama, performing both land and waterway debris management. We successfully deployed our proprietary Automated Debris Management System (ADMS) on this substantial USACE project, effecting new standards of electronic FEMA documentation for future disaster response missions. During this project timeframe, Phillips & Jordan also consecutively supported debris management missions following the Joplin, Missouri and Raleigh, North Carolina Tornados. *The response to the Alabama tornadoes involved the largest number of FEMA applicants (41 in total) ever assigned by the USACE to a single contractor for a single event.*

Disaster debris management missions completed by Phillips & Jordan over the past decade are illustrated in the table below.

Year	Customer	Event	Type of Work	Amount
2017	Solid Waste Authority of Palm Beach	Hurricane Irma	Debris Management &	\$17,519,625
	County (FL)		Hazardous Tree Removal	
2017	City of Coral Springs, FL	Hurricane Irma	Debris Management	\$6,044,003
2017	Village of North Palm Beach, FL	Hurricane Irma	Debris Management	\$214,668
2017	Volusia County, FL	Hurricane Irma	Debris Management &	\$10,742,307
			Hazardous Tree Removal	
2017	Hillsborough County, FL	Hurricane Irma	Debris Management	\$2,752,162
2017	Highlands County, FL	Hurricane Irma	Debris Management	\$11,438,240
2017	City of Pinellas Park, FL	Hurricane Irma	Debris Management	\$431,878
2017	Town of Belleair, FL	Hurricane Irma	Debris Management	\$355,134
2017	Town of Palm Beach, FL	Hurricane Irma	Debris Management	\$37,998

Exhibit 3.1: Disaster Response Project History - Past 10 Years



Year	Customer	Event	Type of Work	Amount
2017	City of Atlantis, FL	Hurricane Irma	Debris Management	\$84,591
2017	City of Belle Glade, FL	Hurricane Irma	Debris Management	\$664,995
2017	City of Boynton Beach, FL	Hurricane Irma	Debris Management	\$447,053
2017	Town of Cloud Lake, FL	Hurricane Irma	Debris Management	\$18,232
2017	Town of Glen Ridge, FL	Hurricane Irma	Debris Management	\$33,652
2017	Town of Mangonia Park, FL	Hurricane Irma	Debris Management	\$11,664
2017	Town of Palm Beach Shores, FL	Hurricane Irma	Debris Management	\$154,262
2017	Village of Tequesta, FL	Hurricane Irma	Debris Management	\$61,920
2017	Town of Lake Clarke Shores, FL	Hurricane Irma	Debris Management	\$66,609
2017	City of Kenneth City, FL	Hurricane Irma	Debris Management	\$25,166
2017	Town of Highland Beach, FL	Hurricane Irma	Debris Management	\$8,094
2017	Town of Oak Hill, FL	Hurricane Irma	Debris Management	\$74,144
2017	City of South Bay, FL	Hurricane Irma	Debris Management	\$86,395
2017	Town of Cutler Bay, FL	Hurricane Irma	Debris Management	\$77,513
2017	Harris County Flood Control District	Hurricane Harvey	Land and Waterway	\$2,448,695
2016	SC Department of Transportation (DOT)	Hurricane Matthew	Debris Management	\$1,626,557
2016	Horry County Solid Waste Authority (SC)	Hurricane Matthew	Debris Management	\$ 5,366,358
2016	Town of Briarcliffe Acres, SC	Hurricane Matthew	Debris Management	\$196,831
2016	City of North Myrtle Beach, SC	Hurricane Matthew	Debris Management	\$619,950
2016	Belfair Property Owners Association (SC)	Hurricane Matthew	Debris Management (Private)	\$521,607
2016	City of Tybee Island, GA	Hurricane Matthew	Debris Management	\$1,708,634
2016	LA Department of Transportation and Development (LADOTD), District 62	Severe Storms and Flooding	Debris Management	\$1,846,034
2016	Natchitoches Parish, LA	Severe Storms and Flooding	Debris Management	\$8,250
2016	Harris County Flood Control District (TX)	Severe Storms and Historic Flooding	Land and Waterway Debris Management	\$1,980,246
2016	Pacific Gas and Electric (CA)	Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program	Debris Management and Hazardous Tree Mitigation	\$150,000,000 (Estimated)
2015	Pacific Gas and Electric (CA)	Butte Wildfire	Tree Felling & Related Debris Removal and Reduction	\$44,861,234





Year	Customer	Event	Type of Work	Amount
2015	SCDOT	Severe Storms and Flooding	Debris Management	\$55,806
2014	SCDOT	Winter Ice Storm	Debris Management	\$ 9,821,879
2014	Orange County, NC	Winter Ice Storm	Debris Reduction	\$ 697,610
2014	City of Burlington, NC	Winter Ice Storm	Debris Management	\$ 1,941,112
2014	Town of Mebane, NC	Winter Ice Storm	Debris Management	\$ 206,925
2014	Town of Haw River, NC	Winter Ice Storm	Debris Management	\$ 26,844
2014	Hillsborough, NC	Winter Ice Storm	Debris Management	\$ 53,785
2014	Town of Elon, NC	Winter Ice Storm	Debris Management	\$ 98,861
2014	Village of Alamance, NC	Winter Ice Storm	Debris Management	\$ 6,543
2014	CODOT	Flood	Debris Management	\$ 7,429,000
2012	Borough of Avalon, NJ	Hurricane Sandy	Debris Management	\$ 394,024
2012	Town of Brookhaven, NY	Hurricane Sandy	Debris Management	\$ 6,700,086
2012	Suffolk County, NY	Hurricane Sandy	Debris Management	\$ 3,826,152
2012	City of Westwego, LA	Hurricane Isaac	Debris Management	\$ 44,119
2012	Terrebonne Parish, LA	Hurricane Isaac	Debris Management	\$ 510,124
2012	City of Chesapeake, VA	Tornado	Debris Management	\$ 132,626
2011	City of Raleigh, NC	Hurricane Irene	Debris Reduction	\$ 39,600
2011	Town of Granby, CT	Hurricane Irene	Debris Management	\$ 1,617,107
2011	VA DOT, Brunswick County	Hurricane Irene	Debris Management	\$ 126,761
2011	VA DOT, Dinwiddie County	Hurricane Irene	Debris Management	\$ 1,447,219
2011	VA DOT, Prince George County	Hurricane Irene	Debris Management	\$ 1,072,955
2011	Suffolk County, NY	Hurricane Irene	Debris Reduction	\$ 843,550
2011	NC DOT, Martin County	Hurricane Irene	Debris Management	\$ 38,119
2011	NC DOT, Jones County	Hurricane Irene	Debris Management	\$ 272,029
2011	City of Portsmouth, VA	Hurricane Irene	Debris Management	\$ 204,825
2011	City of Chesapeake, VA	Hurricane Irene	Debris Management	\$ 481,411
2011	City of Virginia Beach, VA	Hurricane Irene	Debris Management	\$ 2,959,676
2011	City of Franklin, VA	Hurricane Irene	Debris Management	\$ 157,856
2011	City of Norfolk, VA	Hurricane Irene	Debris Management	\$ 443,303
2011	Ward County, ND	Flood	Debris Management	\$ 494,531
2011	Joplin, MO (Sub to Weston Solutions)	Tornado	Debris Management	\$ 36,120,816
2011	Monroe County, MS	Tornado	Debris Management	\$ 653,214
2011	USACE – Alabama	Tornadoes	Debris Management	\$ 164,682,726
2011	Wake County, NC	Tornado	Debris Management	\$ 310,864
2011	City of Raleigh, NC	Tornado	Debris Management	\$ 2,091,613
2010	Miller Environmental Group	Deepwater Horizon Oil Spill	Monitoring & Collection	\$ 9,236,787



Year	Customer	Event	Type of Work	Amount
2009	East Baton Rouge Schools, LA	Hurricane	Debris Management	\$ 105,634
2009	NC DOT	Rockslide, I-40 MM2	Debris Management & Wall Stabilization	\$ 2,463,504
2009	Cherokee County, OK	Ice Storm	Debris Management	\$ 1,516,437
2009	State of Kentucky	Ice Storm	Debris Removal	\$ 3,439,000
2009	NC DOT	Rockslide, I-40 MM2.45	Debris Removal & Wall Stabilization	\$ 9,683,880
2008	USACE - Delaware Water Gap	River Debris	Debris Management	\$ 435,986
2008	City of New Roads, LA	Hurricane	Debris Management	\$ 527,979
2008	Avoyelles Parish, LA	Hurricane	Debris Management	\$ 627,241
2008	USACE - Louisiana	Hurricane	Debris Management	\$ 984,223
2008	Pointe Coupee Parish, LA	Hurricane	Debris Management	\$ 7,265,291

3.2. FAMILIARITY WITH FLORIDA RESPONSE REQUIREMENTS

Phillips & Jordan has been working in the State of Florida (State) since 1974 and maintains a regional office in Pasco County office located at 8940 Gall Boulevard, Zephyrhills, Florida 33541. Over the past 44 years, Phillips & Jordan has supported over 1,700 projects throughout the State, including the disaster/emergency response missions listed in the table that follows.

Most recently, in response to Hurricane Irma's Florida landfall and widespread impacts, 23 of Phillips & Jordan's prepositioned contracts were activated in seven Florida counties (Broward, Highlands, Hillsborough, Miami-Dade, Palm Beach, Pinellas, and Volusia) to assist with emergency road clearance



Self-Loading Dump Truck Used for Debris Removal Hurricane Irma - Palm Beach County, FL

and debris removal, reduction and disposal resulting. During the next four months, Phillips & Jordan collected over 3 million CYs of vegetative debris and over 60,000 CYs of construction and demolition (C&D) debris from a combination of public, private and federal right-of-ways (ROWs) & waterways, as well as from various parks and facilities statewide.

Phillips & Jordan also managed the establishment and operation of 22 temporary debris storage and reduction sites (TDSRSs) throughout the State of Florida, which reduced the vegetative debris either by grinding down to mulch or burning to save space in local landfills. Based on the specific priorities of our clients, mulch was then taken to final disposal or dedicated for beneficial re-use by spreading the mulch on local agricultural fields or taking it to a power facility to be utilized for woody bio-mass fuel.

Phillips & Jordan also assisted several jurisdictions with their



Monitoring lower at IDSRS Hurricane Irma - Palm Beach County, FL



hazardous leaner/hanger/stump programs, which involved the removal of 1,291 hazardous trees, 52,318 hazardous limbs, and 322 stumps.

In total, Phillips & Jordan secured a total of 868 hauling units to complete our contracted work on time and based on the rates in our existing contracts, while other contractors were abandoning pre-established pricing and lobbying their clients for higher rates in an effort to lure hauling resources to their projects. Despite the challenges stemming from the volatile market caused by Hurricane Irma's widespread impact and immediate demand by multiple prime contractors for a finite number of resources throughout the State, Phillips & Jordan maintained our timeline and pricing commitments to both our clients and our subcontractors on all of our activated contracts in Hurricane Irma's wake.

Event or Project Name	Event Year	Disaster Number	Client	Nature of Work
Hurricane Andrew	1992	DR-955	USACE	Debris Management
Tampa Bay Oil Spill	1993	N/A	City of Madeira Beach	Beach Clean-up and Off-Shore Skimming
Hurricane Irene	1999	DR-1306	City of Pahokee/Pahokee Housing Authority	Debris Management
Hurricane Irene	1999	DR-1306	Palm Beach County Solid Waste Authority (SWA)	Debris Management
Hurricane Charley	2004	DR-1539	Volusia County Public Schools	Debris Management
Hurricane Charley	2004	DR-1539	City of Daytona Beach	Debris Management
Hurricane Charley	2004	DR-1539	Century Realty Funds	Debris Management
Hurricane Charley	2004	DR-1539	Collier County	Debris Management
Hurricane Charley	2004	DR-1539	City of Orlando	Debris Management
Hurricane Charley	2004	DR-1539	City of Orlando	Waterway Debris Management
Hurricane Charley	2004	DR-1539	Southwest Florida Water Management District	Waterway Debris Removal
Hurricane Charley	2004	DR-1539	USACE	Debris Management and Design/ Construction of Temporary Housing Group Site and 24/7 Property Management
Hurricane Charley	2004	DR-1539	City of New Smyrna Beach	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	City of Clearwater	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	City of Dunedin	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	City of Largo	Debris Management

Exhibit 3.2: Florida Disaster Response History



Event or Project Name	Event Year	Disaster Number	Client	Nature of Work
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	Palm Beach County SWA	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	Pinellas County	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	Town of South Palm Beach	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	City of Weston	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	Town of West Palm Beach	Debris Grinding
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	Town of Lantana	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	City of Atlantis	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	City of Boynton Beach	Debris Management
Hurricane Jeanne	2004	DR-1561	City of Pahokee	Debris Management
Hurricane Jeanne	2004	DR-1561	City of South Bay	Debris Management
Hurricane Jeanne	2004	DR-1561	Okeechobee County	Debris Management
Hurricane Ivan	2004	DR-1551	Subcontractor for Cities of Pensacola and Gulf	Debris Management
Hurricane Ivan	2004	DR-1551	West Florida Electric CO-OP	Debris Management
Hurricane Wilma	2005	DR-1609	Brevard County	Emergency Sand Berm
Hurricane Wilma	2005	DR-1609	City of Coral Springs	Debris Management
Hurricane Wilma	2005	DR-1609	Palm Beach County SWA	Debris Management
Hazardous Waste Spill	2009	N/A	City of New Port Ritchie	Hazardous Spill Clean-up
BP Deepwater Horizon Oil Spill	2010	N/A	Subcontractor for Navarre Beach in Pensacola, FL; and Seagrove Beach in Destin, FL; Pascagoula Beach East and Petit Bois Island in Pascagoula, MS	Beach Clean-up and Offshore Oil Skimming
Tropical Storm Sandy	2012	N/A	Palm Beach Shores	Debris Management
Hurricane Irma	2017	DR-4337	City of Coral Springs	Debris Management
Hurricane Irma	2017	DR-4337	Highlands County	Debris Management
Hurricane Irma	2017	DR-4337	Hillsborough County	Debris Management
Hurricane Irma	2017	DR-4337	Town of Cutler Bay	Emergency Push – Cut and Toss
Hurricane Irma	2017	DR-4337	Solid Waste Authority of Palm Beach County	Debris Management



Event or Project Name	Event Year	Disaster Number	Client	Nature of Work
Hurricane Irma	2017	DR-4337	Village of North Palm Beach	Debris Management
Hurricane Irma	2017	DR-4337	Town of Palm Beach	Debris Management
Hurricane Irma	2017	DR-4337	City of Atlantis	Debris Management
Hurricane Irma	2017	DR-4337	City of Belle Glade	Debris Management
Hurricane Irma	2017	DR-4337	City of Boynton Beach	Debris Management
Hurricane Irma	2017	DR-4337	Town of Cloud Lake	Debris Management
Hurricane Irma	2017	DR-4337	Town of Glen Ridge	Debris Management
Hurricane Irma	2017	DR-4337	Town of Mangonia Park	Debris Management
Hurricane Irma	2017	DR-4337	Town of Palm Beach Shores	Debris Management
Hurricane Irma	2017	DR-4337	Village of Tequesta	Debris Management
Hurricane Irma	2017	DR-4337	Town of Lake Clarke Shores	Debris Management
Hurricane Irma	2017	DR-4337	Town of Highland Beach	Debris Management
Hurricane Irma	2017	DR-4337	City of South Bay	Debris Management
Hurricane Irma	2017	DR-4337	City of Pinellas Park	Debris Management
Hurricane Irma	2017	DR-4337	Town of Belleair	Debris Management
Hurricane Irma	2017	DR-4337	City of Kenneth City	Debris Management
Hurricane Irma	2017	DR-4337	Volusia County	Debris Management
Hurricane Irma	2017	DR-4337	Town of Oak Hill	Debris Management

Phillips & Jordan is distinctively positioned to respond quickly and efficiently to the City. Our past experience throughout the State of Florida gives us a strong understanding of the regional response framework and local and state regulations and demonstrates our ability to provide these services throughout the State. Our strong presence in and history of working throughout the State ensures our ability to mobilize immediately to the City and ensures the accessibility of our project team. Phillips & Jordan also has access to extensive equipment and personnel resources throughout the State of Florida, both in-house and through our network of subcontractors, which can be used to support response to and recovery from any type of disaster of any scale.

4. PROJECT MANAGEMENT

4.1. MANAGEMENT STRUCTURE

The management structure utilized by Phillips & Jordan for the execution of disaster debris management missions is illustrated on the following page, and depicts the positions that would be required for response to a typical isolated small disaster event. However, the management structure may be expanded or contracted depending upon the severity and/or size of a given disaster event.

The Phillips & Jordan management structure is designed to provide superior and seamless support to the City, and is based on a simple integrated organization with clear lines of authority, communication, responsibility, and accountability designed to minimize administrative costs and maximize customer responsiveness. Phillips & Jordan's management structure is also designed to facilitate quick decisions



and rapid responses to changing customer requirements, and to assure the highest quality of service possible.

The project management team is led by an Operations Manager who has the necessary control and autonomy to coordinate resources and align contract activities for the successful completion of all assigned tasking. The Operations Manager provides management staff supervision and work control for all activities assigned under the contract. This approach assures that our Operations Manager is fully accountable for all assigned work, has a direct interface with team personnel to facilitate information exchange, and has the authority to allocate resources based on the requirements and complexity of the assignment. The autonomy granted to the Operations Manager is beneficial to the City in that all team communications and work assignments are managed through a single point of accountability.

Upon activation of the contract by the City, Phillips & Jordan's President, in coordination with Phillips & Jordan's senior management, selects an Operations Manager for the project who is deployed to the disaster location. The assigned Operations Manager subsequently selects other disaster qualified Phillips & Jordan management and support personnel necessary to support the various field elements of the disaster debris management mission.



* Denotes positions assigned at the time of contract activation or during mobilization phase.



After being deployed to the field, the Operations Manager is responsible for coordinating project operations, ensuring compliance with contract specifications and established work plans, and has the authority to commit Phillips & Jordan resources for all assigned tasking. This individual is also responsible for oversight of field work performed by subordinate management staff that are deployed in response to a disaster event including some or all of the following: ASZ Managers, Field Safety Managers, Field Quality Control Managers, Equipment Certification Specialists, Logistics Managers, Temporary Debris Storage and Reduction Site (TDSRS) Managers, and Environmental Compliance Specialists.

PROJECT TEAM ORGANIZATION

Phillips & Jordan's management structure is designed to facilitate quick decisions and rapid responses to changing customer requirements, and to assure the highest quality of service possible.

In addition to Phillips & Jordan's understanding of the management structure required to efficiently perform a disaster debris management mission, we also offer experience related to staffing of project management teams for simultaneous contract activations and/or disaster events.

4.2. PROJECT TEAM ROLES & RESPONSIBILITIES

The roles and responsibilities fulfilled by key Phillips & Jordan field personnel during a disaster debris management mission include, but are not limited to, those presented below. The responsibilities associated with each role may vary depending upon the unique needs and circumstances of the disaster debris management mission. As noted previously, the team deployed for most typical isolated small disaster events would only consist of an Operations Manager, several ASZ managers, and a Field Safety Manager.

Operations Manager: Coordinates mission operations, oversees development of mission-specific plans, assists with identification of potential TDSRS sites and alternative disposal/recycling options, provides mission progress reports, conducts mission planning meetings, ensures compliance with contract requirements and specifications, and serves a prime mission liaison to the City.

ASZ Manager: Coordinates mission operations at the area, sector, or zone level; assists with development of task-specific operational and geographic area management plans; provides task progress reports; supervises crew foremen; and implements assigned quality control program requirements.

Field Safety Manager: Coordinates implementation of the mission Environmental, Safety & Health program; assists with development of task-specific and/or site-specific health and safety plans and activity hazard analyses; performs training, inspections, and accident/incident investigations; supervises environmental compliance specialists; and serves as a liaison to City and other stakeholder safety representatives.

Field Quality Control Manager: Coordinates implementation of the mission quality control program, assists with development of task-specific quality control plans, ensures that Automated Debris Management System technology is properly deployed and functioning, and serves as a liaison to City and other stakeholder quality representatives.



Equipment Certification Specialist: Performs safety inspection of debris hauling vehicles, measures debris haul truck capacity, and completes vehicle/equipment registration forms.

Logistics Manager: Ensures that safety and environmental control equipment and supplies are available, ensures that mobile communication devices are available and comply with requirements and restrictions, coordinates operational equipment fuel supplies, identifies and oversees preparation of personnel/ equipment staging areas, oversees processing of operational personnel reporting to the mission, assigns living quarters if required, and ensures the validity of Commercial Driver's Licenses (if applicable).

TDSRS Manager: Coordinates operations at TDSRSs, assists with development of TDSRS operational plans, supervises debris separation and reduction crews, ensures proper containment and categorization of hazardous material discovered in the debris stream, ensures adherence to safety work rules and environmental monitoring guidelines, oversees loading of reduced debris for transport to final disposal location, ensures debris haul vehicles are loaded in compliance with mission requirements, and implements assigned quality control program requirements.

Environmental Compliance Specialist: Manages special waste operations including waste segregation and Household Hazardous Waste collection and transportation, oversees processing of collected white goods, implements special waste health and safety monitoring, ensures adherence to environmental monitoring guidelines, and implements assigned quality control program requirements.

Crew Foreman: Supervises operations at a specific site, ensures adherence to safety work rules and environmental monitoring guidelines, oversees loading of debris for transport to TDSRSs, ensures debris haul vehicles are loaded in compliance with mission requirements, and implements assigned quality control program requirements.

Claims Manager: Addresses all claims and/or complaints; meets with the property owner and inspects any damage; facilitates a resolution agreement and claim release with the property owner; and coordinates the distribution of a claims report to the City on a regular basis as dictated by contractual reporting requirements.

5. STAFFING PLAN

At Phillips & Jordan our greatest resource is our employees, from our operational managers and supervisors with years of experience who keep our crews safe and productive, our crafts who perform the work, to our corporate service teams that manage our fleet, financial and administration, information, and technology systems. We are proud to have many second and third generation employees that have chosen to build their careers with Phillips & Jordan. Phillips & Jordan currently has in excess of 1,200 employees and sufficient bench strength to provide multiple layers of redundancy to a project workforce.

EXTENSIVE PERSONNEL RESOURCES

Phillips & Jordan currently has in excess of 1,200 employees and sufficient bench strength to provide multiple layers of redundancy to a project workforce.

5.1. EXPERIENCE AND QUALIFICATIONS OF DEBRIS MANAGEMENT STAFF



KEY FIELD MANAGEMENT PERSONNEL

Phillips & Jordan is a general contractor that employs hundreds of management, operations, and administrative personnel that currently support a wide variety of construction projects at sites located throughout the United States. All of these employees are on a job site today performing various construction management and operational functions in support of current projects. Therefore, in response to a disaster event, Phillips & Jordan has the capability to immediately re-assign personnel with disaster experience to support the response effort without affecting ongoing construction project work. For example, following Hurricane Irma's massive impact on the State of Florida in 2017, Mr. Heath Stone was managing closeout of a water resources project and helping with estimating upcoming bids for the Water Resources Group, and Mr. Eric Hedrick and was managing a hazardous tree removal project being performed by Phillips & Jordan in California. Immediately following receipt of a request for assistance from several pre-positioned contracts in Florida, both of these individuals were immediately deployed to Florida to manage the removal of hurricane-related debris removal efforts.

Phillips & Jordan currently employs an extensive cadre of management and field personnel that have supported disaster debris management missions thus providing our organization with a highly qualified team to support the City during a future disaster event. Our knowledgeable and experienced workforce includes a core response group of individuals that offer demonstrated disaster response experience on multiple missions, and have numerous Federal Emergency Management Agency (FEMA), U.S. Army Corps of Engineers (USACE), and Occupational Safety and Health Administration (OSHA) certifications.

The team that would be deployed for most typical, isolated, small disaster events would only consist of an Operations Manager, several Area/Sector/Zone (ASZ) Managers, and a Field Safety Manager. However, a larger, more complex team with additional specialized expertise would be assembled and deployed for a catastrophic disaster event. Selection of the specific key personnel that would support a disaster debris management mission for the City is not realistic at this time given the fact that the timing and magnitude of a future disaster is not known. However, for a typical response scenario the team would primarily consist of individuals selected from Phillips & Jordan's core response group. Identification of the core response group members and a summary of major disaster events supported by these individuals are provided in the paragraphs that follows. Resumes for these individuals are presented in Appendix I to this proposal.

Tommy Webster - Contract Manager: Mr. Webster offers 17 years of disaster experience and has participated in the following disaster events: (Ongoing) California Tree Debris Management Program – (2017) Hurricanes Irma and Harvey – (2016) Harris County Texas Flood, Hurricane Matthew, Multiple Louisiana Parish Flood – (2015) Hurricane Joaquin, Calaveras County California Butte Wildfire, Multiple County South Carolina Flood – (2014) City of Burlington North Carolina Ice Storm, Williamsburg/ Florence County South Carolina Ice Storm – (2013) Multiple County Colorado Flood – (2012) Hurricane Sandy – (2010) Deepwater Horizon Oil Spill – (2008) Hurricane Ike – (2003) San Diego County California Wildfire, San Bernardino California Wildfire, Hurricane Isabel – (2002) Multiple County North Carolina Ice Storm.

Eric Hedrick - Project Manager: Mr. Hedrick offers 16 years of disaster experience and has participated in the following disaster events: (2017) Hurricanes Irma and Harvey – (2016) Harris County Texas Flood, Multiple Louisiana Parish Flood – (2015) Calaveras County California Butte Wildfire, Multiple


County South Carolina Flood – (2014) Williamsburg/Florence County South Carolina Ice Storm – (2013) Multiple County Colorado Flood – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Dennis – (2004) Hurricane Ivan – (2001) 9/11 World Trade Center Forensic Recovery Mission.

Dudley Orr - Project Manager: Mr. Orr offers 21 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma – (2016) Hurricane Matthew – (2013) U.S. Highway 441 North Carolina Rockslide – (2011) Alabama Spring Tornado Outbreak – (2009) I-40 North Carolina Rockslide – (2005) Hurricanes Katrina, Rita, and Wilma – (2004) Hurricanes Charley, Frances, and Jeanne – (2003) Hurricane Isabel – (2002) Hurricane Lili – (1996) Hurricane Fran.

Edd Satterfield - Project Manager: Mr. Satterfield offers 21 years of disaster experience and has participated in the following disaster events: (2016) Hurricane Matthew - (2016) Harris County Flood - (2014) City of Burlington Ice Storm - (2011) City of Joplin Tornado - (2011) Hurricane Irene - (2009) I-40 Rockslide - (2005) Hurricane Katrina - (2001) Hurricane Frances - (2004) Hurricane Charley - (2004) Hurricane Ivan - (2003) Hurricane Isabel - (1999) Hurricane Floyd - (1998) Hurricane Bonnie - (1996) Hurricane Fran.

Heath Stone - Operations Manager: Mr. Stone offers 2 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma [Hillsborough County, Town of Belleair, Kenneth City, and Pinellas Park] – (2014) Williamsburg/Florence County South Carolina Ice Storm.

William Goodgine - Operations Manager: Mr. Goodgine offers 3 years of disaster experience and has participated in the following disaster events: (Ongoing) California Tree Debris Management – (2017) Hurricane Harvey - (2015) Calaveras County California Butte Wildfire

Alan Carver - Operations Manager: Mr. Carver offers 5 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma - (2005) Hurricane Katrina - (1999) Hurricane Floyd - (1996) Hurricane Fran

Rex Wilson - Area/Sector/Zone Manager: Mr. Wilson offers 11 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Harvey – (2016) Harris County Texas Flood, Multiple Louisiana Parish Flood – (2015) Multiple County South Carolina Flood, Calaveras County California Butte Wildfire – (2013) Multiple County Colorado Flood – (2012) Hurricane Sandy, West Liberty Kentucky Tornado – (2011) City of Minot North Dakota Flood, Hurricane Irene, City of Joplin Missouri Tornado, Alabama Spring Tornado Outbreak – (2010) Deepwater Horizon Oil Spill – (2008) Hurricanes Gustav and Ike – (2007) Cherokee County Oklahoma Ice Storm – (2006) City of Buffalo New York Ice Storm – (2004) Hurricane Ivan.

Roger Hatfield - Area/Sector/Zone Manager: Mr. Hatfield offers 2 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma [Town of Belleair, Kenneth City, and Pinellas Park] – (2009) West Virginia Winter Storm.

Kurt Keith - Area/Sector/Zone Manager: Mr. Keith offers 1 year of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma [Town of Belleair, Kenneth City, and Pinellas Park].



Dale Joiner - Field Quality Control Manager: Mr. Joiner offers 15 years of disaster experience and has participated in the following disaster events: (2005) Hurricanes Katrina and Wilma – (2004) Hurricanes Frances, Jeanne, Charley, and Ivan.

Ryan Manning - Field Quality Control Manager: Mr. Manning offers 4 years of disaster experience and has participated in the following disaster events: (2011) Alabama Spring Tornado Outbreak – (2007) Cherokee County Oklahoma Ice Storm – (2005) Hurricane Katrina.

Dustin Haunhorst - Field Safety Manager: Mr. Haunhorst offers 13 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma – (2016) Harris County Texas Flood – (2015) Calaveras County California Butte Wildfire – (2012) Hurricane Sandy, West Liberty Kentucky Tornado – (2011) Alabama Spring Tornado Outbreak, City of Joplin Missouri Tornado, Hurricane Irene, City of Minot North Dakota Flood – (2008) Hurricane Ike – (2007) Cherokee County Oklahoma Ice Storm – (2006) City of Buffalo New York Ice Storm – (2005) Hurricanes Katrina, Wilma, and Dennis – (2004) Hurricane Ivan.

Gene Taylor - Field Safety Manager: Mr. Taylor offers 9 years of disaster experience and has participated in the following disaster events: (2013) U.S. Highway 441 North Carolina Rockslide – (2011) Alabama Spring Tornado Outbreak – (2010) Deepwater Horizon Oil Spill – (2008) Hurricanes Gustav and Ike – (2005) Hurricanes Katrina and Rita – (2004) Hurricane Ivan.

Wade Cutshaw - Field Safety Manager: Mr. Cutshaw offers 4 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma [Hillsborough County and Pinellas Park], Hurricane Harvey – (2011) Alabama Spring Tornado Outbreak – (2010) Deepwater Horizon Oil Spill.

CORPORATE RESOURCE PERSONNEL

In addition to the core response group discussed in the previous section, Phillips & Jordan corporate resource personnel that would also support execution of a disaster debris management mission for the City are listed below. Resumes for these individuals are also presented in Appendix I to this proposal.

Steve Thompson - Corporate Environmental, Safety & Health Manager: Mr. Thompson has been employed by Phillips & Jordan since 1990 and offers 22 years of disaster experience. He is responsible for the overall management of Phillips & Jordan's health and safety program, develops and administers policies and procedures regarding employee safety, investigates project accidents and develops preventative measures, and monitors safety programs implemented by subcontractors. Mr. Thompson served as the primary safety manager for the World Trade Center Staten Island Landfill Forensic Recovery Mission, and for recovery efforts associated with Hurricanes Katrina (2005), Gustav & Ike (2008), Irene (2011), and the tornadoes that occurred in Alabama and Joplin, Missouri (2011). To varying degrees, he has supported every disaster contract activation that Phillips & Jordan has managed over the past 22 years.

Mike Teem - Disaster Quality Control Manager: Mr. Teem has been employed by Phillips & Jordan since 1997 and offers 20 years of disaster experience. He has high-level oversight to project controls including job tracking, work order scheduling, crew allocation, daily and weekly production reporting,



and job closeout auditing functions for the project. Mr. Team will oversee the field quality management personnel to ensure compliance with quality control requirements, managing resource allocation, field data auditing, crew scheduling, production tracking and reporting. He was the Quality Control Manager for all debris removal activities associated with the 2011 tornado outbreak in Alabama, and for debris removal within Sector 1 - New Orleans following Hurricane Katrina from September 2005 to September 2007. Other notable disaster events supported by Mr. Teem have included Hurricanes Bonnie (1998), Floyd (1999), Lily (2002), and Isabel (2003), as well as the removal of over 100,000 trees in Southern California infested with bark beetles (2003 - 2005).

Clint Stephens - Lead Contract Administrator: Mr. Stephens has been employed by Phillips & Jordan since 2005 and offers 13 years of disaster experience. He is responsible for the financial aspects of contract administration. Relative to disaster recovery projects, Mr. Stephens manages administrative functions including contract compliance, data processing, reporting, audit response, billing, and subcontractor payments. He also oversees management of field data collection, cost reporting and cost allocation, financial claim resolution, invoicing/billing processes, contract closeout, and other required group support and management. Notable disaster events supported by Mr. Stephens have included Hurricanes Katrina (2005), Rita (2005), Gustav & Ike (2008), the tornadoes that occurred in Alabama (2011), Hurricane Sandy (2012), the South Carolina Ice Storm (2014), and the Butte Wildfire (2015).

5.2. KNOWLEDGE AND TRAINING

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

- Institutional Knowledge: Over the past 41 years, Phillips & Jordan has managed over 250 debris management missions for local, state, regional, and federal governments and agencies in 22 states across the nation. Phillips & Jordan's extensive past work history providing debris management services for some of the largest and most complex disaster response missions in history and for repeated clients serves as demonstration of our understanding of FEMA requirements surrounding reimbursable work eligibility.
- Client Training and Exercises: Phillips & Jordan regularly administers current FEMA debris management training to our pre-positioned contract clients and participates in client-administered exercises, as needed. Phillips & Jordan-administered training sessions include a curriculum that covers work eligibility from all angles including FEMA requirements that pertain to various components of preparedness, project operations, and documentation.
- Ongoing Employee Training Programs: Phillips & Jordan maintains a robust employee training program which includes certifications and training that is specific to debris management and those required to perform on federal projects, such as the USACE Contractor Quality Management training and National Incident Management System (NIMS)/Incident Command System (ICS) training. This ensures that we can offer a knowledgeable project team that understands work eligibility on FEMA-reimbursable contracts. Each of our clients is assigned a project manager that understands current policy and documentation requirements to support eligibility claims.
- **Project-Specific Training:** When Phillips & Jordan responds to a disaster event, a projectspecific training session is facilitated to ensure that everyone on the site has a clear understanding of eligibility. This training session is held prior to project kick-off to discuss safety, operations, and eligibility requirements. All Phillips & Jordan project personnel (including subcontractor staff) attend this session, and client, monitoring firm, and FEMA representatives are invited to



participate. All Phillips & Jordan project personnel share the responsibility for ensuring work eligibility and this training session ensures that all personnel have a solid understanding of specific geographic and environmental concerns, as well as FEMA requirements.

- Keeping Current with New Industry Training and Guidance: Our staff regularly monitors FEMA, OSHA, and other relevant websites which helps our staff keep up with new developments in the industry. Additionally, our team is often alerted to new developments in the industry through requirements in solicitations that need to be complied with to be awarded new contracts or maintain existing contracts. In this case, Phillips & Jordan often pursues new certifications or licenses that support the collective strength of our workforce and broaden our team's understanding of local, state, and/or federal requirements, increasing our comprehensive work eligibility knowledge.
- **Participation in Industry Events and Training Courses:** Phillips & Jordan Disaster Services staff actively participate in relevant conferences and trade shows. Partaking in these events and being involved in industry organizations helps keep our staff informed on current news and developments in the disaster response and recovery industry. Some of these include maintaining memberships and/or attending events facilitated by the National Emergency Management Agency (NEMA), the National Hurricane Conference, the Solid Waste Association of North America (SWANA), the American Public Works Association (APWA), and various state and regional emergency management conferences, among others, and includes attending FEMA and/or regional or topical training at these conferences or provided by these organizations.

6. COMMITMENT TO SUSTAINABILITY

Phillips & Jordan is committed to the sustainability of our planet and to ensuring that our projects are performed in an eco-friendly manner. To assist us in formalizing our commitment to conserve the resources utilized in the conduct of our operations for the benefit of those communities in which we live and work, Phillips & Jordan has developed a corporate Environmental Sustainability Strategic Plan (ESSP). The 2016 ESSP addresses the following goals:

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

Furthermore, Phillips & Jordan's Disaster Debris Management Environmental Protection Plan ensures that our disaster debris management missions are completed in a manner that is friendly to the environment. Phillips & Jordan routinely implements its debris segregation program to address the management of solid and hazardous wastes generated during disaster events. This program is implemented under the requirements defined in a project-specific environmental work plan and best management practices that is developed for each disaster debris management mission. A copy of this document can be provided upon further request. The environmental work plan and best management practices generally address topics including spill prevention, control, and countermeasures; non-hazardous solid waste disposal; recycling and solid waste minimization; air pollution control; contaminant management; and temporary sediment control.



The objective of Phillips & Jordan's debris separation program is to minimize the amount of debris requiring disposal in a lined, sanitary landfill, thus maximizing the amount of debris that can be disposed of at significantly lower tipping fees. This is accomplished by implementing a comprehensive curbside debris separation program, similar to that developed by Phillips & Jordan in concert with the Occupational Safety and Health Administration, U.S. Environmental Protection Agency, USACE and State

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agencies for the Hurricane Katrina response in New Orleans, and the 2011 tornado responses in Alabama and Joplin, Missouri. Curbside debris generally falls into the following major categories:

- Vegetative debris
- Household hazardous waste (HHW)
- White Goods
- Small motorized (gas powered) equipment (SME)
- Municipal solid waste (MSW)
- Electronic wastes (E-Waste)
- Asbestos Containing Material (ACM)
- Construction and Demolition (C&D) debris
- Automotive tires
- Automobiles and vessels damaged beyond repair
- Recyclables
- Silt, sand, and mud

Considerations for management of the waste streams as well as environmental precautions and processes for operation of TDSRSs are discussed in Tab 4 of this proposal.





Tab 4: Approach to Scope of Work





1. PROJECT UNDERSTANDING & RESOURCE AVAILABILITY

1.1. PROJECT UNDERSTANDING

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

Phillips & Jordan stands ready to assist the City in addressing the daunting task of disaster response Our extensive past experience providing similar services throughout Florida, along the U.S. Atlantic Coastline, and across the nation over the past 41 years is testament to our ability to support the City's unique debris management needs. Our proven project approach is scalable to meet the individual needs of our Citys who are faced with varying circumstances associated with each disaster type. Furthermore, Phillips & Jordan understands the importance of ensuring compliance with federal, state, and local laws and regulations to maximize the City's reimbursement from available federal grant sources and minimize the City's cost for response and recovery services.

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

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

1.2. ABILITY TO PERFORM

Phillips & Jordan has access to extensive equipment and personnel resources throughout the State of Florida, both in-house and through our network of subcontractors, which can be used to support immediate response efforts following a debris-generating event, as needed. The following key points ensure Phillips & Jordan's resource availability:

- Over \$120 million in equity, interest-bearing debt to equity ratio of approximately 0.2 to 1, \$50 million in working capital, and an aggregate bonding capacity line in excess of \$1.5 billion with an individual contract line exceeding \$500 million.
- Over 100 management and field personnel that have supported disaster debris management missions.
- An extensive cadre of management and field personnel that have supported disaster debris management missions thus providing our organization with a uniquely qualified team to support the City during a future disaster event. This highly qualified and experienced workforce includes a core response group of individuals that offer demonstrated disaster response experience on multiple missions, and have numerous Federal Emergency Management Agency (FEMA), U.S. Army Corps of Engineers (USACE), and Occupational Safety and Health Administration (OSHA) certifications.



- Regional office located in Zephyrhills, Florida that employs over 200 full time personnel who could potentially support the immediate needs of a debris management effort.
- Extensive fleet of company-owned production and related support equipment.
- Network of regional equipment rental vendors underpinned by national accounts with numerous heavy equipment manufacturers that are capable of providing supplemental equipment to fill any equipment gaps.
- Proven history of meeting the equipment needs for a diverse range of projects, and resources to provide the necessary equipment quickly and economically.
- Long-term relationships and executed enforceable master subcontracts for disaster response services with a highly qualified group of key pre-positioned subcontractors that have provided man-power and equipment for previous Phillips & Jordan disaster debris management missions.
- Database of pre-registered subcontractors, including 3,411 located in the State of Florida.

2. GENERAL OPERATIONS PLAN

2.1. INTRODUCTION

The following Debris Management General Operations Plan incorporates Phillips & Jordan's standard protocols and procedures implemented for disaster debris management missions. This plan is scalable and can be adjusted to meet the needs of our clients based upon their unique needs following a disaster regardless of magnitude.

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

The general mobilization and operations approach utilized by Phillips & Jordan reflects our collective past experience gained from responding to natural disasters that have occurred throughout the United States over the past 41 years. Examples of recent major disasters for which Phillips & Jordan has implemented this general mobilization and operations approach to successfully accomplish disaster debris management include Hurricanes Harvey and Irma (2017), Hurricane Matthew (2016), multiple flooding events in Texas and Louisiana (2015-2016), a major North Carolina/South Carolina ice storm event (2014), Hurricane Sandy (2012), the historic tornado super-outbreak in Alabama (2011), and the EF-5 tornado that devastated Joplin, Missouri (2011).



2.2. POST-AWARD AND PRE-EVENT COORDINATION

Following contract award to Phillips & Jordan, members of our senior disaster debris management team will arrange to conduct a post-award teleconference with City representatives. During this teleconference key elements of the City's disaster response preparedness will be discussed including, but not limited to, proposed equipment staging areas and Temporary Debris Storage and Reduction Sites (TDSRSs), area landfills authorized to receive debris for final disposal, identification of points of contacts for stakeholders that would participate during a disaster response (public works department, City administration offices, local power companies, etc.), and educational enhancements required by the City to increase its disaster response preparedness.

2.3. PRE-EVENT PLANNING AND TRAINING

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

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

- Planning for preliminary TDSRS selections.
- Review and update debris collection zone maps.
- Review and update of primary road clearance routes.
- Local subcontractor coordination.
- Hazardous waste handling.
- Potential beach and shoreline restoration criteria and current permitting requirements.
- Force account documentation evaluation and recommendations.

Phillips & Jordan will provide an annual training for the City's emergency response team regarding current federal, state and local guidelines and regulations. We will customize this annual training based on the City's specific needs for information regarding all phases of emergency management. Phillips & Jordan will coordinate with City emergency management staff regarding criteria, agenda, and scheduling. Phillips & Jordan would also welcome the opportunity to participate in the City's emergency preparedness training events and exercises. This allows City staff and Phillips & Jordan staff the opportunity to interact in a non-event environment and encourages open and informative exchange of ideas, expectations, and common goals that will assist in planning for a successful recovery effort. It is Phillips & Jordan's belief that these are all necessary tools to prepare the City's entire emergency management team for response to a future disaster.

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



2.4. PRE-EVENT COORDINATION

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

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

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

2.5. PRELIMINARY DAMAGE ASSESSMENT

Phillips & Jordan has found it favorable for both our clients and our operations managers to be involved and participate in preparations prior to an event, and in the initial damage assessment (IDA) immediately following an event. Phillips & Jordan has experienced staff that can assist in training City staff on how to perform an IDA that will collect and document the information that will later be required to validate the threshold of damages. Proper documentation during the IDA is critical to providing validation during the preliminary damage assessment that will also involve FEMA and the Florida Division of Emergency Management. Being aware of the relevant thresholds (*2018 state threshold for Florida is \$27,449,913 and the 2018 county threshold for Broward is \$6,432,883*) is helpful to understanding the likelihood of a Federal Disaster Declaration and to knowing when to move forward with debris management task orders. Phillips & Jordan's clear understanding of the requirements of the declaration process will be valuable to the City during this process if an event does occur

2.6. PRE-POSITION OF RESOURCES

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

Phillips & Jordan will also pre-position our own equipment and key pre-positioned subcontractors equipment as required. Phillips & Jordan's preference is to utilize as many local qualified subcontractors and vendors as possible to support the debris management mission. In order to maximize local participation, Phillips & Jordan will identify potential subcontractors and vendors based in and around the City as part of our post-award activities. Furthermore, Phillips & Jordan has existing agreements in place



with key pre-positioned subcontractors that have over 180 combined years of experience working with Phillips & Jordan and understand the importance of having personnel and equipment ready to quickly and efficiently respond to debris management work assignments. Equipment from both local and key pre-positioned subcontractors and vendors will be pre-positioned so that it is ready for deployment following arrival of the event.

2.7. DEBRIS ESTIMATION & RESOURCE PLANNING

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

The household debris component includes debris generated from damage to the house including contents and surrounding shrubs/trees. Vegetative cover includes all trees/shrubbery and other debris that is placed on public right-of-ways (ROWs) for collection by the debris removal contractor. Commercial density includes construction and demolition (C&D) debris generated by damage to businesses and industrial facilities. Commercial facilities should have insurance to cover damages to the structure and is not typically eligible for removal by the debris removal contractor. The heavier the commercial density the less vegetative debris. The amount of precipitation generated by a storm has a direct relationship on debris quantities. Very wet storms will cause ground saturation increasing tree fall from hurricane generated winds.

The model results provide a frame of reference that enables us to anticipate the resources needed to execute an effective and efficient response to the event. Phillips & Jordan validates the model results based on industry standards and guidance, and our own knowledge and understanding gained from 38 years of experience providing debris management services and after-action evaluations of data and results. The model results are then used to calculate project-specific resource needs that are incorporated into the response plan.

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

In addition to the trucks meeting their daily number of loads, it is critical to recognize when the configuration of the loading crews require adjustment. The ideal production ratio of loading crews to trucks averages 1:5; however, constant field awareness and adjustment is required to determine the most effective configuration. Unless specific project requirements dictate otherwise, Phillips & Jordan typically conducts hauling operations during a 120-day period thus allowing 60 additional days to



complete any reduction/recycling activities and TDSRS restoration to comply with the FEMA Category A 180-day allowable project duration.

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

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

2.8. POST-EVENT RESPONSE

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

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

Phillips & Jordan can provide sufficient resources to fulfill a 24-hour mobilization requirement, to include emergency road clearance, without reliance on subcontractors. Phillips & Jordan will comply with the City's requirement to begin operations within 24 hours of notice to proceed, and any other mobilization time lines as dictated by contractual requirements.

2.9. GENERAL OPERATIONS APPROACH

2.9.1. EMERGENCY ROADWAY CLEARANCE

Opening roadways in the first 70 hours following a disaster is a priority in order to allow emergency vehicles to gain access to critical facilities. Phillips & Jordan has substantial experience providing crews and equipment to assist local governments with emergency roadway clearance or "first-push" operations to clear debris from roadways. Communications with the City's local engineer once a task order has been issued will be initiated by Phillips & Jordan's Operations Manager to identify the "critical routes" and coordinate resource requirements.

Within 12 hours or sooner after receiving NTP from the City, Phillips & Jordan will commence with push operations. Prior to receipt of NTP, Phillips & Jordan will activate a sufficient number of local pre-positioned subcontractors to accomplish emergency roadway clearance. A Phillips & Jordan Field Crew Manager will proceed to the location(s) where the subcontractors are staged to complete check-in of personnel and equipment. Upon receipt of NTP, subcontractor Debris Push Crews begin clearance operations working 24-hour shifts with rotating personnel until push operations are completed. First-push operations are conducted on primary transportation routes pre-specified by the City and entrances into



police stations, hospitals, fire stations, and other critical facilities. First push operations generally consist of moving debris from roadways and facility entrances to adjacent public ROWs. In the event that debris cannot be pushed into a ROW, it is loaded and hauled to a nearby off-street location for temporary staging and subsequently removed during debris clearing operations.

Each Debris Push Crew typically consists of (1) Foreman, (2) Equipment Operators, (2) Laborers equipped with Chain Saws and Rakes, (2) Certified Flaggers, (1) Bucket Truck, (1) Rubber Tired Loader, and is supported if necessary by several transport trucks. Work activities are supervised by Phillips & Jordan's Operations Manager, Field Safety Managers, and Field Crew Managers. The number of push crews deployed is dictated by the City based upon the severity of the storm. Debris Push Crews work together with local government representatives and local/regional power companies to maximize public safety and minimize further damage to utility systems and public infrastructure (i.e., sidewalks, drainage structures, traffic signals and signage, etc.). All personnel will be outfitted with proper personal protective equipment (PPE) and approved Traffic Control Devices.

2.9.2. DEBRIS REMOVAL OPERATIONS

2.9.2.1. FEMA Public Assistance Program

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

Eligible debris work under the FEMA Public Assistance Program must be in the public interest, and is defined as work necessary to:

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

Determining debris eligibility is a significant challenge and only FEMA can make the final decision. Phillips & Jordan has years of experience working with FEMA and managing debris operations in compliance with FEMA 325 Debris Management Guidelines. Every year Phillips & Jordan provides training to employees and key subcontractors on safety and the FEMA 325 guidelines.

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

2.9.2.2. Sector Planning & Determination of Resources

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



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

- Municipality/jurisdictional boundaries
- Roads, streams, landmarks, or other natural and manmade boundaries
- Population density
- Debris density
- Type of equipment required for each area
- Commercial property versus residential property
- Degree of impact within the disaster location
- Number of, and proximity to, disposal sites

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

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

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

2.9.2.3. Mobilization

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



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the truck. After completion of the inspection/ certification process, equipment is moved to an assigned staging site.

Operational personnel report to a resource staging area for processing, assignment of living quarters if required, verification of valid Commercial Driver's License (if applicable) by the Phillips & Jordan Logistics Manager, and distribution of required personal protective equipment (PPE) supplies. A job bulletin board is constructed at the staging area and used to post legal notices (Equal Employment Opportunity, sexual harassment, safety and health information, prevailing



wages, grievance procedures, etc.), contract information, and the project safety performance record. Operational personnel also participate in an orientation that addresses the scope of work to be performed, site-specific health and safety requirements, Phillips & Jordan ethics and anti-kickback policy training, and emergency contact telephone numbers. After each work crew has completed its mobilization to the project site, the Phillips & Jordan Operations Manager assigns the work crew to a specific operational area. Once assigned, the work crew will only work in the assigned operational area until released by the Operations Manager.

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

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

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

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



- Within 24 hours after receipt of NTP, Phillips & Jordan deployed 8 Search & Rescue crews, mobilized essential field management personnel to the disaster zone, established a temporary office and equipment staging area, and began safety inspections of equipment and registration of project assets.
- Within 72 hours after receipt of NTP, Phillips & Jordan completed mobilization of all field management personnel, deployed 15 debris removal crews, identified Temporary Debris Storage and Reduction Sites, and established a permanent project office and staging area.
- Within 15 days after receipt of NTP, Phillips & Jordan completed mobilization of +300 employees and +50 subcontractors, constructed and began operation of 32 Temporary Debris Storage and Reduction Sites, and established 10 equipment staging areas and 10 temporary offices at various locations throughout the disaster zone.

2.9.2.4. Debris Segregation

This task involves curbside segregation of HHW, E-waste, and SME from the main mass of vegetative and C&D debris. HHW examples include, but are not limited to, household cleaning products, paint, batteries, bleach, gasoline containers, and similar hazardous items. E-waste examples include, but are not limited to, televisions, computers, monitors, and other electronics with circuit boards or vacuum tubes that contain concentrated heavy metals (for example lead, cadmium, chromium, and mercury). SME examples include, but are not limited to, gasoline powered equipment (lawnmowers, weed trimmers, chainsaws, etc.) that contain



2005 Hurricane Katrina

fuel, oil, and other hazardous substances. Phillips & Jordan segregated and processed over 1,450,000 HHW items, 780,000 E-waste items, and 51,000 SME items during the Hurricane Katrina disaster debris management mission.

HHW segregated from the main debris mass is transported by the crews to a central HHW Processing Site where it is consolidated for final disposal. E-waste and SME items segregated from the main debris mass are transported by the crews to a central Debris Processing Site where it is processed and prepared for final disposal

2.9.2.5. Debris Load & Haul

Public Right-of-Way Debris Removal

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



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



removal operations described in Section 2.9.2 of this proposal volume.

Loading and hauling of debris is accomplished by Public ROW Debris Removal Crews. Vegetative debris is typically transported to a designed TDSRS for reduction while C&D debris is transported directly to an authorized landfill for disposal.

Traffic control devices used for operations comply with the latest Manual of Uniform Traffic Control Devices, and include sufficient signs, cones, and barricades to ensure the safety of vehicular and pedestrian traffic within work zones. NOTE: the traffic control requirements described here apply as applicable to other debris removal operations described in Section 2.9.2 of this proposal volume.

2.9.2.6. White Goods Removal

This task involves curbside collection and transport of White Goods. White Good examples include, but are not limited to, refrigerators, freezers, stoves, air conditioning units, and other large appliances. Phillips & Jordan collected and processed over 760,000 White Good items during the Hurricane Katrina disaster debris management mission.

Removal of White Goods is accomplished by White Goods Removal Crews. White Goods are transported by the crews to a central Debris Processing Site where they are processed and prepared for final disposal.

2.9.2.7. Animal Carcass Removal

This task involves removal of livestock, wildlife, and other animals that perished during the disaster event. Animal carcass collection, transportation, and disposal is accomplished in accordance with applicable local, state, and federal laws, standards, and regulations. Phillips & Jordan generally utilizes air curtain refractory incinerators



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("box burners") for animal carcass reduction with subsequent landfill disposal of the rendered burn product, or direct disposal of carcasses at a landfill approved to accept this specific type of waste. Removal of animal carcasses is accomplished by Carcass Removal Crews. The per day removal rate for animal carcasses is highly variable and dependent upon the type, condition, and concentration of the dead animals.

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

2.9.2.8. Sand Removal & Replacement

This task involves removal of sand from public lands or ROWs (streets, beaches, and parks); transport of the sand to a central Sand Processing Site; screening of debris from



2013 Collier County, FL Beach Renourishment

the sand; and finally replacement of the clean sand on beaches or along waterways. Phillips & Jordan imported and spread a total of 227,500 tons of sand as part of the Collier County Beach Renourishment Project (Florida) during 2013 in response to beach erosion caused by several tropical systems.

After collected sand is screened at the Sand Processing Site, the clean sand is transported by Sand Removal Crews to designated locations for spreading by Sand Replacement Crews. Four separate crew types work simultaneously to accomplish sand removal and replacement: Sand Removal Crews, Sand Screening Crews, Debris Support Crews, and Sand Replacement Crews. All debris removed from sand

during screening operations is collected by Debris Support Crews and either transported to a designated TDSRS (vegetative debris) for reduction or transported directly to an authorized landfill (C&D debris) for disposal.

2.9.2.9. Marine Debris Removal

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



using sonar equipment. Retrieval of the debris is accomplished by Marine Debris Removal Crews. The debris is lifted onto the barge deck and then placed at various off-loading sites on land.



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

2.9.2.10. Hazardous Tree/Limb Removal

This task involves removal of hazardous trees/ limbs identified by the City from public ROWs and other public properties (schools, parks, golf courses, etc.). Phillips & Jordan removed and reduced approximately 52,600 hazardous limbs following a 2014 ice storm that impacted South Carolina, and over 1,200 hazardous trees and 52,300 hazardous limbs during the 2017 Hurricane Irma disaster debris management mission.

A hazardous tree is defined as a tree that is 6 inches or greater in diameter, and leaning at an angle greater than 30%, or has more than 50% of its crown damaged, that presents a



2014 South Carolina Ice Storm

threat or danger to the general public. A hazardous limb is a limb or branch that is greater than 2 inches in diameter, broken or partially broken, and is in danger of falling. Only hazardous trees and limbs located in the public ROW are eligible for removal. Hazardous trees are identified and marked in the field by City representatives in accordance with FEMA guidelines, and are categorized based upon the diameter at breast height (DBH) applicable to a given tree. Only those trees marked by the City are cut by Phillips & Jordan. Trees located on private property or leaning on houses are subject to the requirements of Private Property Debris Removal (PPDR).

Hazardous tree/limb removal is accomplished by Tree Trimming Crews. Felled trees/limbs are subsequently transported to a designated TDSRS.

2.9.2.11. Hazardous Stump Removal

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





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Two separate crew types work simultaneously to accomplish hazardous stump removal: Small Stump Removal Crews and Large Stump Removal Crews. Small and large stumps are transported to a designed TDSRS for reduction.

2.9.2.12. Vehicle & Vessel Removal

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



2005 Hurricane Rita

Vehicle removal is accomplished by Vehicle

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

2.9.3. DEBRIS REDUCTION AND PROCESSING OPERATIONS

2.9.3.1. Temporary Debris Storage and Reduction Site Construction

This task involves all construction activities necessary to prepare TDSRSs for operations including but not limited to construction of inspection towers, placement of gravel covered roadways, and installation of erosion control devices. Material required for TDSRS construction are obtained from local vendors. In addition, a baseline environmental screening is conducted for each TDSRS prior to initiation of construction activities. TDSRS construction is accomplished by Site Construction Crews. Phillips & Jordan established and operated 32 TDSR sites during the 2011 State of Alabama Tornado Outbreak disaster debris management mission.

Site Selection: The disposal side of the debris equation is more important than the removal side of equation for a successful disaster debris management mission. Establishing multiple TDSRSs that are capable of accepting debris early in the mission schedule significantly improve the efficiency of debris removal and reduce costs. At the beginning of each disaster debris management mission, Phillips & Jordan determines or verifies TDSRS locations as well as the feasibility, operational limitations, and environmental characteristics of each site. Selection of an appropriate TDSRS considers the following criteria:

- Presence of wetlands, endangered species, sensitive plants, etc.
- Presence of historical or archeological significant sites.
- Presence of adjacent surface water bodies, storm water conveyance systems, drainage structures, retention ponds, etc.
- Relatively flat topography to minimize storm water erosion and runoff issues.



- Presence of well field protection areas or use of surface water and/or groundwater in the vicinity for potable purposes.
- Site geology as it relates to protection of potable aquifer systems.
- Human population density in the downwind direction of the prevailing winds that would be impacted by dust and smoke nuisances.
- Ingress and egress to the property and ability to control traffic.
- Sensitivity of area to noise and light nuisances that would be caused by 24 hour per day site operations.
- Proximity to nearby residential communities, hospitals, churches, daycares, etc.
- Proximity to nearby landfills for debris disposal.
- Proximity to nearby recycling facilities for debris recycling.
- Public versus private property use of publicly-owned lands is preferable to avoid cost and lease negotiation associated with private property.

Baseline Environmental Screening: Establishment of an environmental baseline either prior to or immediately after selection of a TDSRS must be completed prior to initiation of operations. Due to the compressed schedules associated with disaster debris management missions, the Phase I Environmental Site Assessment Process defined in the American Society for Testing and Materials (ASTM) E1527-13 Standard Practice for Environmental Site Assessments is not practical. Therefore, baseline environmental screening of a TDSRS is accomplished by Phillips & Jordan using the Transaction Screen Process (TSP) defined in ASTM E1528-14e1 Standard Practice for Limited Environmental Due Diligence.

In addition to the TSP, Phillips & Jordan simultaneously completes a National Environmental Policy Act (NEPA) Pollution Prevention/Environmental Impact Reduction Checklist for Siting to assess and when possible mitigate potential environmental impacts associated with usage of a TDSRS. The TSP and NEPA Checklist are completed over a 24- to 48-hour period for prospective TDSRSs.

Baseline environmental screening is performed for each TDSRS established for the disaster debris management mission. Screening activities focus on site areas where debris reduction operations pose the potential for release of hazardous or petroleum substances. These site areas include, but are not limited to, the following:

- Debris storage and staging areas
- Debris sifting/sorting areas
- Vegetative debris reduction areas
- Ash storage areas
- Fuel storage and dispensing areas
- Equipment maintenance areas
- Equipment decontamination areas
- Worker decontamination areas
- Vehicle wash areas
- Special waste accumulation/storage areas
- Storm water retention/detention basins



2005 Hurricane Katrina



Baseline environmental screening data is used for comparison with closeout sampling performed following TDSRS restoration. As a general rule, there will typically be some constituents of concern existing on a property from its prior use, unless the site selected is pristine, virgin land that has never been developed or used for commercial or agricultural purposes. The goal of the baseline environmental screening is to collect sufficient representative environmental samples to document the environmental quality of a TDSRS prior to the initiation of site operations. The scope of work for a TDSRS baseline environmental screening is developed based on a site-specific Operations Plan prepared by Phillips & Jordan.

Inspection Tower Construction: The graphic below illustrates the configuration of an OSHA-compliant temporary inspection tower typically constructed by Phillips & Jordan at a TDSRS.



2.9.3.2. Debris Processing Site Operations

This task involves processing of E-waste, SMEs, and White Goods transported to a central Debris Processing Site by Debris Segregation and White Goods Crews. Processing of these items is accomplished by Debris Processing Site Crews.

E-waste is consolidated on wooden pallets and shrink wrapped for final disposal. SME items are drained of gasoline/oil and placed into roll off dumpsters for final disposal. Liquids drained from SME items



are transported to a central HHW Processing Site for final disposal. White Goods are decontaminated, drained of oil and Freon, and finally bailed. E-waste and SME items are transported to an authorized landfill for final disposal while White Goods are transported to a recycling facility approved by the City.

2.9.3.3. Temporary Debris Storage and Reduction Site Operations

This task involves reduction of vegetative debris transported to TDSRSs by Public ROW and Residential Debris Removal Crews. Reduction of the debris is accomplished by TDSRS Operations Crews. In addition, the required number of mechanics are assigned to maintain, and fuel equipment used for operations at all TDSRSs. At TDSRSs where tub grinders are installed, each crew is capable of reducing approximately 1,500 cubic yards of vegetative debris per grinder per day. At TDSRSs where box burners are installed, each crew is capable of reducing approximately 1,600 cubic yards of vegetative debris per grinder per day.

Upon receipt of each debris load at a TDSRS, non-wood items (including HHW, residual C&D debris, SMEs, and E-waste) that were not previously segregated are separated for alternate disposal. HHW is placed into a plastic lined temporary storage area at the TDSRS until it is transported to the central HHW Processing Site. The general layout for a TDSRS is illustrated below.





Site Operations Plan: Following identification of TDSRSs to be utilized for the temporary storage and reduction of debris, Phillips & Jordan develops an Operations Plan for each site. Elements of the plan include, but are not limited to, the following:

- Site management to include point of contact and organizational chart.
- Site ingress and egress.
- Environmental baseline screening.
- Site preparation including clearing, erosion control, and grading.
- Traffic control procedures.
- Site security and safety.
- Site layout/segregation plan to include as applicable: air curtain incineration areas, mechanical chipping/grinding areas, ash storage areas, hazardous waste containment area, contractor work areas, inspection tower locations, and safety zone clearance areas (100 foot clearance area between stockpiled debris and incineration operations and 1,000 foot clearance area from structures).
- Environmental mitigation plan including considerations for smoke, dust, noise, traffic, safety buffer zones, storm water runoff, historic preservation, wetlands, and endangered species as appropriate.

Reduction & Disposal Considerations:

Phillips & Jordan's philosophy is simple concerning debris reduction, recycling, and disposal "keep the debris stream that must be placed into a lined landfill to an absolute minimum". Other guiding principles include handle the debris only once, segregation of waste streams in ROWs and curbside is critical, and do not intentionally place C&D debris in a TDSRS to avoid additional handling.

Balance of vegetative reduction by using a combination of grinding and incineration is also important. In large scale disasters the markets



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for wood chips are quickly overwhelmed by the volume of woody material available. This market glut often leaves disaster stricken areas with large amounts of mulch type material with no market for disposal. Large stockpiles of chips and mulch produce an undesirable leachate over time and also become a fire hazard due to fermentation. This situation in the past has forced communities to haul chips to a landfill for use as cover, or incinerate the chips, both of which are expensive options.

Phillips & Jordan recommends grinding or chipping only the quantity of mulch material that can be consumed within a given community and then incinerate the remaining material using engineered burning systems that meet U.S. Environmental Protection Agency (EPA) air standards. Phillips & Jordan routinely operates incinerators in compliance with EPA air quality standards and opacity requirements.

2.9.3.4. Project Closeout Activities

Project closeout activities include, but are not limited to, the following:

• Equipment removal and site restoration at the Debris Processing Site and the Sand Processing Site (if utilized).



- Demobilization of company and subcontractor equipment/personnel.
- Preparation of final reports and payment of outstanding subcontractor invoices.
- Closure of TDSRSs (tower/equipment removal, site restoration, closeout environmental screening).

Upon removal of all debris transported to TDSRSs for reduction, Phillips & Jordan removes equipment; demolishes inspection towers; removes fencing, erosion control devices installed at each site, and signage; and completes restoration of each site (removal of stone used for temporary access roads, grading of disturbed areas, seeding of disturbed areas, etc.). TDSRS closure is generally accomplished within 30 days after receipt of the last load of vegetative debris. Phillips & Jordan's Operations Manager conducts a final closeout inspection of each site with a City representative, and obtains a final release if the site condition is determined to be acceptable.



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In the event deficiencies are identified during the final closeout inspection, additional site restoration is performed to correct the deficiencies.

In addition, closeout environmental screening is performed for each TDSRS after initial site restoration is accomplished to assess if operations significantly impacted the soils and/or groundwater compared to the baseline data. The closeout screening is similar in scope to the baseline screening to provide for comparison of pre-operation and post-operation soil and groundwater quality. If significant differences are found, additional site restoration is completed to the greatest extent feasible.

B. DEBRIS REMOVAL MISSION TIMELINE

Phillips & Jordan stands ready to mobilize upon receipt of notice-to-proceed from the City. Our Disaster Services Division regularly monitors predictable weather events and prepares to activate response personnel for our pre-positioned contract clients as soon as a threat is identified. Phillips & Jordan deploys disaster services personnel to affected locations in advance of predictable events, and can deploy within 24 hours of non-predictable events. Phillips & Jordan will comply with any specific mobilization obligations as dictated by contractual requirements.

The following table demonstrates Phillips & Jordan's typical response timeline. Please note that every event is different and this timeline can be tailored to meet the individual needs of our clients.

Phillips Jordan, Inc. Typical Debris Removal Mission Timeline

Activity	3 days prior	2 days prior	1 day prior	Day of Event	1 day post	2 days post	3 days post	7 days post	30 days post	180 days post	Project Completion
Pre-Event Activities											
PIO dissemination of information											
Pre-event advance notice to contractors and monitors (or sooner)											
Activation of Emergency Management Center (or sooner)											
Evaluation/decision on evacuation of non-critical staff											
P&J representative(s) mobilization to affected area (or sooner)											
Evaluation/decision on evacuation of critical staff and equipment											
P&J equipment and personnel resources staged in proximity											
Day of Event Activities											
Debrief from EOC, fire, police, power/gas utility, and 911-identified damaged areas, modifications if											
required to established critical facilities route clearance plan											
Debris clearance strategy confirmed or modified with debris monitor, review and modify as required by											
the site-specific Site Health and Safety Plan (SHSP)											
Post-Event Activities											
Generate reports as required in Emergency Communications Plan											
Search and rescue, assist if requested by separate task order											
Initial Damage Assessment (IDA), assist if requested, task order required											
Receive all-clear from EOC on search and rescue, start debris clearance activity											
P&J resources and debris monitor representative mobilize to debris clearance priorities as assigned by task											
order and begin work											
NOTE: Start of FEMA 70-hour debris clearance documentation period											
Emergency road clearance operations											
As emergency road clearance operations are completed, transition crews to debris removal operations											
DMS preparation begins											
Evaluate if debris removal can be accomplished within 180-day time line, submit request for extension if											
required											
Transition all remaining emergency road clearance crews to debris removal operations											
NOTE: End of FEMA 70-hour debris clearance documentation period											
Dahrie Pamoval Activities											
Debris Removal Activities											
Debris removal eccentions continues with recources evaluated and adjusted accordingly											
Debris removal operations continues with resources evaluated and adjusted accordingly											
Debris Disposal and Reduction Strategy is modified to accomplish most effective and efficient recovery											
DMS operations begins, with maintenance and operations continuing until all debris has been reduced and											
Evaluate the progress of debris removal and establish the last pass start date											
Debris Reduction and Disposal Activities											
DMS operations											
NOTE: Continues until all debris has been reduced and transported off site for final disposal											
Research final disposal facilities for current and past Notice of Violations (NOVs) from regulatory agencies											
nrise to transporting debris											
Debris Disposal and Reduction Strategy is modified as required to facilitate both maximum revenues for											
the client and prevent any National Environmental Policy Act (NEPA) violations											
Obtain permits if not already permitted sites											
Debris reduction											
NOTE: The goal is to have all debris received into the DMS, reduced, and transported to the final disposal											
facility within 30 days of the date recorded on the last load ticket.											
All eligible debris is collected and staged on-site for reduction or reduced and staged for transport to the											
final disposal facility											
Reduced vegetation is moved off the DMS to the final disposal facility											
DMS Closeout								 			
Confirm all debris removal can be accomplished within 180-day time line, submit request for extension if											
required											
All debris is removed from the DMS					1	1					
Post-closure soil samples collected and submitted for analysis											
Site restored to its original condition and use											
Owner provides a signed release accepting the site restoration											



4. DEBRIS MANAGEMENT EQUIPMENT

Phillips & Jordan owns and operates an extensive fleet of production and related equipment that is used to support disaster debris management missions. Since Phillips & Jordan began operations over 60 years ago, one of our core competencies has been land clearing, and our current equipment fleet reflects this history. Consequentially, Phillips & Jordan is uniquely positioned to supply the necessary equipment to support debris removal operations, including specialized attachments, appropriate for debris management. All of our loaders can be equipped with rakes and grapples or buckets as necessary, and the majority of our excavators are equipped with hydraulic thumbs or grapples.

Phillips & Jordan's company-owned equipment is strategically located at multiple in-house storage and maintenance shops throughout the country. This disbursement of resources allows Phillips & Jordan to quickly mobilize all required equipment to the disaster zone regardless of location. Company-owned equipment is deployed from storage yards via our Internal Haul Division or our network of external haulers. Phillips & Jordan's Internal Haul Division consists of drivers and trucks that move equipment throughout the country as needed for a wide range of construction projects.

If our internal hauling resources become fully-utilized, Phillips & Jordan can reach back to our established network of reliable subcontracted equipment haulers who meet our insurance requirements. Furthermore, Phillips & Jordan maintains a network of regional equipment rental vendors underpinned by national accounts with numerous heavy equipment manufacturers that are capable of providing supplemental equipment to fill any equipment gaps. As a national heavy civil contractor, Phillips & Jordan is experienced in meeting the equipment needs for a diverse range of construction projects and we have the resources necessary to provide equipment quickly and economically.

In addition, Phillips & Jordan has existing contracts in place with key pre-positioned subcontractors that have provided equipment and operators for numerous disaster debris management missions previously completed by Phillips & Jordan. Although Phillips & Jordan and our key pre-positioned subcontractors possess more than adequate types and quantities of equipment to execute a disaster debris management mission for the City, we also recognize that local subcontractor participation is a critical component of the overall equipment deployment strategy and is required to comply with the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). To address the need for local participation, Phillips & Jordan has developed a database of pre-registered subcontractors (a number of which are located in the vicinity of the City) to supplement our existing equipment resources.

Our equipment deployment strategy involves tasking subcontractors (both key pre-positioned and local) to supply loading and hauling units while Phillips & Jordan supplies corporate-owned assets to support emergency roadway clearance activities, disposal site management, and debris reduction operations. This strategy allows Phillips & Jordan to perform both initial response and back-end debris reduction operations with corporate-owned assets while subcontractor provided assets are utilized to perform debris collection and transportation operations.

ESTABLISHED EQUIPMENT RESOURCES

As a national heavy civil contractor, Phillips & Jordan is experienced with meeting the equipment needs for a diverse range of projects and we have the resources to provide equipment quickly and economically.



Identification of specific equipment pieces that would be deployed to a disaster event in response to contract activation by City is not realistic at this time given the fact that the timing and magnitude of the disaster is unknown. However, the combination of equipment that is provided by Phillips & Jordan and our subcontractors ensures the City of our ability to pre-position and immediately deploy equipment upon receipt of NTP in sufficient quantities regardless of the disaster size. A summary of the equipment owned by Phillips & Jordan is presented on the following page. Several of these units are highly specialized in nature which demonstrates the versatility of our equipment fleet.

	y-Owneu	Е дигршент ру тур	e
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Description	Quantity	Description	Quantity
ALL TERRAIN UTILITY VEHICLE	43	MOTOR HOME / CAMPER	18
ATTACHMENTS	47	MOWER	4
BACKHOE LOADER	8	OFF ROAD TRUCK	71
BUCKET TRUCK	3	OFFICE TRAILER	1
CHIPPERS/GRINDERS	15	ON-ROAD DUMP TRUCK	21
COMPACTORS/ROLLERS	70	PALMETTO PLOW	1
COMPRESSOR	11	PARTS TRAILER	1
CONVEYOR	1	PASSENGER VEHICLE	12
CRANE	3	PICKUP	384
DOZER	136	PIT BURNER	15
DRILL	1	PRESSURE WASHER	8
EXCAVATOR	170	PUGMILL	2
FARM TRACTOR	27	PUMP	39
FELLERBUNCHER	6	SCALES	1
FORWARDER	4	SCRAPER	24
FUEL/LUBE TRUCK	37	SCREEN	1
FUEL/OIL TRAILERS	35	SITE PREP MACHINE	10
GENERATOR	15	SKIDDER	10
GPS EQUIPMENT	123	SKIDSTEER LOADER	48
GPS MACHINE CONTROL	1	SMALL TOOLS	1
GRADER	22	SOIL STABILIZER	2
GRAPPLE/PRENTICE	10	SPORT UTILITY VEHICLE	26
HYDROSEEDERS	8	STORAGE CONTAINER	59
LICENSED TRAILER	245	SWEEPERS/BROOMS/FORK ATTACH.	12
LIGHTPLANT	41	TELEHANDLERS/FORK LIFTS	13
LOADER	58	TRAILER	6
LOWBOY	32	TRENCHER	2
MECHANIC TRUCK	28	UTILITY EQUIPMENT	9
MECHANICAL TRIMMER	1	UTILITY TRUCK	30
MISCELLANEOUS	21	VACUUM TRUCK	1
		WATER TANKER OFF ROAD	19
		WATER TRUCK	19



5. OTHER OPERATIONAL INFORMATION

5.1. LOGISTICS SUPPORT

Phillips & Jordan maintains a logistical group that is responsible for identifying and fulfilling the following requirements during disaster debris management missions:

- Identification and preparation of equipment required to address immediate and near-term operational activities.
- Deployment of safety and environmental control equipment and supplies required to address known or presumed job site hazards.
- Identification of requirements and restrictions associated with mobile communication devices used during operational activities.



- Coordination of fuel supplies necessary for all operational equipment.
- Identification and preparation of personnel and equipment staging areas.

In addition, Phillips & Jordan owns a mobile command trailer which may be dispatched to the job site in situations where the disaster event has substantially interrupted local power and communication systems. The trailer is self-sufficient and equipped to support the initial response effort. It is equipped with satellite communication capability for voice/data, and is stocked with a supply of basic forms (i.e. truck check-in, load tickets, placards) required to initiate operational activities. The trailer would be located at the primary equipment staging area and would serve as a planning hub for the Operations Manager and his/ her supporting management team.

5.2. DEBRIS SEGREGATION PROGRAM

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



DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 4: APPROACH TO SCOPE OF WORK



The objective of Phillips & Jordan's debris segregation program is to minimize the amount of debris requiring disposal in a lined landfill thus maximizing the amount of debris that can be disposed of at significantly lower tipping fees. This is accomplished by implementing a comprehensive curbside debris segregation program, similar to the one developed by Phillips & Jordan in concert with the OSHA, EPA, USACE, and State agencies for the Hurricane Katrina response in New Orleans, and the 2011 tornado responses in Alabama and Joplin, Missouri. Curbside debris generally falls into the following major categories: Vegetative Debris, HHW, White Goods, SME, Municipal Solid Waste (MSW), E-waste, Asbestos Containing Material (ACM), and C&D Debris.

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

- Vegetative Debris hauled from curbside to TDSRS, reduced by chipping/grinding or incineration, and transported to landfill or other designated location for disposal or beneficial reuse.
- **HHW** hauled from curbside to HHW Processing Site, consolidated as allowable, and transported to licensed disposal site.
- White Goods hauled from curbside to Debris Processing Site; Freon and putrescible wastes removed: Freon rec



2005 Hurricane Katrina

putrescible wastes removed; Freon recycled; and units crushed, bailed, and recycled.

- **SME** hauled from curbside to Debris Processing Site, oil and gasoline removed, and drained liquids transported to HHW Processing Site for final disposition.
- MSW hauled from curbside and transported directly to sanitary landfill for disposal.
- **E-waste** hauled from curbside to Debris Processing Site, bailed, and recycled.
- ACM bagged at curbside and transported to landfill approved for ACM disposal.
- **C&D Debris** hauled from curbside and transported directly to C&D landfill for disposal.

5.3. ASBESTOS CONTAINING MATERIAL

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



5.4. AUTHORIZED PRIVATE PROPERTY DEBRIS REMOVAL

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

A central feature of the PPDR process is documentation of the property condition immediately preceding the work and following completion (i.e. before and after). Phillips & Jordan utilizes both digital camera and



digital video recorders to accommodate these requirements. Imagery is electronically archived and can be retrieved based upon the physical address or date the work was performed. During the Hurricane Katrina disaster debris management mission, Phillips & Jordan removed debris from over 16,000 individual private properties located throughout the greater New Orleans area.

5.5. AUTHORIZED DEMOLITION

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

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



5.6. WORK HOURS & FIELD SUPERVISOR RATIO

Debris removal crews will typically work 12 hour shifts, 7 days per week unless otherwise specified or restricted by contractual requirements. Crews will only work during daylight hours to ensure maximum safety of operations. TDSRS operations will typically be conducted on a 24-hour basis, 7 days per week using light plants for illumination during evening hours unless otherwise specified or restricted by contractual requirements.

The ratio of field supervisors (i.e. Zone Monitors) to debris removal crews will vary depending upon the geography of specific areas within which operations are being conducted, and the severity of the disaster



event. However, in general one Zone Monitor is responsible for the supervision of no more than two debris removal crews. Each Zone Monitor reports directly to his/her assigned Section Manager who in turn reports directly to the Operations Manager.

5.7. DAILY OPERATION REPORTS

Daily Operation Reports are prepared by Phillips & Jordan and submitted to the City in accordance with contract requirements applicable to the disaster debris management mission. The reports are organized by sector, zone, and TDSRS, and are submitted electronically to the designated City representative. Reports include, but are not limited to, details regarding locations where passes for debris removal were conducted, the quantity and type of debris removed, the quantity of debris reduced, safety incidents, private property damage caused during debris removal operations or damage claims made by citizens, and other relevant information regarding Phillips & Jordan's daily conduct of operations.

5.8. CLAIMS MANAGEMENT

Phillips & Jordan makes every possible effort to close out all damage claims prior to the shutdown of field operations. In support of this commitment, we assign a Claims Manager to each disaster debris management mission who addresses all claims of damage to property allegedly caused by Phillips & Jordan or its subcontractors during operations. Within 48 hours of receipt of a written report to the Phillips & Jordan Operations Manager regarding a damage claim, the Claims Manager visits with the property owner to inspect the damage and discuss resolution options if it is determined that Phillips & Jordan was responsible for the claimed damage. A resolution agreement is reached with the property owner and repairs are completed or damages paid. Upon resolution of the claim, the Claims Manager arranges for the property owner to sign a damage claim release.

The majority of damage claims are typically small in nature. Depending upon the magnitude of a claim, our insurance company may become involved. However, all claims are resolved as expediently as possible. Phillips & Jordan's past experience indicates claims are much easier to settle if addressed in a timely fashion. Phillips & Jordan will distribute a list of all open, denied, and resolved claims to the City on a weekly basis, or at the frequency dictated by contractual requirements applicable to the disaster debris management mission.

5.9. ACCOUNTING & DOCUMENTATION MANAGEMENT

Timely & Accurate Billing: Phillips & Jordan has developed a system of project controls specific to disaster debris management missions. The purpose of these controls is to accumulate FEMA-compliant documentation necessary to substantiate the locations, types, and quantities of debris collected during execution of a disaster debris management mission. The documentation generated from the project controls system is designed to be multi-purpose and applicable to both Time and Material (T&M) and unit price type contracts, and provides the foundation for invoicing, subcontractor payment, and recovery of reimbursable costs from appropriate federal agencies.

Resource Controls: All personnel and equipment assigned execute a disaster debris management mission undergo a rigid check-in process upon arrival at the job site. An employee orientation is conducted for all personnel, including subcontractors, assigned to the mission. Each employee is issued a unique identification number, and on projects where a higher level of security is needed, is issued a photo identification card. All equipment used for the mission is inspected and photographed prior to use. Trucks used for hauling debris are measured and assigned a cubic yard capacity. A unique



identification number is assigned and affixed to each unit. Ownership of the equipment is also identified and documented.

Daily Time Cards: All personnel complete a three-part daily time card that is used to capture the following information:

- Employee name, identification number, and classification
- Equipment identification number (if applicable)
- Date and hours worked (shift start and stop)
- Down time
- Work location
- Employee signature
- Supervisor signature and identification number
- Inspector signature and identification number

All time cards are submitted at the end of each work shift. Time cards for employees providing services on a T&M basis are reviewed by a supervisor and inspector at the time of submission to verify that the time card information and employee identification number are correct.

Data Processing: All time cards are routed to a central data processing point. Each time card is keyed and scanned. Only valid active employee, equipment, supervisor, and inspector identification numbers are accepted. All rejected time cards are set aside and researched the following day. Invoices are prepared according to the schedule dictated by the contract and can be electronically submitted if required by the City. Source documentation for unit price basis invoices is the associated load tickets while the source documentation for T&M basis invoices is the associated daily time cards.

Customer Invoicing & Subcontractor Payment: The City invoicing and subcontractor payment processes implemented by Phillips & Jordan begins with the initial capture of data from the field. Phillips & Jordan employs several technologies for data capture including customized scale software, radio frequency identification tags for hauling units, and Automated Debris Management System (ADMS) hardware and software. A customized database and reporting system is used when data entry is required for manually written debris load tickets. Regardless of the capture method, all FEMA and contractually required data is input, manually or automatically, into a database for processing and review along with images of the supporting documentation.

After data is reviewed and reconciled, Phillips & Jordan provides daily reports to the City and weekly progress payment reports to subcontractors. The subcontractor reports contain captured quantities and associated earnings along with other transactional detail. Next, the subcontractor reviews the transactional detail and associated calculated payment amount for verification or adjustment. Adjustments are made, if any, and funds are transferred to subcontractors by Phillips & Jordan on a weekly basis per subcontract terms. The subcontractor review of weekly progress payments provides an independent assessment of the data captured in Phillips & Jordan project controls system and thus ensures maximum accuracy of the data used to generate City invoices. Phillips & Jordan's strong banking relationships and access to capital enables the company to pay subcontractors on a weekly basis even in situations where Phillips & Jordan has not been paid by the City.



For each billing cycle, Phillips & Jordan prepares and submits an invoice to the City. The invoice submittal is inclusive of transactional detail reports, summary reports, and images of all supporting documentation. Once all subcontractor payment and City invoicing cycles are complete, Phillips & Jordan in coordination with City administrative personnel complete a reconciliation of all project data, audits (if any), and project closeout. If required, Phillips & Jordan provides customized reports to the City for various FEMA cost share and allocation methods, as well as any support needed for completion of FEMA Project Worksheets.

Phillips & Jordan has prepared, submitted, and received payments in excess of \$300,000,000 over the past 10 years under more than 50 individual municipal FEMA-reimbursed disaster debris management mission contracts. Phillips & Jordan's extensive FEMA experience, thorough understanding of FEMA guidelines and procedures, and reporting and payment processes allow for successful reimbursement to customers. The multiple layers of reconciliation and review inherent to Phillips & Jordan's sophisticated processes result in efficient and successful completion of audits and administrative project closeout.

5.10. FEMA REIMBURSEMENT DOCUMENTATION & ASSISTANCE

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

Phillips & Jordan offers comprehensive knowledge of local, state, and federal government disaster mitigation, preparedness, response and recovery programs, as well as local and state government disaster operations issues. Our accounting and financial management team has in-depth knowledge of FEMA's Public Assistance (PA) Program and its related policies, procedures, rules, and regulations. All debris-related documentation generated by Phillips & Jordan is designed to meet current FEMA PA Program guidelines and includes the following:

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

Phillips & Jordan utilizes robust internal control procedures for invoicing that have been developed from execution of numerous disaster debris management contracts, and we incorporate audit privileges for a period of three years after project completion into all subcontracts executed by Phillips & Jordan. Our invoicing procedures are designed to incorporate proper documentation as applicable to contract-required criteria (i.e., hourly, cubic yards, or tons). Phillips & Jordan has developed a proprietary database designed to provide efficient and accurate customer invoicing which is provided in both summary and detailed transaction formats. All source documents are electronically scanned and linked to individual transactions. Accordingly, invoices can be delivered in electronic format via CD/USB, email, or a secure website.



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

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

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

As illustrated in the table below, Phillips & Jordan has performed disaster debris management services in excess of \$542,613,170 over the past ten years under five federal contracts (involving over 70 separate task orders), and 100 pre-positioned contracts with state and municipal entities.

Phillips & Jordan Disaster Response Revenues (2007 to 2017)								
Year	Total Disaster	Federal	Revenue	State/Municipal Revenue				
	Revenue	# Contracts	Amount	# Contracts	Amount			
2017	\$53,799,000			24	\$53,799,000			
2016	\$65,409,868			22	\$65,409,868			
2015	\$17,114,302			4	\$17,114,302			
2014	\$12,580,000			8	\$12,580,000			
2013	\$7,200,000	1	\$56,000	1	\$7,140,000			
2012	\$14,040,000			11	\$14,040,000			



Phillips & Jordan Disaster Response Revenues (2007 to 2017)								
Year	Total Disaster	Federal	Revenue	State/Municipal Revenue				
	Revenue	# Contracts	Amount	# Contracts	Amount			
2011	\$218,020,000	2	\$200,900,000	19	\$17,120,000			
2010	\$9,240,000			1	\$9,240,000			
2009	\$5,980,000	1	\$380,000	8	\$5,600,000			
2008	\$18,300,000			12	\$18,300,000			
2007	\$120,930,000	1	\$201,336,000	2	\$10,320,000			
Totals:	\$542,613,170	5	\$402,672,000	100	\$230,663,170			

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

6. SUBCONTRACTOR CONTROL & REPORTING

6.1. CONTRACTUAL ENGAGEMENT

The approach utilized by Phillips & Jordan to qualify and subsequently engage subcontractors for any given disaster debris management mission, including pre-positioned subcontractors, involves the following activities:

- Obtain and review subcontractor Dun & Bradstreet report.
- Ensure that subcontractor's general contractor license is valid or ensure that subcontractor is in good standing with the Secretary of State if not a general contractor.
- Review subcontractor assessment form provided to the subcontractor by Phillips & Jordan and determine if subcontractor meets criteria to be classified as an approved vendor.
- Review copy of subcontractor's Certificate of Insurance to ensure that coverage meets minimum requirements established by Phillips & Jordan.

After completion of the activities listed above, subcontractors determined to be qualified are issued a Master Subcontract for Disaster Response Services. This document addresses standard terms and conditions including, but not limited to, compliance with laws and regulations, employee eligibility, insurance requirements, safety requirements, payment terms, dispute resolution, performance and payment bond requirements, and ethics compliance.

Immediately following activation of a Master Subcontract for Disaster Response Services, Phillips & Jordan issues a Master Work Order to the subcontractor. Each work order is tailored for a specific disaster debris management mission and includes, but is not limited to, scope of services, performance schedule, contract type, special payment requirements, event-specific insurance requirements, special terms and conditions, and a pricing schedule.


6.2. MANAGEMENT APPROACH

6.2.1. Guiding Management Principles

Phillips & Jordan's approach to managing subcontractors is based on the following guiding principles:

- Effective channels of communication are clearly defined and established.
- Responsibilities and authorities are clearly defined in the Master Work Order.
- Required documentation is clearly defined in the Master Work Order.
- Specific services are clearly defined in the Master Work Order.
- Any constraints imposed on a subcontractor, including schedule and budget constraints, are clearly defined in the Master Work Order.
- Safety, quality, and insurance requirements are clearly defined in the Master Work Order.
- Appropriate terms and conditions are clearly defined in the Master Work Order.

6.2.2. Performance & Monitoring

In order to ensure that a disaster debris management mission is executed at the highest level of effectiveness and efficiency, the individual work scopes for all involved subcontractors are integrated into a cohesive mission plan so that each subcontractor understands how their role fits into the overall operational approach.

Upon activation of the contract by the City, Phillips & Jordan activates subcontractors needed to support debris management operations, including qualified local subcontractors in accordance with the Stafford Act. Phillips & Jordan then issues a Master Work Order to each subcontractor. Phillips & Jordan requires each subcontractor to provide a single point of contact (POC) for their subcontract to ensure accountability and clear channels for communication between the companies. Subcontractor employees assigned to support activities are directly accountable to the Phillips & Jordan Operations Manager for their overall job performance.

The Phillips & Jordan Operations Manager serves as an interface between City representatives and subcontractor employees in matters related to task assignments, job performance issues, and any other concerns or issues that may arise. The Operations Manager works closely with each subcontractor POC to ensure that all necessary support and resources are provided, that all identified issues are resolved, and to conduct performance reviews as needed. Daily monitoring of subcontractor crew activities are conducted by Phillips & Jordan field managers who are responsible for assessing performance and identifying issues that require corrective measures. Each field manager reports observed subcontractor crew performance to the Operations Manager on a daily basis.

6.2.3. Reporting

During performance of a disaster debris management mission, Phillips & Jordan requires subcontractors to submit on a weekly basis a list of current personnel, either timesheets (time and materials subcontract) or yardage hauled (unit price subcontracts), and safety incident reports.

6.3. COMPENSATION PHILOSOPHY

Pricing developed by Phillips & Jordan for a disaster debris management mission does not reflect a desire to maximize profit, but rather to ensure that we have the ability to pay our subcontractors reasonable compensation for their services. When subcontractors are paid reasonable compensation, they are motivated to provide the best personnel and equipment possible, ensure that their work activities are



conducted in a safe manner and are of the highest quality possible, and remain committed to completing their work assignments throughout the duration of the mission.

7. ELICIBILITY OF DEBRIS

As the debris removal contractor, Phillips & Jordan bares significant financial risk for cost associated with ineligible debris as well as the associated negative ethical implications. Phillips & Jordan accepts and manages this risk willingly. If we are requested by the City to remove ineligible debris, the City will be asked to make that request in writing. If the City's monitoring firm directs us to remove ineligible debris, we will require them to provide that request in writing, and will notify the City regarding the request. Each of our clients is assigned an experienced Project Manager that has FEMA PA experience and understands current policy and documentation recommendations to support eligibility claims.

8. STRATEGY FOR DEBRIS REDUCTION & RECYCLING

8.1. DEBRIS RECYCLING AND/OR ALTERNATIVE END USE

As one of the largest disaster debris management firms in the United States, Phillips & Jordan constantly evaluates the efficacy of new and innovative technologies and applications for the recycling or alternative end use of vegetative and C&D debris generated from disaster events. Waste reduction and recycling are key components to Phillips & Jordan's strategy for disaster debris management. Phillips & Jordan understands and supports an effective and efficient recycling program that maximizes the benefits of an overall disaster debris management mission.

Options that reduce waste disposal costs, save energy, support environmental conservation, and reduce landfill impacts must be examined and incorporated into the disaster debris management approach. Phillips & Jordan has always provided customers with viable options for recycling, along with the potential pitfalls associated with these options, to ensure that decision makers have the best possible information required to make a final program determination.

One example of Phillips & Jordan's past success in accomplishing disaster debris reduction involved the Hurricanes Frances and Wilma event response in Palm Beach County during which Phillips & Jordan hauled mixed debris piles from the streets to the 20 Mile Bend and Hooker Highway TDSR sites, and segregated vegetative debris from other debris greatly decreasing the amount of C&D debris that was hauled to the landfill for final disposal. The vegetative debris was reduced to mulch and recycled. As part of our response during Hurricane Fran, Phillips & Jordan successfully recycled a large quantity of wood chips for use as boiler fuel, and during the Hurricane Katrina response commissioned a recycling vendor to crush, bale, and sell White Goods collected during the disaster debris management mission.

8.2. RECYCLING & REUSE STRATEGY

Recycling and reuse of disaster-related debris can reduce the burden on disposal facilities, conserve resources, minimize environmental impacts, and possibly provide a source of revenue. With diminishing landfill space available in many communities, it is critical to implement alternative disposal methods and investigate other possibilities for both the reduction of debris and for recycling and reuse of recovered materials. Although landfilling may be the most viable option for some communities, an increasing number of them are determining that, with land availability and funds at a premium, use of landfill space of permanent disposal of disaster-related debris is not economically feasible.



The decision of when and how recycling should be implemented depends upon several factors including the type of debris, space available for recycling, the existence of local and regional markets for the recycled materials, the duration of the disaster debris management mission, and the cost effectiveness of recovery. The key to the economic viability of a recycling program is the ability of local and regional organizations to accept the type(s) and quantities of recovered materials generated by the program. Long distance transportation of materials often renders recycling cost prohibitive. The most advantageous mission-specific recycling method is determined using a cost benefit analysis that considers labor costs to perform recycling, costs associated with transportation, and unit pricing paid by recyclers. In certain instances, recycling may be contractually required regardless of the cost benefit analysis.

8.3. VEGETATIVE DEBRIS

Vegetative debris is typically transported from the field to a TDSRS for reduction. Vegetative debris reduction operations generally involve either chipping/grinding or incineration. Based upon Phillips & Jordan's extensive experience with regard to vegetative debris reduction using both of these methods, debris reduction via chipping/grinding results in a 4 to 1 volume reduction and via incineration results in a 10 to 1 volume reduction. Although the unit price per cubic yard for debris disposal without reduction is approximately 40% less than the unit price for disposal including reduction, the total price for disposal of reduced debris is typically 70% less than the cost for disposal without the benefit of reduction.

Beneficial reuse of vegetative debris reduced via the chipping/grinding method includes, but is not limited to, the following: horticultural mulch, manufacture of engineered wood products using chips, wood fuel for co-generation plants and/or industrial boilers, landfill cover, and fertilizer for croplands. Marketable trees transported to TDSRSs can be segregated rather than reduced and beneficially reused to produce dimensional lumber, fire wood, and landscape timbers.

During the response to Hurricanes Frances, Jeanne, and Wilma in 2004 and 2005, Phillips & Jordan was successful in recycling 100% of the mulch produced from reduction of vegetative debris for reuse by spreading on local agricultural fields. This strategy for beneficial re-use by land application in agricultural fields or taking it to a power facility to be utilized for woody bio-mass fuel was also implemented in Horry County, South Carolina following Hurricane Matthew (2016) and in Palm Beach County, Florida following Hurricane Irma (2017).

8.4. CONSTRUCTION & DEMOLITION DEBRIS

In a commingled debris stream that is being managed curbside, which is the typical approach for a disaster debris management mission, it is generally more labor intensive and time consuming to separate recyclable building material from the debris stream. Conversely, at sites where large commercial or industrial structures have been damaged, it may be cost effective to segregate recyclable building material at the location as part of the debris removal activities. In all cases, recycling viability is determined through a cost benefit analysis that assesses costs of performing the recycling versus the costs of landfill disposal, coupled with the time allowed to implement an effective recycling program during the disaster debris management mission.

Two basic approaches are employed for recycling of C&D debris. One involves segregating recyclable building material at the curbside for direct transport to locations for recycling. The other involves loading and transport of mixed C&D debris to authorized landfills where it undergoes sorting to segregate recyclable building material. Either of these approaches offers distinct advantages and disadvantages, and



both curbside and centralized segregation are considered by Phillips & Jordan when evaluating recycling opportunities during a disaster debris management mission.

Beneficial reuse of C&D debris includes, but is not limited to, the following:

- Metals including aluminum, copper, steel, brass, and tin can be sold to scrap metal recycling companies.
- Bricks, blocks, and concrete can be crushed into aggregate and reused for road construction or as fill material for non-construction applications. In addition, whole bricks and blocks can be sold to masonry recycling companies. During a flood event disaster debris management mission completed by Phillips & Jordan for the Colorado Department of Transportation (CDOT), approximately 5,000 cubic yards or rock and sediment was crushed into aggregate for reuse by the CDOT.
- Scrap lumber can be processed and used for landscaping, wood fuel for co-generation plants and/ or industrial boilers, and engineered building products.
- Cardboard can be collected in cardboard-only dumpsters and used by paper recycling companies to produce new paper products.
- Glass can be collected in glass-only dumpsters and used by glass recycling companies to produce new glass products.
- Gypsum drywall can be used to produce new drywall, cement, and for agricultural applications.
- Asphalt shingles can be used to produce asphalt pavement mixes or in cement production.

8.5. OTHER DISASTER DEBRIS

During the performance of a disaster debris management mission, segregated debris items (White Goods, E-waste, and SME) are transported from the field to Debris Processing Sites where they are processed for final disposition. In addition, vehicles and vessels are transported from the field to staging locations where they are processed for final disposition. Beneficial reuse of these types of debris includes, but is not limited to, the following:

White Goods: metal casings crushed/baled and sold to scrap metal recycling companies; undamaged components used as replacement parts; waste oil removed and drummed for oil recycling companies; and Freon extracted from refrigerators, freezers, and air conditioners and sold to Freon recycling companies.

E-waste: items wrapped on pallets and sold to electronics recycling companies, and cables sold to scrap metal recycling companies.

SME: items crushed/baled and sold to scrap metal recycling companies, undamaged components used as replacement parts, and waste oil removed and drummed for oil recycling companies.

Vehicles & Vessels: vehicles and vessel metal sold to scrap metal recycling companies, undamaged components used as replacement parts, waste oil removed and drummed for oil recycling companies, and tires removed and packaged for tire recycling companies.



9. AUTOMATED DEBRIS MANAGEMENT SYSTEM

9.1. SYSTEM OVERVIEW

Phillips & Jordan and our partner firm TAC Insight have been on the forefront of ADMS software development and led some of the industry's most successful projects utilizing ADMS software technology. Since 2005 our team has been involved in design, development, and testing of ADMS technologies, and over the past 2 decades have evolved the technology to take advantage of the latest in advanced software, data analytics, and cloud infrastructures. The cost for utilization of Phillips & Jordan's ADMS is not included in the pricing provided with this proposal. However, in the event that City is interested in deploying this system as part of a future disaster debris management mission, pricing would be negotiated by Phillips & Jordan with City at the time of contract activation.

The basic objective of our system, designated FASTweigh ADMS[™], is to create an electronic debris management system resulting in the elimination of paper tickets. The primary benefits of the system are as follows:

- Eliminate paper
- Eliminate data entry
- Eliminate multiple data sets
- Expedite daily reporting
- Expedite invoice reconciliation and audit
- Map performance
- Increase accuracy
- Minimize ticket fraud
- Provide trend analysis
- Identify inefficiencies
- Increase operational awareness

TAC Insight provides and manages the ADMS service for a disaster debris management mission, and specializes in providing IT services and unique software for bulk material and waste industries along with software automation. In addition to ADMS software, TAC Insight maintains scale weigh ticket accounting, mobile ticketing platforms, and cloud based applications utilizing similar technologies.

TAC Insight began development of an ADMS system in 2004 that was designed to meet the technical specifications of an USACE Advance Contracting Initiative solicitation that required Phillips & Jordan to provide an automated debris ticketing system. Planning and development of the system was based upon our experience related to debris ticket administration gained over the previous 2 decades performing both federal and non-federal disaster debris management missions including those performed for Hurricane Fran, the 9/11 World Trade Center Terrorist Attack, Hurricane Katrina, and the 2011 State of Alabama Tornado Outbreak.

TAC Insight offers experience with various technologies and deployments including iBeacons, smart cards, RFID, ID Buttons, and 2-Dimensional Quick Response Barcodes. TAC Insight's past experiences and collective knowledge resulted in the achievement of several milestones during the combined ADMS operations associated with the disaster debris management missions performed following the 2011 State of Alabama Tornado Outbreak and associated Joplin, Missouri EF-5 tornado. These milestones included the following:



- Deployed and operated, simultaneously, for two separate events (Joplin and Alabama) in two distinct regions of the country.
- The Defense Contract Audit Agency (DCAA) Tampa office (DCAA debris subject matter experts), in conjunction with USACE Internal Review, audited each invoice submittal of each task order resulting in an error rate attributable to the ADMS of less than 0.1%.
- Utilized by the Alabama Emergency Management Agency in determining reimbursement grids and allocation of cost share to more than 100 distinct municipalities and/or townships.
- Utilized to determine cost share allocations and reimbursement percentages for Joplin based upon customized GIS mapping shapefiles.
- Mobilization and 100% ticketing with the ADMS achieved on day one of both debris missions and within 12 hours of NTP for all task orders issued pursuant to the Master Contract.
- Operated 16 truck certifications stations, 53 disposal sites, and greater than 450 field handheld units and printers.
- Certified 9,960 unique hauling units and pieces of support equipment.
- Of the greater than 186,000 transactions processed, less than 0.2% were documented using paper tickets.
- The missions involved 50,800 leaner/hanger transactions and 24,178 stump transactions.

9.2. MOBILIZATION & RESPONSE

TAC Insight maintains a fully operational hosted ADMS platform, and can immediately transition resources to support multiple disaster debris management missions in multiple regions. Successful deployment of the FASTweigh ADMSTM is achieved during mobilization through completion of the following actions:

- Development of the implementation team organizational structure.
- Preparation of system documentation and training materials.
- Pre-event training of key ADMS personnel.
- Maintenance and inventory of equipment required to satisfy start-up requirements within 48 hours following receipt of NTP.

A deployment specialist is mobilized to the disaster zone to determine basic contract guidelines required to setup or modify the mission database, configure handheld devices, and configure TDSRS tablet computers. Equipment and personnel certification kits are sent to the disaster zone and used to complete the check-in and certification process for equipment and quality control monitors. During initial startup, TAC Insight personnel assist Equipment Certification Specialists with the process of equipment check-in, and provide support for the ADMS system 7 days per week.

TAC Insight currently maintains an inventory of more than 50 handheld device/printer combinations and 5 TDSRS tablet computers. An additional 100 handheld device/printer combinations and 5 TDSRS tablet computers can be made available no later than 96 hours after receipt of NTP in the event that additional equipment is required. Additional handheld devices/printers can typically be sourced within 48 to 72 hours while TDSRS tablet computers can typically be sourced within 96 hours.

Based on past experience, operational knowledge, current equipment inventory, and ability to rapidly source additional equipment, Phillips & Jordan is capable of initiating utilization of the FASTweigh ADMSTM immediately after receipt of NTP. In addition, paper tickets can be used as backup during a disaster debris management mission if necessary. This documentation can be entered manually into the FASTweigh ADMSTM at a TDSRS inspection tower and are designated in the system as paper tickets.



The personnel required to implement the FASTweigh ADMS[™] for a typical disaster debris management mission are as follows:

- TDSRS Technical Support Team 1 per site
- Field Technical Support Team 1 per 50 users
- Equipment Certification Manager 1 per equipment certification site
- Database & System Administrator 1 per mission
- Help Desk Attendant 1 per mission available 24 hours 7 days a week

9.3. PAST PERFORMANCE

Example projects for which the FASTweigh ADMSTM was, or is currently being, utilized in conjunction with similar requirements identified by City include the following:

Event Name	Year	# Records
Nuns, Tubs, Atlas, & Pocket Wildfires Pacific Gas & Electric Company	2017 - Ongoing	+10,500
Hurricane Irma Florida Department of Transportation	2017 - Ongoing	+30,000
Hurricane Irma True North Emergency Management	2017 - Ongoing	+51,000
Hurricane Harvey True North Emergency Management	2017 - Ongoing	+4,000
Wildfire Fuel Source Mitigation Pacific Gas & Electric Company	2016 - Ongoing	+31,000
Texas Flood Response Harris County Flood Control District	2016	2,484
Colorado Flood Response Colorado Department of Transportation	2014	4,940
Hurricane Isaac Transport Tracking, LLC	2012	14,439
State of Alabama Tornado Outbreak U.S. Army Corps of Engineers	2011	~150,000
Joplin, Missouri EF-5 Tornado Weston Solutions	2011	~36,000
Coal Fly Ash Release Tennessee Valley Authority	2008 - 2010	~108,000
Lake Pontchartrain & Vicinity 109 Levee Work BIS Services, LLC	2010	56,791
West Bank & Vicinity 15A.2 Levee Work Phylway Construction, LLC	2010	64,300
Levee Rebuilding Project Plaquemines Parish, Louisiana	2009	2,541



9.4. TECHNICAL CAPABILITY

Data Storage & Security: All FASTweigh ADMSTM websites and data are hosted in the Microsoft Azure Cloud. The cloud maintains a diverse set of regulatory compliance protocols that adhere to the following:

- ISO 27001/27002
- SOC 1/SSAE 16/ISAE 3402 and SOC 2
- Cloud Security Alliance CCM
- FedRAMP
- FISMA
- FBI CJIS (Azure Government)

Implementation of the FASTweigh ADMSTM begins with the equipment and personnel check-in process. Information regarding equipment and personnel assigned to a disaster debris management mission are verified, and individual identification numbers are assigned to equipment/personnel to facilitate activity monitoring and control. Ticket data is entered and stored on a laptop computer, and each record is simultaneously saved and transmitted via the Internet to an encrypted database server via https web services. When debris hauling operations commence, ticket data is collected and stored on a TDSRS tablet computer located in the inspection tower.

Data can be transmitted in real-time if cellular service is available, or can be stored and batch uploaded once the portable tablet computer is connected to the Internet. Data is stored on the hard drive of each TDSRS tablet computer until successful transmission of each record has been achieved. In addition, a backup copy of each record is stored on a removable SD Card provided with each TDSRS tablet computer in the event of a system or hard drive failure.

Data Collection & Ticketing: The FASTweigh ADMSTM provides all of the core functionality required for an ADMS, and uses encrypted 2D Quick Response Barcodes to transfer data. Each record includes an encrypted hash algorithm which is verified at TDSRSs to prevent unauthorized duplication of a QR Code ticket. The FASTweigh ADMSTM provides several advantages over similar smart card based systems while accomplishing the necessary goals and objectives. These advantages include the following:

- More widely accepted and adapted technology
- More readily available and alternate choices of handheld and smartphone technologies
- Auditable paper trail not available with smart card ticketing
- Elimination of potential smart card read/write errors
- Equipment operator acceptance of physical load ticket

Ticket Types: The FASTweigh ADMSTM is designed specifically to process several ticket types including work order hauling (cubic yard or ton), ROE tracking, hazardous trees, stumps, and individual items (White Goods, boats, vehicles, etc.). Each individual module is specifically designed for the appropriate debris type, and handheld devices can be configured to support a single platform or include types of ticketing based on a quality control monitor's credentials. Modules for work order hauling, hazardous trees, stumps, and individual items can include picture documentation.

Reporting & Controls: The FASTweigh ADMSTM has the capability to share database records with stakeholders, contractors, and auditors via the Internet. Data contained in the system is password protected; implements role-based access controls; and has viewing, printing, and reporting capabilities.



Stakeholders are granted permissions that only allow them to review and print information specific to their needs.

An independent Certified Public Accountant firm was engaged by Phillips & Jordan in 2011 to perform a system audit during operation of our ADMS that was deployed as part of the disaster debris management missions conducted for the 2011 State of Alabama Tornado Outbreak and the EF-5 tornado that destroyed Joplin, Missouri. The audit was performed to test the system's internal controls and develop improvement recommendations based on the findings. As a result, several routines are performed at an administrative level to further ensure the accuracy and reliability of system data. These routines include:

- Real time electronic queries and analysis to identify any errors that require correction prior to invoicing
- Identification of common errors and development of corrective recommendations
- Sampling of GPS locations and analysis
- 100% audit of equipment certifications
- Ticket batch reconciliations
- Maintenance of error logs

The database includes both billing and subcontractor payment rate schedules. In addition, the system maintains billing/payment cycle settings and contractor reconciliation dates.

GIS Data & Embedded Analytics: In addition to identifying the location latitude and longitude for each record, TAC Insight utilizes its own custom API's to geo-reference each load with the following information:

- Straight line miles to TDSRS
- Road miles to TDSRS (calculated by best route)
- Street address, city, county, zip code, and state

Several mapping visualizations are available including both Microsoft Bing and Microsoft Power BI Analytics mapping. These applications allow for custom query and mapping to identify load-out, hazardous tree, and TDSRS map visuals. The current version of the FASTweigh ADMSTM includes embedded report analytics that can provide executive level snapshots and data visualizations.

10. SAFETY

10.1. PROGRAM OVERVIEW

Phillips & Jordan is committed to a "Zero Incident Philosophy" that entails no harm to person, property, the environment, or our reputation. This philosophy is a fundamental cornerstone of all Phillips & Jordan projects and is a shared commitment by all Phillips & Jordan employees. Each employee is held accountable to take a "Safety Always" approach to daily work activities. We embrace individual accountability which starts with leadership. Our Chief Executive Officer has primary accountability for the safe execution of our work. This tone at the top is conveyed to each level of leadership within our organization. Safety is embraced throughout the company and ranks above all other aspects of our business, including schedule and production.

Phillips & Jordan is committed to a "Safety Always" culture and to accomplish work in a manner that ensures protection of workers, the general public, and the environment. As an example of our corporate



commitment to safety, we systematically integrate safety into management and work practices at all levels inclusive of all subcontractors. The backbone of our safety approach is comprised of five core safety management functions: (1) define the work scope, (2) analyze the work hazards, (3) develop and implement controls to reduce the identified hazards, (4) perform work in compliance with hazard controls, and (5) provide feedback during and after work execution to accomplish continuous improvement. As a result of our efforts, Phillips & Jordan's workforce logged 8,638,084 man-hours without a lost-time injury between January of 2013 and November of 2016.

Phillips & Jordan is committed to providing the most up to date training for its employees so they have the knowledge necessary to complete projects safely and maintain our "Safety Always" approach. Phillips & Jordan maintains an effective employee training program and we track employee training certifications to ensure that required skill proficiencies are current. Minimum training requirements for all Phillips & Jordan field employees include the following:

- Phillips & Jordan General Safety Orientation
- CPR/First Aid (Supervisors)
- 30-Hour Occupational Safety and Health Administration (OSHA) Training (Supervisors)
- 10-Hour OSHA Training (Operators/Laborers)
- Electrical Hazard Awareness Training
- Hazard Communications

Phillips & Jordan implements a comprehensive Safety Program for the purpose of protecting our employees (including our subcontractors) and those of our customers and the general public. This program is based upon a series of policies, procedures, and processes developed from best practices and lessons learned derived from execution of hundreds of projects for commercial-sector and government-sector customers. Phillips & Jordan's Safety Program exceeds minimum OSHA regulatory requirements, with particular emphasis on the OSHA standards promulgated in CFR Parts 1910 and 1926, in every area including written programs and worker training.

Policies and procedures associated with Phillips & Jordan's Safety Program which are utilized by all operating divisions within our organization are detailed within the corporation's Safety and Accident Prevention Program Manual. The contents of this manual include the following topics:

- Safety Culture and Policy
- Return to Work Policy
- Personnel Duties and Responsibilities
- Personnel Training
- Hazard Recognition, Evaluation, and Control
- Safe Work Practices
- Driver Safety Program
- Hearing Conservation Program
- Drug Free Workplace Program
- Accident Investigation, Reporting, and Medical Treatment Procedures
- Disease Transmission Prevention Plan
- Equipment Operator Qualification
- 3-Way Communication Campaign
- Serious Injuries & Fatalities Prevention





Phillips & Jordan's Safety Program is implemented throughout all operating divisions within our organization. The program is monitored by Phillips & Jordan's Vice President of Safety & Risk Management (Mr. Steve Thompson) who is supported by a staff of 23 full-time safety professionals that are each assigned responsibility for oversight of program implementation within specific operational divisions or regions, or for individual projects. The Safety Program group reports directly to the President and Chief Executive Officer of Phillips & Jordan. Any safety-related incident/event that occurs during job performance is immediately reported to Mr. Thompson who subsequently initiates an investigation of the incident/event and issues (if necessary) any required revision to Safety Program implementing procedures.

10.2. IMPLEMENTATION APPROACH

Prior to initiation of jobsite activities, the Vice President of Safety & Risk Management oversees the preparation of a Site-Specific Safety and Health Plan that includes a completed Job Safety Analysis (JSA) checklist. The JSA is revised by the project Safety Manager during the duration of the project in the event that any new or previously unidentified hazards are encountered. An example of Phillips & Jordan's typical disaster response safety documents can be provided upon further request. These documents will be tailored to the specific needs of the City.

Phillips & Jordan's Safety Manager, and supporting health and safety personnel, is present at the jobsite to oversee ongoing work activities and ensure compliance with all Phillips & Jordan and client safety requirements. The Safety Manager and supporting personnel conduct site-specific safety orientation training for all Phillips & Jordan and subcontractor personnel (if applicable) at the beginning of the project. This training includes a review of planned project operations, identification of hazardous conditions, and review of all applicable safety procedures.

During performance of the project, the Safety Manager in coordination with site superintendents/foremen conduct daily crew safety briefings to discuss the plan of day and to ensure that all workers are fit for duty. The Safety Manager conducts weekly tool box safety meetings for all on-site personnel to discuss a safety topic relevant to the project and to review any accidents or near misses that occurred during the previous week. Each of these meetings is documented on a Toolbox Safety Meeting form which is prepared by the Safety Manager and signed by all attending personnel.

In addition to safety meetings, the Safety Manager conducts unannounced jobsite safety inspections to ensure that all safety policies and procedures are being followed, and regularly reviews project safety plans and procedures to ensure the protection of on-site personnel.

Any safety-related incidents/events that occur during job performance are immediately reported to the Vice President of Safety & Risk Management who subsequently initiates an investigation of the incident/ event, and prepares any required revision to the corporate safety program implementing procedures. Phillips & Jordan also maintains a Safety Committee chaired by the Vice President of Safety & Risk Management that meets on a regular basis to discuss and document safety trends and statistics associated with ongoing and recently completed projects, and to develop recommendations for improvement.

Accidents and incidents that occur on jobsites must be used as learning tools to prevent similar actions from recurring. A proper accident investigation is imperative to identifying the root cause of any occurrence. Phillips & Jordan has implemented an investigation strategy that includes items that are



often not reported, such as near misses. Employees are educated on the importance of proper and timely reporting of all occurrences even when no damage or injury occurs, and how this reporting assists in providing a safer work environment. Despite being one of the early warning signs of a possible upcoming accident, near misses are often not properly reported or investigated. Phillips & Jordan has initiated a system for employees to report any and all near misses to site supervision for full investigation. The subsequent investigation documents actions that led up to the near miss, discussion of causal factors involved with the near miss, and what actions need to be taken to ensure that the near miss will not occur in the future. Near misses are incorporated into trending analysis of incidents in an attempt to prevent future incidents. A summary of incidents and near misses are distributed to all levels of management on a weekly basis to assist in identifying problem areas related to employee safety.

10.3. PERSONAL PROTECTIVE EQUIPMENT

Phillips & Jordan follows all Occupational Safety and Health Administration and American National Standards Institute (ANSI) requirements for personal protective equipment (PPE) relative to the work type being performed. Our management team ensures that all PPE issued for each project meets both the client's requirements and Phillips & Jordan's internal standards. Phillips & Jordan provides all PPE to our employees at no cost and performs routine checks on functionality, performance, and recommended replacement intervals. The minimum PPE used by Phillips & Jordan employees consists of hard hats, safety toe work boots, ANSI approved safety glasses, long pants, high visibility safety vests, and work gloves specific to a job task (leather, cut resistant, chemical resistant, etc.).

10.4. EMPLOYEE TRAINING PROGRAMS

Training is the foundation of the Phillips & Jordan safety culture. Phillips & Jordan provides annual training to all personnel according to the worker's specific work process. Depending on the nature of the work, employees and subcontractors receive the following specific training:

- **Basic Requirements for all Supervisors:** OSHA 30 Hour Within 90 Days, New Hire/Site Orientation, Hazcom/GHS, Standard Operating Procedures, Cutting Tool Training, Serious Incident and/or Fatality Training for JSA, Supervisor Training, Drug Free Workplace for Supervisors Annual Training, Spotter Training, and FIT Today
- Clearing and Tree Trimming/ROW Supervisor: Normal Supervisory Training, Logging Training, Electrical Hazard Awareness Training (EHAT) and First Aid/CPR Trained
- **Basic Heavy Equipment Operator Clearing and Tree Removal:** OSHA 10 Hour, First Aid/ CPR (for all clearing operators), New Hire Orientation, Hazcom/GHS, Mechanical Felling Training – 1910.266; Logging eTools, EHAT, Cutting Tool, and Spotter Training
- General Laborer: OSHA 10 Hour, First Aid/CPR (For all Clearing operations), Logging Training (Clearing operations), New Hire/Site Orientation, Cutting Tool Training, Hazcom/GHS, and Spotter Training – Job Specific
- Sawman (Qualified Feller): OSHA 10 Hour, First Aid/CPR, New Hire/Site Orientation, Cutting Tool Training, Spotter Training, Hazcom/GHS, Chainsaw Qualification: Either internal qualification or NATS based qualification, Logging Training, and EHAT.
- **Over-the-Road Truck Driver:** New Hire/Site Orientation; Debris Hauling Safety Procedures; Verification of Medical Card, CDL, and Driver File

Phillips & Jordan began years ago to develop an innovative process for providing extensive training for both employees and subcontractors specifically for emergency/disaster response so that we stand ready to



respond appropriately to each new mission. Disaster-specific training covers FEMA 325 Public Assistance Debris Management Guidelines, USACE concept of operations, USACE safety, and the FEMA Public Assistance program. This team training has augmented Phillips & Jordan's impressive response history.

Employees assigned to support a debris removal mission will receive or already have received the following training, as needed:

- Ongoing safety training and briefings to field personnel
- Specialized task training as appropriate. Examples of special training programs included in a debris management safety program include, but are not limited to:
 - Loading and Hauling of C&D and Vegetative Debris
 - Tree Trimming Operations (Select Tree Removal, Leaners, Hangers and Line Clearance Tree Trimming)
 - Debris Disposal Training to Include DMS Site Set-Up and Maintenance, Vegetative Debris Grinding, Vegetative Debris Burning, Disposal Site Safety and Environmental Management
 - Residential Clean-Up Operations
 - Household Hazardous Waste Separation Operations
 - Ineligible Waste Inspection Management
 - Project Asbestos Management
 - Traffic Control
 - Sand and Mud Operations
 - White Goods Transportation and Processing
 - Proper Work Zone Set-Up
 - Hazard Identification and Reporting Training
 - Electrical Hazard Awareness
 - Project Quality Assurance (to project quality assurance and quality control personnel)

11. QUALITY MANAGEMENT

Phillips & Jordan believes that our long-term success can only be achieved by fully satisfying and striving to exceed our customers' expectations regarding the quality of our services and the timeliness and dependability of our delivery. Our goal is to achieve excellence through innovation, combined with a proactive and collaborative approach with our customers to ensure understanding of the services to be provided and the metrics of performance. In order to accomplish our goals, we maintain a Quality Management System (QMS) compliant with the International Organization for Standardization (ISO) 9001:2008 standard, and we work to continuously improve quality in our services through appropriate quality-enhancing techniques until the level of customer satisfaction described is achieved.

The purpose of our Quality Policy is to maintain an effective QMS that meets or exceeds customer requirements, achieves a high level of customer satisfaction, and maintains our reputation as a quality-oriented organization. This is achieved through implementation of the following:

- Managing and delivering services that are defect free and performed safely, on time, and within budget.
- Maintaining personal contact with customer representatives and engineers to actively address project issues and recommendations.
- Developing relationships and partnering agreements with subcontractors and suppliers.
- Promoting the use of local labor, subcontractors, and suppliers while monitoring their quality programs and performance.

DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 4: APPROACH TO SCOPE OF WORK



- Continually monitoring and analyzing performance to identify and implement process improvements.
- Ensuring the competence, development, professionalism, and safety of our employees.
- Recognizing the achievements of our staff and maximizing their potential.
- Continually improving the effectiveness of our QMS.
- Documenting lessons learned and applying them to future work.
- Implementing and adhering to a framework of policies, procedures, and processes that comply with the requirements of the ISO 9001:2008 standard and applicable industry codes and regulations.

Our established ISO 9001:2008 compliant QMS is augmented by 16 corporate quality implementation procedures (CQIPs) that establish guidance for how we operate as an organization. QMS CQIPs address the following topics: the QMS; control of documents; quality records; management review; contract review and closeout; customer relations; continual improvement; competency, awareness, and training; control of operations; inspection, measuring, and test equipment; construction control plan development; purchasing; inspection process; internal quality audits; corrective and preventive action; and control of nonconforming construction.

Leadership and Top Management Commitment: Our Chief Executive Officer, President, and departmental and other managers responsible for Operations, Marketing, Safety, Purchasing, Human Resources, Quality Control, Information Technology, and Facilities comprise our corporate leadership. Each of the leaders in our organization is personally committed to the success of our QMS and take personal responsibility in the implementation, maintenance, enforcement, and improvement of our program.

Customer Management: Phillips & Jordan has been very successful over our 63-year history in developing and retaining relationships with customers such as the USACE, Tennessee Valley Authority, and Duke Energy by conducting our work competently, safely, ethically, and with the highest quality standards achievable in our industry. We have established formal customer satisfaction survey procedures to ensure that we receive adequate and representative feedback from customers in all of our six business markets. We seek and utilize the feedback of our customers to continuously improve and develop the quality of our work to meet and exceed our customer's expectations.

Training and Education: Phillips & Jordan seeks to attract and retain the finest and highest quality talent available in the industry, whether they are seasoned professionals or industry beginners. To do so, we have established procedures for thoroughly vetting prospective employees and establishing training needs for career development. Our training programs are designed to develop the skills of the employee for

their specific position and to provide opportunities for professional growth. We give our employees the tools and let them decide their path.

Teamwork: Whether it is one business market working with another business market, prime contractor to subcontractor, or joint venture relationship, we enter a project with the same overall goals....exceed customer expectations, do it safely, do it ethically, and do it right the first time! We have over 1,200 employees

PROVEN QUALITY CONTROL

Phillips & Jordan maintains a Quality Management System that is compliant with the International Organization for Standardization (ISO) 9001:2008 standard.



and utilize the most qualified people to staff a project. We rely heavily upon each person to have good judgment, make good decisions, and to protect the interests of our customers and our company.

People Management and Empowerment: Our technical professionals enter into projects with understanding of the scope of services, goals, and objectives but are provided a degree of autonomy as it relates to the means and methods by which the work is accomplished. Our employees bring talents and skills to the table and are provided opportunities to provide innovation, alternatives, and options for improving processes.

Supplier Partnership: Phillips & Jordan engages many suppliers and subcontractors in the course of our work, many that have been long-term partners, suppliers, and service providers on projects throughout the country. We seek to engage the highest quality suppliers that share our tenacious pursuit of customer satisfaction to ensure our shared successes.

Quality Planning and Strategic Efforts: As part of our QMS, we have developed procedures that are intended to: ensure our thorough understanding of the work to be conducted; engage all disciplines in the planning and preparation of work; provide written guidance for planning document development; provide guidance for work inspection; and provide guidance for management of non-conforming construction. Our QMS procedures are the guidance used to ensure that we plan our work and work our plan....doing it right the first time!

Process Management: On the project level, project managers, superintendents, schedulers, estimators, quality control personnel, safety personnel, and project controls personnel share the responsibilities for maintaining the scope, schedule, and processes used for successful execution and completion of the work.

Rewards and Recognition: Phillips & Jordan has implemented an annual personnel evaluation program that is used to evaluate an employee's performance, determine opportunities for improvement, establish training requirements, and to provide merit increases, promotions, and incentives to our most valuable assets.

Communication: As an organization, we utilize 3-way communication as an effective means of ensuring clear and concise understanding of directions, instructions, and requests. The method requires the first party to provide the direction to second party. The second party repeats the direction back to the first party to ensure understanding. The first party confirms that the second party understood the direction.

Information on our projects is communicated through manuals, procedures, instructions, drawings, specifications, quality records, reports, etc., and through training, on-the-job instruction, meetings, and electronic media.

Project-Specific Quality Management for Debris Removal Missions: Phillips & Jordan's corporate quality standards and policies are ingrained into our key management and supervisory personnel and actively communicated with our project teams (including our client and their authorized representatives) at the start of the project. The project-specific Quality Control Plan is regularly monitored and updated as needed throughout the project to address any project-specific issues that might arise.



A Quality Control Monitor is assigned to each debris loading crew. The Quality Control Monitor's duties include ensuring that project-specific debris from designated eligible areas is being removed; documenting the time, date, hauling vehicle information, and GPS location of the removed debris utilizing a handheld ADMS unit; and generating a load ticket populated with all of the project-specific information for the hauling unit driver to deliver to the approved TDSRS or final disposal facility. One Quality Control Supervisor is provided for every eight Quality Control Monitors. The Quality Control Supervisor's duties include coordinating the implementation of the mission quality control program, assisting with development of task-specific quality control plans, ensuring that ADMS technology is properly deployed and functioning, and to serving as a liaison to the City and other City-designated quality representatives throughout the duration of the project.

Phillips & Jordan regularly offers a USACE Contractor Quality Management training course to our employees, facilitated by a trainer who is authorized by the USACE to provide the course, to ensure that employees are familiar with current USACE quality standards.

12. PHILLIPS & JORDAN CODE OF ETHICAL CONDUCT

Phillips & Jordan has established a formal policy to maintain the highest ethical standards for its employees, and to ensure compliance with all applicable laws, rules, and regulations. In order to ensure that Phillips & Jordan operates pursuant to this policy, the company has established a Code of Ethical Conduct which incorporates the following general implementation rules:

- All employees must comply with the Code and any officer, director, or employee violating the Code will be subject to discipline which may include demotion or dismissal.
- All employees have a duty to report to the Corporate Compliance Officer all suspected violations of the Code or other potentially unethical behavior by anyone including officers, directors, employees, agents, customers, prime contractors, subcontractors, and suppliers.
- Employees in management positions are personally accountable for their own conduct and for the conduct of those that report to them. Management employees are expected to inform their direct reports about the Code, and to take all necessary steps to ensure compliance with the Code.
- No employee has the authority to direct, participate in, approve, or tolerate any violation of the Code.

13. WORKLOAD AND AVAILABILITY

13.1. CURRENT PRE-POSITIONED DEBRIS MANAGEMENT CONTRACTS

Phillips & Jordan currently maintains over 110 pre-positioned contracts across the nation. The following map depicts all of Phillips & Jordan's current pre-positioned contracts that are located within the State of Florida, as of June 2018.



Florida Pre-Positioned Contracts for Debris Management Services



13.2. REGIONAL PLAN

Phillips & Jordan currently holds 51 pre-positioned contracts for disaster debris management services throughout the State of Florida, several of which are somewhat close in proximity to the City. This puts Phillips & Jordan in a unique position to provide streamlined project management, manpower, and equipment resources to the City and our other contracts in the region, if impacted by a disaster.

DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 4: APPROACH TO SCOPE OF WORK



Phillips & Jordan will execute the City's debris management contract separately from any other simultaneous contract activations in the area by different project teams while resource management will be handled collectively at the corporate level, resulting in effective and efficient operations including project management and delegation of resources. Phillips & Jordan will assign one senior event manager to oversee the total debris management mission, and separate operations managers to manage the work performed under each separate contract. This organizational structure provides the Phillips & Jordan event manager with high-level oversight of a multi-jurisdictional deployment while each community receives the attention it needs from a dedicated operations manager. Each client will have its own unique needs with regards to what resources work best in its community. For example, some communities' streets/roadways can accommodate larger debris removal hauling units while others may require more compact units to access debris; some clients may utilize a cooperative purchasing agreement and require management in cooperation with other municipalities; or some client's geographic location might dictate that they acquire or share TDSRS or landfill space outside of their jurisdiction which will require proper planning, permitting, and logistics by the project team. Having an organizational structure in place that allows for multiple levels of oversight and access to resources provides the flexibility needed to quickly adjust to what works best in each community, ensuring the best possible response and expediting recovery.

Accounting and documentation, quality control, and safety will also be handled separately for each client by each respective project team. Phillips & Jordan understands that the City and our other clients in the area would be separate and distinct applicants/sub-applicants with regard to project documentation and federal reimbursement, and Phillips & Jordan would manage each entity as such. Our established and proven project tracking and accounting systems allow us to isolate the work performed under each contract to ensure efficient resource tracking and documentation for each contract separately, in accordance with FEMA requirements.

13.3. MULTIPLE CONTRACT EXECUTION: PROVEN TRACK RECORD OF SUCCESSFUL SIMULTANEOUS CONTRACT ACTIVATION

Phillips & Jordan's substantial in-house workforce of highly qualified management and field personnel and our established pool of key and pre-registered subcontractors, a number of which are based in Florida, provides us with the capability to successfully execute multiple simultaneous disaster debris management missions. Phillips & Jordan offers the City demonstrated experience consecutively executing multiple contracts in the following table, which provides an overview of Phillips & Jordan's experience over the past 15 years.

Event Year	FEMA Disaster Number(s)	Nature of Event(s)	Contracts Activated
2017	DR-4332 TX, DR-4337FL	Hurricanes Harvey and Irma	23
2016	DR-4286SC, DR-4284GA	Hurricane Matthew	6
2015	DR-4240CA, DR-4241SC	California Valley Fire, South Carolina Severe Storms and Flooding	3
2014	DR-4166SC, DR-4167NC	Severe Winter Storms	8
2012	DR-4085NY	Hurricane Sandy	7
2012	DR-4080LA, DR-4084FL	Hurricane Isaac	3



Event Year	FEMA Disaster Number(s)	Nature of Event(s)	Contracts Activated
2011	DR-1969NC, DR-1971AL, DR-1980MO	Severe Storms, Tornadoes, Straight-line Winds, and Flooding	42
2011	DR-4019NC, DR-4020NY, DR-4024VA	Hurricane Irene	13
2011	DR-4118ND	North Dakota Flooding	5
2010	DR-1871NC	Severe Winter Storms and Flooding	3
2009	DR-1818KY	Severe Winter Storms and Flooding	6
2008	DR-1786LA, DR-1792LA	Hurricanes Gustav and Ike	9
2005	DR-1603LA, DR-1604MS, DR-1605AL, DR-1607LA, DR-1609FL	Hurricanes Katrina, Rita, and Wilma	47
2004	DR-1545FL, DR-1561FL, DR-1539FL	Hurricanes Frances, Jeanne, and Charley	32
2004	DR-1551FL, DR-1549AL	Hurricane Ivan	5
2003	DR-1491VA	Hurricane Isabel	7

The following examples illustrate Phillips & Jordan's experience managing simultaneous disaster debris management missions. In addition to presenting a challenge with manpower and equipment resources, these simultaneous contract activations required Phillips & Jordan to deploy multiple project management teams and utilize available lines of credit and other internal financial resources to manage multiple simultaneous contracts (municipal, commercial, and federal) following multiple disaster events.

Within the span of two months in 2005, Hurricanes Katrina, Rita, and Wilma all made landfall along the Gulf Coast from Texas to Florida. Following the landfall of Hurricane Katrina, Phillips & Jordan's USACE ACI vehicle was activated and the company was selected to address debris removal operations in Orleans Parish, including New Orleans. The work area was subsequently expanded to encompass several parishes in Western Louisiana to address damage caused by Hurricane Rita. Phillips & Jordan's USACE Advance Contracting Initiative (ACI) vehicle was also activated to address Hurricane Katrina response efforts in Alabama, and collectively a total of 47 individual task orders, valued at more than \$700 million, were issued for debris operations conducted in Louisiana and Alabama. Phillips & Jordan was also awarded a municipal debris removal contract by the City of Gulfport, Mississippi to address their Hurricane Katrina response efforts. While operations responding to Hurricanes Katrina and Rita were at full capacity, Phillips & Jordan's pre-position debris removal contract with the Palm Beach County Solid Waste Authority was activated in response to the landfall of Hurricane Wilma in South Florida.

On April 16, 2011, a tornado caused large-scale destruction throughout the Raleigh, North Carolina metropolitan area. The City of Raleigh subsequently activated Phillips & Jordan's pre-positioned contract to provide debris removal and reduction services. Shortly after Phillips & Jordan completed mobilization to the Raleigh area, a tornado super-outbreak occurred throughout the Southeastern United States with the most devastating concentration being in the State of Alabama (292 tornadoes in one day). Due to the widespread nature of the destruction, the USACE activated Phillips & Jordan's pre-positioned ACI contract vehicle and subsequently issued 41 individual task orders, valued at more than \$160 million, for disaster debris management in 24 counties located throughout Alabama. Less than one month later, an EF-5 tornado leveled Joplin, Missouri. In response, the USACE activated a Rapid Response Contract

DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 4: APPROACH TO SCOPE OF WORK



held by Weston Solutions, Inc. As a subcontractor to Weston Solutions, Phillips & Jordan mobilized to the area to perform disaster debris management activities.

Most recently, in 2017, Phillips & Jordan responded to the devastation left around the Houston Metropolitan Area by assisting the Harris County Flood Control District with the clearance of storm and flooding debris from over 100 miles of canals and 13 bayous throughout Harris County. Only two weeks after Hurricane Harvey's historic impact on Texas, Hurricane Irma hit the State of Florida leaving debris scattered throughout the entire state. Phillips & Jordan simultaneously assisted 23 of our Florida clients with their Hurricane Irma response and recovery efforts involving the removal and disposal of over three million cubic yards of debris, in addition to maintaining operations in Harris County.

These examples clearly demonstrate that Phillips & Jordan has access to the necessary personnel, equipment, and financial

During the Spring of 2011, Phillips & Jordan simultaneously responded to tornado events in the States of North Carolina, Alabama, and Missouri. Not long after these projects were closed out in September, Hurricane Irene made landfall impacting the Mid-Atlantic and Northeast Coasts of the Atlantic Seaboard and Phillips & Jordan immediately re-mobilized to the States of North Carolina, Virginia, and New York to support response efforts. The total volume of disaster debris managed by Phillips & Jordan for these events exceeded 6,000,000 cubic yards. resources to successfully respond to simultaneous disaster events or a single disaster event impacting numerous municipalities in a geographic region.



Tab 5: References





The following table serves as a representative sample of Phillips & Jordan's past experience providing disaster debris management services for a wide range of clients in response to a wide range of events. Phillips & Jordan encourages the City of Ft. Lauderdale (City) to contact the references provided herein to obtain feedback on the high quality of our work.

Project	Contract Dates	Total CY/Tons	Total Dollar Amount	Reference Information
Hurricane Irma	September – December 2017	903,199 CY Veg 1,105,424 CY Processed 14,068 CY C&D 59 Trees 6,458 Limbs	\$17,519,625	Solid Waste Authority of Palm Beach County, Florida John Archambo, Solid Waste Manager 561-315-2010 jarchambo@swa.org
Hurricane Irma	September 2017 - January 2018	774,780 CYs Veg 14,544 CYs C&D 293 Trees 126 Limbs 43 Stumps	\$10,742,307	Volusia County, Florida John V. Angiulli, Public Works Director 863-381-3686 jangiulli@volusia.org
Hurricane Irma	September – December 2017	874,712 CY Veg 27,318 CY C&D 358 Trees 19,006 Limbs 35 Stumps	\$11,438,240	Highlands County, Florida Scott Canady, Community Safety Director 863-381-3686 scanaday@hceoc.org
Hurricane Irma	September – December 2017	299,076 CY Veg 2,206 CY C&D 111 Trees 13,316 Limbs 204 Stumps	\$6,044,003	City of Coral Springs, Florida Rich Michaud, Director of Public Works 954-344-1165 rmichaud@coralsprings.org
Hurricane Irma	September – December 2017	128,512 CY	\$2,752,162	Hillsborough County, Florida Kimberly Byer, Solid Waste Director 813-612-7718 byerk@hillboroughcounty.org
Hurricane Harvey	September 2017 – January 2018	96,765 CY 1,424 Trees	\$2,448,695	Harris County Flood Control District, Texas John Watson, Facilities Manager 713-684-4000 john.watson@hcfcd.org
Hurricane Matthew	October 2016 - February 2017	185,713 CY	\$4,693,358	Horry County Solid Waste Authority, South Carolina Mike Bessant, Material Recycling Facility Operations 843-347-1651 mbessant@solidwasterauthority.org
Hurricane Matthew	October 2016 - March 2017	128,639 CY	\$1,626,557	South Carolina Department of Transportation David Cook, State Maintenance Engineer 803-737-1290 cookdb@scdot.org
Hurricane Matthew	October 2016 - January 2017	44,257 CY 67 Trees 4,316 Limbs	\$619,950	Town of North Myrtle Beach, South Carolina Travis Dupree, Public Works 843-280-5592 tedupree@nmb.us
Tax Day and Memorial Day Floods	May - August 2016	118,625 CY 849 Trees	\$1,923,000	Harris County Flood Control District, Texas John Watson, Facilities Manager 713-684-4000 john.watson@hcfcd.org

DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 5: REFERENCES



Project	Contract Dates	Total CY/Tons	Total Dollar Amount	Reference Information
Butte Wildfire	October 2015- May 2016	26,995 Trees	\$44,861,234	Pacific Gas & Electric, California Pete Dominguez, Planning Manager 415-972-5350 PFD1@PGE.com
South Carolina Ice Storm	February - May 2014	255,661 CY 262 Trees 52,659 Limbs	\$9,821,879	South Carolina Department of Transportation David Cook, State Maintenance Engineer 803-737-1290 cookdb@scdot.org
North Carolina Ice Storm	March - May 2014	183,124 CY	\$1,941,112	City of Burlington, North Carolina Eric Hilton, Operations and Projects Engineer 336-229-3172 ehilton@ci.burlington.nc.us
Hurricane Sandy	November 2012 - January 2013	168,724 CY 1395 Tons C&D 544 Stumps	\$5,373,892	Town of Brookhaven, New York Dan Sicilian, Safety & Emergency Management 631-451-2363 dsicilian@brookhaven.org
Raleigh, North Carolina Tornado	April - June 2011	325,782 CY 349 Stumps	\$2,091,613	City of Raleigh, Public Works Department, North Carolina Chris McGee, PE, Transportation Field Services Manager 919-996-6446 chris.mcgee@raleighnc.gov
Joplin, Missouri Tornado	May - August 2011	~1,157,000 CY	\$36,120,816	Weston Solutions, Inc. Chris Henry, Project Manager 484-437-5986 chris.henry@westonsolutions.com
Alabama Tornado Super- Outbreak	May - September 2011	~5,000,000 CY	\$164,299,828	United States Army Corps of Engineers Matt Tate, Natural Disaster Program Manager 251-690-2241 jacob.m.tate@usace.army.mil
Hurricane Irene	September - December 2011	~192,000 CY	\$4,246,271	City of Norfolk, Virginia Richard Broad, Director of Public Works 757-664-4660 Richard.Broad@norfolk.gov
Oklahoma Ice Storm	April - June 2009	~232,000 CY	\$1,516,437	Muskogee Public Works, Oklahoma Mike Stewart, Public Works Director 918-684-6330 mstewart@muskogeeonline.org
Hurricane Wilma	October 2005 - February 2006	~2,900,000 CY	\$37,045,999	Solid Waste Authority of Palm Beach County, Florida John Archambo, Solid Waste Manager 561-315-2010 jarchambo@swa.org
Hurricanes Frances & Jeanne	August 2004 - January 2005	~360,000 CY	\$27,119,941	Solid Waste Authority of Palm Beach County, Florida John Archambo, Solid Waste Manager 561-315-2010 jarchambo@swa.org

Letters of commendation and performance evaluations for several of these projects and others are presented in Appendix II to this proposal.



Tab 6: Minority/Women (M/WBE) Participation





1. AFFIRMATIVE ACTION POLICY STATEMENT

It is the policy of Phillips & Jordan, regardless of the project type, to actively seek and contract with local small and disadvantaged businesses including, but not limited to, Small Business, certified Small Disadvantaged Business, Women-Owned Small Business, Historically Underutilized Business Zone, Veteran-Owned Small Business, and Service-Disabled Veteran-Owned concerns. This policy will be affirmatively enforced with respect to execution of work for the City of Ft. Lauderdale (City).

SUBCONTRACTING TRACK RECORD

Phillips & Jordan has a proven track record of meeting the socioeconomic subcontracting goals of our clients and ensuring that our subcontracting efforts are in compliance with all applicable federal regulations.

Phillips & Jordan's senior managers personally oversee

the implementation of existing corporate policies to ensure that small business participation goals are achieved, and periodically consult with operations managers and contract administrators to measure progress toward achieving established goals. Phillips & Jordan has institutionalized a buying practice that encourages identifying and contracting with local small and disadvantaged businesses for both services and supplies. In addition, the company requires all retained large business subcontractors to comply with the small business participation goals established by Phillips & Jordan.

2. LOCAL AND DISADVANTAGED BUSINESS SUBCONTRACTING PARTICIPATION MODEL

Phillips & Jordan is committed to helping local communities recover economically from a disaster event. The Phillips & Jordan participation model has proven to be very effective in keeping the maximum amount of recovery dollars within the local community. Phillips & Jordan works with local contractors, businesses, and labor pools to maximize local participation with a particular emphasis on small and disadvantaged business participation. Phillips & Jordan's unique ability to blend experienced disaster subcontractors with local contractors who may not have disaster recovery experience has proven to be very successful. During the 2011 disaster response to the tornados that impacted numerous areas throughout the State of Alabama, and Joplin, Missouri, over 80% of Phillips & Jordan's first tier subcontractors were local contractors.

Regardless of the disaster debris management mission magnitude, locating and identifying qualified local subcontractors is an indispensable component to mission success. While Phillips & Jordan, with the support of our pre-positioned subcontractors, has the capacity and capability to self-perform disaster debris management missions, we are committed to aggressively identify, assess, and retain local subcontractors (and residents) to become part of the overall recovery team.

Phillips & Jordan is constantly seeking qualified, socioeconomically disadvantaged safety conscious subcontractors to add to our subcontractor database. To this end, we have a page on our website (www. pandj.com) that allows subcontractors from any locale to enter contact information, specialties, and disadvantaged status. Using information registered at our website, Phillips & Jordan continuously updates a database which lists subcontractors, suppliers, and vendors who have pre-registered and expressed an interest in working with Phillips & Jordan on future disaster debris management missions.



B. DISASTER RESPONSE

During the early stages of the disaster response, Phillips & Jordan identifies qualified local subcontractors (including small and disadvantaged subcontractors) to support disaster debris management operations in accordance with the Stafford Act. Local subcontractors are retained to perform a variety of functions including, but not limited to, collection and transportation of debris; disposal of vegetative debris; collection and processing of white goods, electronic waste, and small motorized equipment items; traffic control; and other activities required to support operations.

Upon initiation of disaster debris management operations, Phillips & Jordan contacts pre-registered subcontractors and other local subcontractors to evaluate their capabilities and availability to support

PROVEN HISTORY OF M/WBE AND LOCAL SUBCONTRACTOR UTILIZATION

Following Hurricane Gustav, Phillips & Jordan, Inc. partnered with Overton Construction Co Inc. in Pointe Coupee Parish to remove the right-of-way (ROW) debris and clean-up the canals and waterways that were impacted by the storm. With Overton Construction being a long time local minority contractor based in New Roads, we were able to use over 90% local crews and equipment to pick-up just over 130,000 cubic yards of vegetative debris in the City of New Roads and Pointe Coupee Parish. In addition, we removed 4,400 hazardous limbs/trees and cleaned over 381,000 LF of waterways. All but two bucket truck crews used on the project were Louisiana residents with most of them being residents of Pointe Coupee Parish which gave the rural Parish a much needed financial boost while recovering from this devastating storm.

operations in accordance with the Stafford Act. Particular emphasis is placed on identifying qualified local small and disadvantaged subcontractors. Phillips & Jordan limits, when feasible, competition to only local subcontractors again with an emphasis on small and disadvantaged business concerns. Additionally, in order to ensure the "flow down" of this philosophy, Phillips & Jordan will obtain commitments from its large business subcontractors to identify discreet tasks or portions of acquisitions that could be set-aside for local small and disadvantaged business concerns.

After assessing the size and scope of a disaster debris management mission, Phillips & Jordan may also recruit and hire local residents to assist in a variety of capacities and essential functions within the mission structure. The purpose of this is fourfold: the local residents know the area best, they have a vested interest in a recovery mission, it puts people to work that might otherwise be jobless in the immediate aftermath of a disaster event, and it lets local people see firsthand the importance that their local officials place on the recovery of the community. Depending upon the size and scope of the disaster event, local personnel may be trained and utilized for essential functions including, but not limited to, the following: Sector/Zone Monitors, Quality Control Monitors, Traffic Control Personnel, Clerical and Administrative Staff, Logistical Assistance, and Health Related Services .

Depending on the size and duration of the recovery efforts, and to facilitate the performance of the necessary clerical and administrative functions, Phillips & Jordan may rent or lease local office space as close to the impacted area as possible. This provides ease of access, contact, and coordination with local officials and other government representatives. Meeting all permitting and business licensing requirements for a local office (and for the project) heightens the awareness of Phillips & Jordan as a part of the community and contributes to the local tax base.



Tab 7: Subcontractors





1. SUBCONTRACT PROCUREMENT POLICY

Phillips & Jordan's subcontract procurement policy has always involved efforts beyond simply identifying and offering opportunities to subcontractors including small and disadvantaged business concerns. Phillips & Jordan has historically provided technical, financial, and equipment support to subcontractors who need such assistance to procure and successfully perform subcontracts. As a prime contractor, on every disaster debris management project that we perform, Phillips & Jordan pays our subcontractors on a weekly basis well in advance of payment receipt from our clients. It is Phillips & Jordan's intent to continue this policy and expand our assistance to subcontractors as a prime contractor during future disaster debris management missions.

Phillips & Jordan routinely reviews information sources to determine the competence, ability, experience, and capacity of small and disadvantaged business concerns to perform additional, more complex, or higher compensated work. Phillips & Jordan also identifies areas in which it may be able to provide technical or other assistance to small and disadvantaged business concerns which will increase their competency and therefore become eligible for more sophisticated work assignments.

Phillips & Jordan typically utilizes a combination of key pre-positioned subcontractors with whom we have executed master service agreements, pre-registered subcontractors who are documented in our internal subcontractor database, and small and disadvantaged business concerns identified following a disaster event. Phillips & Jordan has a proven track record of meeting the socioeconomic subcontracting goals of our customers and ensuring that our subcontracting efforts are in compliance with all applicable federal regulations.

Subcontractors typically self-perform or partially support the following requirements on an as needed basis:

- Collection and transportation of debris
- Reduction and disposal of vegetative debris
- Sorting, decommissioning, packaging, and transportation of household hazardous waste, construction & demolition debris, white goods, electronic waste, small motorized equipment, or other non-vegetative debris
- Performing traffic control
- Performing structural demolition
- Hazardous tree, limb, and stump removal
- General labor for miscellaneous work

2 PRE-POSITIONED SUBCONTRACTORS

During our 41-year history of providing disaster debris management services, Phillips & Jordan has established long-term relationships with a highly qualified group of key pre-positioned subcontractors that have provided equipment and manpower for numerous disaster debris management missions previously completed by Phillips & Jordan. In order to ensure the readiness of these subcontractors to immediately mobilize in response to a disaster event, Phillips & Jordan has executed enforceable master subcontracts for disaster response services with each of our key pre-positioned subcontractors – rather than just letters of commitment.

In addition to disaster-related projects, many of our key pre-positioned subcontractors provide support to Phillips & Jordan for construction projects that are conducted on a year-round basis. The ongoing

DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 7: SUBCONTRACTORS



relationship between Phillips & Jordan and our key pre-positioned subcontractors provides the advantages of established lines of communication, a full understanding of each team member's core capabilities and approach to conduct of operations, and the necessary manpower and equipment to address any size disaster event.

A listing of Phillips & Jordan's key pre-positioned subcontractors is provided in the table that follows, and a copy of the current Master Subcontract for Disaster Response Services for each company can be provided upon request.

	Hurricane Irma (2017)	Hurricane Harvey (2017)	Hurricane Matthew (2016)	Louisiana Historic Flooding (2016)	Texas Tax Day and Memorial Day Floods (2016)	Butte Wildfire (2015)	South Carolina Flooding (2015)	South Carolina Ice Storm (2014)	Colorado Flooding (2013)	Hurricane Isaac (2012)	Hurricane Sandy (2012)	Raleigh, NC Tornado (2011)	Alabama Tornado Super-Outbreak (2011)	Joplin, MO Tornado (2011)	Hurricane Irene (2011)	Cherokee County/Tahlequah Ice Storm (2009)	Hurricanes Gustav & Ike (2008)	Buffalo, NY Ice Storm (2006)	Hurricane Katrina (2005)	Hurricane Rita (2005)	Hurricane Wilma (2005)	Hurricanes Frances & Jeanne (2004)	Hurricane Charley (2004)	Hurricane Ivan (2004)
BKW, Inc. (FL)	Х			Х	Χ	Х			Χ	Х	Х	Х	Х	Х		Х		Х	Х	Х		Χ		Χ
Bush Construction and Disaster Company (FL)												X	X				Х		X		Х	Х	X	
Cheoah Construction Company, Inc. (NC)													x											
Drewery Construction Company, Inc. (TX)			x	x							x		x	x				X	X	X	X	X	X	X
EE&G Disaster Response, LLC (FL)															Χ				Χ	Χ	Χ	Χ		
Grillot Construction, LLC (LA)	Х	Х																						
Hensley R. Lee Construction, Inc. (MS)													Х											
H&R of Belle Glade, LLC (FL)													Х		Х		Х		Х		Х	Х		
Lane Hauling & Excavating (TN)													Х									Х	Χ	Х
Metrolina Landscape Company, Inc. (NC)	х												x						Х		х			Х
MLU Services, Inc. (GA)													Х						Х	Х		Х	Χ	Х
Optimum Services, Inc. (FL)	Х		Х													Х	Х		Х	Х	Х	Х		Х
Orr Industries, LLC (FL)	Х																							
Parkman Tree Service (SC)			Χ				Х						Х				Х		Х	Х				



DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 7: SUBCONTRACTORS

	Hurricane Irma (2017)	Hurricane Harvey (2017)	Hurricane Matthew (2016)	Louisiana Historic Flooding (2016)	Texas Tax Day and Memorial Day Floods (2016)	Butte Wildfire (2015)	South Carolina Flooding (2015)	South Carolina Ice Storm (2014)	Colorado Flooding (2013)	Hurricane Isaac (2012)	Hurricane Sandy (2012)	Raleigh, NC Tornado (2011)	Alabama Tornado Super-Outbreak (2011)	Joplin, MO Tornado (2011)	Hurricane Irene (2011)	Cherokee County/Tahlequah Ice Storm (2009)	Hurricanes Gustav & Ike (2008)	Buffalo, NY Ice Storm (2006)	Hurricane Katrina (2005)	Hurricane Rita (2005)	Hurricane Wilma (2005)	Hurricanes Frances & Jeanne (2004)	Hurricane Charley (2004)	Hurricane Ivan (2004)
Rio-Bak Corporation (FL)	Х		Х					Х					Х		Х		Х		Х		Х	Х		
Selco Construction (VA)		Х																						
Siboney Contracting Co. (FL)	Х			Х		Х							Х											
Terry Bucks Contracting, LLC (GA)			Х	Х																				
Terry Tree Service South, LLC (NY)	Х		Х			Х					Х		Х	Х	Х		Х	Х	Х	Х	Χ	Х	Х	Х
Thunder Disaster Services, Inc. (NC)	Х		Х				Х	Х			Х	Х	Х	Х	Х	Х		Х	Х	Х	Х	Х	Х	Х
Tiger Bayou, Inc. (LA)		Χ		Χ									Χ				Χ		Χ	Χ				
UPE Resources, Inc. (CA)						Χ																		

B. PRE-REGISTERED SUBCONTRACTORS

In order to ensure maximum local participation during a future disaster event that impacts the City of Ft. Lauderdale (City), and ensure full compliance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), Phillips & Jordan maintains a database of pre-registered subcontractors located through the United States to supplement the resources offered by Phillips & Jordan and our key pre-positioned subcontractors. At the present time Phillips & Jordan has pre-registration information on file for 3,411 subcontractors located in the State of Florida.

The pre-registration process allows Phillips & Jordan to confirm equipment suitability and readiness, verify insurance policies are sufficient and current, review financial and safety performance, and execute subcontractor agreements. Completing these tasks in advance of a disaster event allows Phillips & Jordan to execute disaster debris management missions in a timely and coordinated manner and provides the City with the opportunity to approve or disapprove potential subcontractors before they commence operational work assignments

4. CONTRACTUAL ENGAGEMENT

The approach utilized by Phillips & Jordan to qualify and subsequently engage subcontractors for any given disaster debris management mission, including pre-positioned subcontractors, involves the following activities:



- Obtain and review subcontractor Dun & Bradstreet report.
- Ensure that subcontractor's general contractor license is valid or ensure that subcontractor is in good standing with the Secretary of State if not a general contractor.
- Review subcontractor assessment form provided to the subcontractor by Phillips & Jordan and determine if subcontractor meets criteria to be classified as an approved vendor.
- Review copy of subcontractor's Certificate of Insurance to ensure that coverage meets minimum requirements established by Phillips & Jordan.

After completion of the activities listed above, subcontractors determined to be qualified are issued a Master Subcontract for Disaster Response Services. This document addresses standard terms and conditions including, but not limited to, compliance with laws and regulations, employee eligibility, insurance requirements, safety requirements, payment terms, dispute resolution, performance and payment bond requirements, and ethics compliance.

Immediately following activation of a Master Subcontract for Disaster Response Services, Phillips & Jordan issues a Master Work Order to the subcontractor. Each work order is tailored for a specific disaster debris management mission and includes, but is not limited to, scope of services, performance schedule, contract type, special payment requirements, event-specific insurance requirements, special terms and conditions, and a pricing schedule.

5. GUIDING MANAGEMENT PRINCIPLES

Phillips & Jordan's approach to managing subcontractors is based on the following guiding principles:

- Effective channels of communication are clearly defined and established.
- Responsibilities and authorities are clearly defined in the Master Work Order.
- Required documentation is clearly defined in the Master Work Order.
- Specific services are clearly defined in the Master Work Order.
- Any constraints imposed on a subcontractor, including schedule and budget constraints, are clearly defined in the Master Work Order.
- Safety, quality, and insurance requirements are clearly defined in the Master Work Order.
- Appropriate terms and conditions are clearly defined in the Master Work Order.

6. PERFORMANCE & MONITORING

In order to ensure that a disaster debris management mission is executed at the highest level of effectiveness and efficiency, the individual work scopes for all involved subcontractors are integrated into a cohesive mission plan so that each subcontractor understands how their role fits into the overall operational approach.

Upon activation of the contract, Phillips & Jordan activates subcontractors needed to support debris management operations, including qualified local subcontractors in accordance with the Stafford Act. Phillips & Jordan then issues a Master Work Order to each subcontractor. Phillips & Jordan requires each subcontractor to provide a single point of contact (POC) for their subcontract to ensure accountability and clear channels for communication between the companies. Subcontractor employees assigned to support activities are directly accountable to the Phillips & Jordan Operations Manager for their overall job performance.



The Phillips & Jordan Operations Manager serves as an interface between City representatives and subcontractor employees in matters related to task assignments, job performance issues, and any other concerns or issues that may arise. The Operations Manager works closely with each subcontractor POC to ensure that all necessary support and resources are provided, that all identified issues are resolved, and to conduct performance reviews as needed. Daily monitoring of subcontractor crew activities are conducted by Phillips & Jordan field managers who are responsible for assessing performance and identifying issues that require corrective measures. Each field manager reports observed subcontractor crew performance to the Operations Manager on a daily basis.

7. COMPENSATION PHILOSOPHY

Pricing developed by Phillips & Jordan for a disaster debris management mission does not reflect a desire to maximize profit, but rather to ensure that we have the ability to pay our subcontractors reasonable compensation for their services. When subcontractors are paid reasonable compensation, they are motivated to provide the best personnel and equipment possible, ensure that their work activities are conducted in a safe manner and are of the highest quality possible, and remain committed to completing their work assignments throughout the duration of the mission.

8. PROPOSED SUBCONTRACTORS

Phillips & Jordan anticipates that approximately 60% of the work performed during a disaster debris management mission would be subcontracted in the event of a contract activation. The following table lists key pre-positioned subcontractors that could support Phillips & Jordan under Master Work Orders for debris removal, tree and stump removal, vegetative debris reduction, and environmental services as part of the City disaster debris management mission. Phillips & Jordan's intent is to distribute work evenly among all subcontractors. Regardless of the level of subcontractor participation, Phillips & Jordan will ensure that all required manpower and equipment is deployed to meet the specific needs of any debris management contract activation.

Company Name	Address	Designation	Type of Work
Basulto Management Consulting, Inc	Hallandale Beach, FL	DBE, SBE	Hauling
BKW, Inc.	Pensacola, FL	WBE	Hauling
Bush Construction and Disaster Co.	Auburndale, FL	None	Hauling
Cheoah Const. Co. Inc.	Robbinsville, NC	HZ, SBE, WBE	Hauling
Contractor Support Services, Inc.	Wellington, FL	MBE, SBE	Hauling
Drewery Construction Co, Inc.	Nacogdoches, TX	None	Hauling
EE&G Disaster Response, LLC	Miami Lakes, FL	None	ENV
Grillot Construction, LLC	Belle Chase, LA	None	Hauling
Hensley R. Lee Cont. Inc.	Picayune, MS	HZ, SDB, VO	Hauling
H & R of Belle Glade, LLC	Belle Glade, FL	HZ, MBE, SBA	Hauling
Lane Hauling & Excavating	Clarkrange, TN	HZ, SDB, WBE	Hauling
Metrolina Landscape Co, Inc.	Charlotte, NC	None	Hauling

DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 7: SUBCONTRACTORS



Company Name	Address	Designation	Type of Work
MLU Services, Inc.	Athens, GA	MBE, SDB, WBE	Hauling
Optimum Services, Inc.	Okeechobee, FL	HZ, SBE, VO	Hauling
Orr Industries, LLC	San Antonio, FL	WBE, SBE	Hauling
Parkman Tree Service	Lancaster, SC	SBE	Hauling
Rio-Bak Corporation	Wellington, FL	SBE (Federal)	Hauling
Selco Construction	Bristol, VA	None	Hauling
Siboney Contracting Co.	West Palm Beach, FL	MBE	Hauling
Terry Bucks Contracting, LLC	Gainesville, GA	None	Hauling
Thunder Disaster Services, Inc.	Waynesville, NC	VO, WBE	Hauling
Terry Tree Service South, LLC	Rochester, NY	None	Hauling
Tiger Bayou, Inc.	Port Allen, LA	SBE	Hauling
UPE Resources, Inc.	Yorba Linda, CA 9287	VO	Hauling
DBE: Disadvantaged Business Enterprise /	HZ: HubZone / SBA: Smal	ll Business Administra	tion-

Certified | SBE: Small Business Enterprise | SDB: Small Disadvantaged Business | MBE: Minority-Owned Business Enterprise | VO: Veteran-Owned Business | WBE: Woman-Owned Business Enterprise



Tab 8: Required Forms





Phillips & Jordan presents on the following pages the completed required forms listed below:

- A. Proposal Certification
 - Exceptions
- B. Cost Proposal
 - Price Justification
 - Line Item Price Sheet
 - Cost Proposal Signature Page
- C. Non-Collusion Statement
- D. Non-Discrimination Certification Form
- E. Contract Payment Method
- F. Sample Insurance Certificate
- Addendum Acknowledgement Forms (1-4)

BID/PROPOSAL CERTIFICATION

<u>Please Note:</u> 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)	Phillips and	Jordan, Incorporated	_	EI	N (Optior	nal): <u>56</u>	-0694573_
Address: _	10201 Parkside Drive,	Suite 300						
City:	Knoxville			State: _	TN	Zip:	37922	
Telephone	No. <u>865-688-8342</u>	FAX No.	865-688-8369	Email: _	disasters	services@	@pandj.co	<u>m</u>
Delivery: C	Calendar days after rece	eipt of Purch	nase Order (section 1	.02 of Gen	eral Co	nditions): <u>As rec</u>	quired
Total Bid D	Discount (section 1.05	of General	Conditions): <u>0</u>					
Does your	firm qualify for MBE or	WBE status	s (section 1.09 of Ger	neral Cond	ditions):	None	MBE	WBE

<u>ADDENDUM ACKNOWLEDGEMENT</u> - 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
1	<u>5/29/18</u>	2	5/31/18	3	<u>6/4/18</u>
4	6/07/18				

<u>VARIANCES</u>: 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 BIDSYNC you must also click the "Take Exception" button.

Please find on the following page.

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:

Dudley Orr

Name (printed)

6/08/18

Date:

revised 04/10/15

Signature

Vice President Title


Phillips & Jordan requests that he City of Ft. Lauderdale consider the following exceptions to the Request for Proposals:

General Conditions, Item 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.

Sample Agreement, General Conditions, Item IV.A:

A. Indemnification: Contractor shall protect and defend at Contractor's expense, counsel being subject to the City's approval, and indemnify and hold harmless the City and the City's officers, employees, volunteers, and agents from and against any and all losses, penalties, fines, damages, settlements, judgments, claims, costs, charges, expenses, or liabilities, including any award of attorney fees and any award of costs, in connection with or arising directly or indirectly out of any act or omission by the Contractor or by any officer, employee, agent, invitee, subcontractor, or sublicensee of the Contractor. The provisions and obligations of this section shall survive the expiration or earlier termination of this Agreement. To the extent considered necessary by the City Manager, any sums due Contractor under this Agreement may be retained by City until all of City's claims for indemnification pursuant to this Agreement have been settled or otherwise resolved, and any amount withheld shall not be subject to payment of interest by City.

Special Terms and Conditions, Item 2.30:

Canadian Companies: The City may enforce in the United States of America or in Canada or in both countries a judgment entered against the Contractor. The Contractor waives any and all defenses <u>based</u> <u>solely on jurisdiction</u> to the City's enforcement in Canada, of a judgment entered by a court in the United States of America. All monetary amounts set forth in this Contract are in United States dollars.



1. OVERALL PRICING PHILOSOPHY

Phillips & Jordan is committed to meeting our contractual obligations and delivering projects to our clients on time and within budget. When pricing any project, including disaster debris management contracts, we take into consideration the current market values of equipment and services that we would need to procure if activated. Our ongoing relationships with our key subcontractors on both disaster and non-disaster projects have fostered a working environment where Phillips & Jordan understands what will be required to procure high-quality services when the need arises. Other factors that we consider as part of our pricing methodology include client location and geography, client assets, predicted resource allocation, and competing market values.

2. REASONABLE SUBCONTRACTOR COMPENSATION

The fee proposal developed by Phillips & Jordan for the City of Ft. Lauderdale (City) may contain higher unit prices than those proposed by our competitors. The higher prices charged by Phillips & Jordan does not reflect an undue desire to maximize our profit, but rather to warrant that we have the ability to pay our subcontractors reasonable and timely compensation for their support. When subcontractors are paid reasonable compensation, they are motivated to provide the best personnel and equipment possible, ensure that their work activities are conducted in a safe manner and are of the highest quality possible, and remain committed throughout the duration of the project. Phillips & Jordan pays subcontractors on debris management projects in a timely manner, typically on a weekly basis, to guarantee the highest commitment to the project. By selecting its disaster debris management contractor based solely on lowest price, the City may encounter project delays due to subcontractor availability/turnover which in turn could place maximum federal reimbursement at risk and result in unfavorable criticism by its citizens.

B. A PROVEN METHODOLOGY

Our consistent practice of fairly and reasonably pricing disaster debris management contracts has served our firm and our clients well in the past. For example, in response to Hurricane Irma's Florida landfall and widespread impacts, 23 of Phillips & Jordan's pre-positioned contracts were activated in seven Florida counties (Broward, Highlands, Hillsborough, Miami-Dade, Palm Beach, Pinellas, and Volusia) to assist with emergency road clearance and debris removal, reduction and disposal. While other contractors were abandoning pre-established pricing and lobbying their clients for higher rates in an effort to lure hauling resources to their projects, Phillips & Jordan secured sufficient hauling units to complete our contracted work on time and based on the rates in our existing contracts. Despite the challenges stemming from the volatile market caused by Hurricane Irma's widespread impact and immediate demand by multiple prime contractors for a finite number of available resources, Phillips & Jordan maintained our timeline and pricing commitments to both our clients and our subcontractors on all of our activated contracts following Hurricane Irma.



ITEM #	SECTION A - DESCRIPTION	QUANTITY	UN	IT PRICE	UNIT	TOTAL PRICE
1	Vegetative Debris Removal	500,000	\$	9.85	Cubic Yard	\$ 4,925,000.00
2	Mixed Debris Removal	200,000	\$	9.85	Cubic Yard	\$ 1,970,000.00
3	C & D Debris Removal to DMS	75,000	\$	10.50	Cubic Yard	\$ 787,500.00
4	C & D Debris Removal from ROW direct to Final Disposal	75,000	\$	11.50	Cubic Yard	\$ 862,500.00
5	Debris Removal from Drop-off Sites	20,000	\$	5.00	Cubic Yard	\$ 100,000.00
6	Vegetative Debris Grinding	500,000	\$	4.50	Cubic Yard	\$ 2,250,000.00
7	Mixed Debris Processing	200,000	\$	5.00	Cubic Yard	\$ 1,000,000.00
8	C & D Debris Processing (Compaction/Separation)	60,000	\$	2.50	Cubic Yard	\$ 150,000.00
9	Haul-out of Reduced Vegetative debris	125,000	\$	9.75	Cubic Yard	\$ 1,218,750.00
10	Haul-out of Separated C&D Debris	200,000	\$	6.00	Cubic Yard	\$ 1,200,000.00
11	Haul-out of White Goods					
	A) White Goods - Freon Containing	500	\$	80.00	Each	\$ 40,000.00
	B) White Goods - Non-Freon Containing	500	\$	75.00	Each	\$ 37,500.00
12	Haul-out of E-Waste	2,000	\$	5.00	Pound	\$ 10,000.00
13	Management and Haul-Out of Household Hazardous Waste	10,000	\$	10.00	Pound	\$ 100,000.00
14	Dead Animal Removal < 30 Pounds	20	\$	20.00	Each	\$ 400.00
15	Dead Animal Removal > 30 Pounds	10	\$	50.00	Each	\$ 500.00
16	Sand Screening	75,000	\$	4.50	Cubic Yard	\$ 337,500.00
17	Sand Replacement on Beach to Pre-Storm grade	75,000	\$	14.00	Cubic Yard	\$ 1,050,000.00
18	Removal and Transportation of Eligible Vegetative Debris from Waterways to DMS or other approved site	20,000	\$	39.00	Cubic Yard	\$ 780,000.00
19	Removal and Transportation of Eligible C & D Debris from Waterways to DMS or other approved site	10,000	\$	39.00	Cubic Yard	\$ 390,000.00
20	Removal of Abandoned Vessels/Boats	500	\$	50.00	Linear Foot	\$ 25,000.00
21	Removal of Abandoned Vehicles- Passenger and Light-Duty	250	\$	200.00	Each	\$ 50,000.00
22	Removal of Abandoned Vehicles- Heavy-Duty, RV and Larger	250	\$	250.00	Linear Foot	\$ 62,500.00
23	Removal of Partially Uprooted or Split Trees with No Exposed Root Ball (Leaners) 24.99 Inches Diameter	1,120	\$	80.00	Each	\$ 89,600.00
24	Removal of Partially Uprooted or Split Trees with No Exposed Root Ball (Leaners) 25-36.99 Inches Diameter	100	\$	150.00	Each	\$ 15,000.00
25	Removal of Partially Uprooted or Split Trees with No Exposed Root Ball (Leaners) >36.99 Inches Diameter	100	\$	300.00	Each	\$ 30,000.00
26	Removal of Partially Uprooted or Split Trees -Backfill Delivered and Placed	100	\$	25.00	Cubic Yard	\$ 2,500.00
27	Removal of Partially Uprooted or Split Trees (Leaners) >72 Inches Diameter (Requiring Crane)	5	\$	2,500.00	Each	\$ 12,500.00
28	Removal of Partially Uprooted or Split Trees (Leaners) >72 Inches Diameter (No Crane Required)	5	\$	1,500.00	Each	\$ 7,500.00

Phillips & Jordan, Inc. 12149-885 - Disaster Debris Removal and Management Services - Line Item Pricing

Phillips & Jordan, Inc. 12149-885 - Disaster Debris Removal and Management Services - Line Item Pricing

ITEM #	SECTION A - DESCRIPTION	QUANTITY	UNI	T PRICE	UNIT	тс	TAL PRICE
29	Removal of Dangerous Hanging Limbs, 2 Inches or More in Diameter, All Limbs	10,000	\$	85.00	Each	\$	850,000.00
30	Hazardous Stump Removal 25-36 Inches Diameter	30	\$	250.00	Each	\$	7,500.00
31	Hazardous Stump removal 37- 48 Inches Diameter	40	\$	450.00	Each	\$	18,000.00
32	Hazardous Stump Removal More Than 48 Inches Diameter	20	\$	750.00	Each	\$	15,000.00
35	100	\$	25.00	Cubic Yard	\$	2,500.00	
	SECTION A - TOTAL						

ITEM	SECTION B - LABOR CATEGORY	UNIT	LABOR RATE
36	Project Manager	Hourly	\$ 95.00
37	Operations Manager	Hourly	\$ 90.00
38	Crew Foreman	Hourly	\$ 78.00
39	Laborer with Small Hand Tools	Hourly	\$ 45.00
40	Sawman with Saw	Hourly	\$ 48.00
41	Flagger	Hourly	\$ 45.00
42	Climber with Gear	Hourly	\$ 65.00
43	Laborer with Mechanized Broom	Hourly	\$ 55.00
44	Mechanic	Hourly	\$ 65.00
	SECTION B - TOTAL		\$586.00

* 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	\$ 115.00
46	Wheeled Loader (JD 644 or equivalent)	Hourly	\$ 125.00
47	Bobcat Skid Steer Loader	Hourly	\$ 95.00
48	Knuckleboom Loader with Debris Grapple	Hourly	\$ 225.00
49	30 Ton Crane	Hourly	\$ 250.00
50	50 Ton Crane	Hourly	\$ 500.00
51	40-60 foot Bucket Truck	Hourly	\$ 125.00
52	Self Loading Dump Truck	Hourly	\$ 225.00
53	Dump Truck 16-20 Cubic Yard Certified Capacity	Hourly	\$ 85.00
54	Dump Truck 21-30 Cubic Yard Certified Capacity	Hourly	\$ 90.00
55	Dump Truck 31-50 Cubic Yard Certified Capacity	Hourly	\$ 95.00
56	Operator and Street Sweeper- Mechanized	Hourly	\$ 85.00
	SECTION C - TOTAL		\$2,015.00

SECTION VI - COST PROPOSAL PAGES

Proposer Name: Phillips & Jordan, 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:

List Section B Total from Line Item Pricing Pages here:

List Section C Total from Line Item Pricing Pages here:

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

None

Submitted by:

Dudley Orr

Name (printed)

6/08/18

Date

Signature

Vice President

Title

<u>18,397,250.00</u>
_{\$} 586.00
_{\$} 2,015.00

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

None

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.

Dudley Orr, Vice President Print Name and Title

6/08/18	
Date	

Forms Non-ISO 09/22/2017



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 3/14/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.										
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).										
PRODUCER					CONTA NAME:	^{ст} Angie Bak	er			
Scott Insurance (Knoxville, 7	「N)				PHONE (A/C, No	, Ext): 865-684	4-1793	FAX (A/C, No):	434-45	5-8984
Knoxville TN 37922					E-MAIL	ss: abaker@	scottins.com			
						INS	URER(S) AFFOR	DING COVERAGE		NAIC #
					INSURE	RA: America	n Contractors	s Ins (A)		12300
INSURED Dhilling and lordan Incorpo	PH	IIL-10			INSURE	к в : America	n Guarantee8	Liab Ins Co(A+)		26247
10201 Parkside Drive, Suite	300				INSURE	R C : Zurich A	merican Ins (Co (A+)		16535
Knoxville TN 37922					INSURE	RD: ACIG Ins	surance Com	pany (A)		19984
					INSURE	RE:				
00//504050	0507		A T F		INSURE	RF:				
COVERAGES				NUMBER: 886938556				REVISION NUMBER:		
INDICATED. NOTWITHSTAND CERTIFICATE MAY BE ISSUE EXCLUSIONS AND CONDITION	DING ANY REQ D OR MAY PE IS OF SUCH PO		EMEN IN, T IES. L	IT, TERM OR CONDITION THE INSURANCE AFFORDI	OF ANY ED BY BEEN F	CONTRACT	OR OTHER I S DESCRIBEI PAID CLAIMS	DOCUMENT WITH RESPECT D HEREIN IS SUBJECT TO	CT TO V	WHICH THIS THE TERMS,
INSR LTR TYPE OF INSURANC	E AI			POLICY NUMBER		POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMIT	s	
A X COMMERCIAL GENERAL LI				GL17A00037		6/1/2017	6/1/2018	EACH OCCURRENCE	\$ 5,000,0	000
CLAIMS-MADE X	OCCUR							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 100,00	0
X Contractual Liab								MED EXP (Any one person)	\$ 5,000	
X xcu								PERSONAL & ADV INJURY	\$ 5,000,0	000
GEN'L AGGREGATE LIMIT APPLI	ES PER:							GENERAL AGGREGATE	\$ 5,000,0	000
POLICY X PRO- JECT	LOC							PRODUCTS - COMP/OP AGG	\$ 5,000,0	000
OTHER:									\$	
				AL17000013		6/1/2017	6/1/2018	(Ea accident)	\$ 5,000,0	000
								BODILY INJURY (Per person)	\$	
ALL OWNED SCP AUTOS AUT								BODILY INJURY (Per accident)	\$	
HIRED AUTOS X AUT	ros							(Per accident)	\$	
				AUX 0407045 44		0/1/00/17	0/4/00.40		\$	
	OCCUR			AUC-9137945 11		6/1/2017	6/1/2018	EACH OCCURRENCE	\$ 25,000	,000
	CLAIMS-MADE							AGGREGATE	\$ 25,000	,000
DED 7 RETENTION \$ ()			WCA000003517 - All States Exce	nt	6/1/2017	6/1/2018	X PER OTH-	\$	
				Monopolistic & WCA000008017 - AL FL ME SC	TN	6/1/2017 6/1/2017	6/1/2018 6/1/2018		¢ 4 000 (200
OFFICER/MEMBER EXCLUDED?		N/A		TX, VA, WV WCA000011617 - CA, GA, LA, M	MO. NC.		0, 112010		\$ 1,000,000	
If yes, describe under	olow			PA	- / - /			EL DISEASE - POLICY LIMIT	\$ 1,000,0	000
C Florida Automobile	55/0W	+		BAP9265553-07		6/1/2017	6/1/2018	Combined Single Limit	5,000,0	000
DESCRIPTION OF OPERATIONS / LOCA	TIONS / VEHICLE	S (AC	CORD	101, Additional Remarks Schedu	le, may b	e attached if mor	e space is requir	red)		
CERTIFICATE HOLDER					CANC	ELLATION				
		٨٣١٢			SHO THE ACC	ULD ANY OF EXPIRATION ORDANCE WI	THE ABOVE D N DATE THI TH THE POLIC	ESCRIBED POLICIES BE C EREOF, NOTICE WILL I Y PROVISIONS.	ANCELL BE DEL	ED BEFORE IVERED IN
FOR INSURANCE VERIFICATION ONLY				AUTHORIZED REPRESENTATIVE Kan Jones						



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.

Company Name: Phillips & Jordan, Inc.	
(please print)	_
Bidder's Signature:	
Date: 6/08/18	



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.

Company Name: P	hillips & Jordan,Inc.	
	(please print)	¥
Bidder's Signature:	Duelley Qu	
	Dualey Orr, Vice President	
_{Date:} 6/08/18		



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.

Company Name: F	hillips & Jordan,Inc.	
	(please print)	
Bidder's Signature:	Oudley Qu	
	Dualey Off, Vice President	
_{Date:} <u>6/08/18</u>		



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.

Company Name: P	hillips & Jordan, Inc.	
	(please print)	
Bidder's Signature:	Duelley On	
	Dudley Orr, Vice President	*
Date: 6/08/18		



ADDENDUM NO. 5

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

ISSUED: June 12, 2018

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

- 1. Updated Section 4.2.8 Required Forms Removed Contract Payment Method clause.
- 2. Removed Contract Payment Method Form submitted in Addendum 4.
- 3. Extended Bid End Date from 6/12/18 at 2 pm to 6/18/18 at 2 pm.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin Procurement Specialist II

_{Company Name:} Phillips & Jordan, Inc.	
(please print)	
Bidder's Signature: Kandall E. Staden	
Date: 6/15/18	

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Tab 9: Other Information





1. FINANCIAL CAPACITY

The financial stability offered by Phillips & Jordan assures the City of Ft. Lauderdale (City) of our ability to manage all financial aspects of the services required for the Disaster Debris Removal and Management contract. Phillips & Jordan maintains a strong financial position that allows the corporation to provide payroll services for its employees, and to pay subcontractors on a timely basis even in situations where Phillips & Jordan has not been paid by its customer.

Phillips & Jordan has experienced an overall increase in annual revenue from \$93 million in 2000 to approximately \$500 million in 2017. Over the past five years, the average annual revenue for the corporation was approximately \$363 million. While there have been some variances in revenue between 2000 and 2017, Phillips & Jordan has experienced consistent and positive growth with regard to both its workforce and infrastructure.

Phillips & Jordan possesses "best in class" financial ratios with respect to liquidity and leverage. We maintain in excess of \$120 million equity, our interest-bearing debt to equity ratio is approximately 0.2 to 1, and we have \$50 million in working capital. We maintain excellent vendor relations and hold a Dun & Bradstreet rating of 5A1. Our existing working capital line of credit is \$20 million with JPMorgan Chase Bank. We have placed project-specific credit facilities for as much as \$100 million in recent years.

Phillips & Jordan's current financial strength provides us with the ability to rapidly deploy the management team, equipment, personnel, and subcontractors required to effectively and efficiently execute a disaster debris management mission. Phillips & Jordan's ability to pay subcontractors on a weekly basis without payment from the City allows us to expedite our response with the best resources possible. The first 30 to 45 days of a disaster debris management mission are challenging due to the large amount of capital outlay to finance mission operations. This challenge is addressed by Phillips & Jordan through the use of our \$50 million working capital line of credit to pay necessary day-to-day mission expenses. Depending on the size of the disaster debris management mission, Phillips & Jordan may also secure a project-specific line of credit to supplement our working capital line of credit.

In response to the 2011 tornado super-outbreak in Alabama, Phillips & Jordan's U.S. Army Corps of Engineers contract was activated and we subsequently deployed resources to 24 counties in the state to perform disaster debris removal and other related activities. This catastrophic event required Phillips & Jordan to self-finance the early stages of the debris management mission. We successfully overcame this challenge by utilizing both our existing line of credit and a project-specific credit facility provided by JPMorgan Chase Bank. Over the course of the mission, Phillips & Jordan had withdrawals and repayments of over \$108 million on the credit facility which was fully paid down on September 7, 2011, approximately two months before completion of the disaster debris management mission.

Phillips & Jordan presents on the following pages a letter from JPMorgan Chase Bank confirming our financial capability to finance a multi-million-dollar disaster debris management project.

Page 1 of 7

DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 9: OTHER INFORMATION







DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 9: OTHER INFORMATION

Very truly yours,

JPMORGAN CHASE BANK, N.A.

Name: Suzanne Schriver Title: Executive Director JP Morgan Chase Bank, N.A. 6312 Kingston Pike Suite C Knoxville, TN 37919 Phone: (865)719-4611 Fax: (865)330-2626





2. BONDING CAPACITY

Phillips & Jordan's surety (Liberty Mutual Surety) currently has in place an aggregate bonding capacity line in excess of \$1 billion. Our individual contract line exceeds \$500 million. The current largest single surety bond outstanding is \$175 million. For example, Phillips & Jordan's Hurricane Katrina performance and payment bond was initially issued for \$500 million and ultimately exceeded \$730 million. Phillips & Jordan's attainment of this level of bonding capacity demonstrates that we have the resources and experience to execute our contractual commitments regardless of magnitude.

The required bid bond and a letter from J. Smith Lanier & Company, Phillips & Jordan's surety agent, confirming our bonding capacity is presented on the following pages.



DISASTER DEBRIS REMOVAL AND MANAGEMENT SERVICES TAB 9: OTHER INFORMATION

J. Smith Lanier & Co. Insuring People And Business Since 1868 January 31, 2018 Re: Phillips and Jordan, Incorporated To Whom It May Concern: J. Smith Lanier & Co. and the Liberty Mutual Insurance Company, Boston, MA (Phone 617-357-9500) are proud to handle have handled the bonding needs of Phillips and Jordan, Incorporated the past 11 years. The Liberty Mutual Insurance Company is an A "Excellent" AM Best Rated Company and are US. Treasury Listed, licensed in all states. We constantly monitor the manner in which Phillips and Jordan, Incorporated meets their construction and financial obligations to owners, subcontractors, suppliers and the credit community. We are pleased to report that Phillips and Jordan, Incorporated is an extremely strong and stable company in financial terms and handle these obligations in an exemplary manner. While we would certainly give consideration to higher limits should specific conditions require doing so, we currently have in place for Phillips and Jordan, Incorporated a single program exceeding \$150,000,000 with an aggregate exceeding \$1,000,000,000 bonding line, with approximately \$800,000,000 available capacity. We anticipate no problems in issuing 100% Performance and Payment Bonds for any project Phillips and Jordan, Incorporated chooses to pursue. Naturally, the execution of any final bonds will be subject to a mutually satisfactory review of the bonds, final contract terms, conditions and financing by our client and us. Should you have questions or if we may be of assistance, please feel free to contact us. Sincerely. athering mimillan Catherine L. McMillan Attorney-In-Fact 413 North Shore Dr. SW · Knoxville, TN 37919 865.588.7200 · 800.752.1231 · Fax 865.588.7224 www.ismithlanier.com

THE AMERICAN INSTITUTE OF ARCHITECTS

AIA Document A310 Bid Bond

KNOW ALL MEN BY THESE PRESENTS, THAT WE PI	nillips and Jordan. Incorpora	ated	
 10201 Parkside Drive, Ste. #300, Knoxville, TN_37922			
as Principal hereinafter called the Principal and Liberty	Mutual Insurance Company		
175 Berkeley Street Boston MA 02116	Mutual insurance company		
a comparison duly experiend under the lowe of the Oleter	£		
a corporation duly organized under the laws of the State of	۲	MA	
as Surety, hereinanter called the Surety, are held and firmi	y bound unto <u>City of Fort L</u>	auderdale, Fla.	
10	0 N. Andrews Avenue, 619, F	t. Lauderdale, FL 33	301
as Obligee, hereinafter called the Obligee, in the sum of	Five Percent of Amount Bid		
for the poursent of which our well and truly to be made	Dollars (\$	5%),
executors, administrators, successors and assigns, jointly	and severally, firmly by the	aid Surety, bind ou se presents.	iselves, our neirs,
		•	
WHEREAS, the Principal has submitted a bid for <u>Disastern</u>	er Debris Removal and Mar	nagement Services,	RFP 12149-885
NOW, THEREFORE, if the Obligee shall accept the bid of the Obligee in accordance with the terms of such bid, and Contract Documents with good and sufficient surety for payment of labor and materials furnished in the prosecuti such Contract and give such bond or bonds, if the Print penalty hereof between the amount specified in said bid a contract with another party to perform the Work covered is to remain in full force and effect.	of the Principal and the Principal and the Principal and the Principal give such bond or bonds the faithful performance of on thereof, or in the event cipal shall pay to the Oblig and such larger amount for by said bid, then this obliga	ncipal shall enter in as may be specified of such Contract an of the failure of the gee the difference which the Obligee tion shall be null an	to a Contract with d in the bidding or nd for the prompt Principal to enter not to exceed the may in good faith nd void, otherwise
Signed and sealed this12th day of	June		, 2018
	Phillins and Jordan Inco	prograted	
	(Principal)		(Seal)
(Witness)	By: Juelley	Que	
	0		(Title)
STULL INSURANCE	Liberty Mutual Insurance	Company	
Ca (1912)	(Surety)		(Seal)

Endia Williams

COUNTERSIGNE

AIA DOCUMENT A310 • BID BOND • AIA • FEBRUARY 1970 ED. • THE AMERICAN INSTITUTE OF ARCHITECTS, 1735 N.Y. AVE., N.W., WASHINGTON, D.C. 20006

By:

Attomey-in-Fact Catherine L. McMillan

SACHUS

(Witness)

(Title)

mill-

This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated. Not valid for mortgage, note, loan, letter of credit, bank deposit, currency rate, interest rate or residual value guarantees. To confirm the validity of this Power of Attorney call 610-832-8240 between 9:00 am and 4:30 pm EST on any business day.

Liberty Mutual Insurance Company The Ohio Casualty Insurance Company West American Insurance Company

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duty organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duty organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, <u>Catherine L. McMillan</u> of the City of <u>Knoxville</u>, state of <u>Mnoxville</u>, state of <u></u>

 Principal Name: Phillips and Jordan, Incorporated

 Obligee Name: City of Fort Lauderdale, Fla.

 Surety Bond Number: Bid Bond Bond Amount: See Bond Form

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 6th day of March, 2017.

Bv:



SS

The Ohio Casualty Insurance Company Liberty Mutual Insurance Company West American Insurance Company

David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA COUNTY OF MONTGOMERY

On this 6th day of March, 2017, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duty authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at King of Prussia, Pennsylvania, on the day and year first above written.



COMMONWEALTH OF PENNSYLVANIA Notarial Seal Teresa Pastella, Notary Public Upper Merion Twp., Montgomery County My Commission Expires March 28, 2021 Member, Panpavyania Association of Notaries

Paetolla

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV – OFFICERS – Section 12. Power of Attorney. Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII – Execution of Contracts – SECTION 5. Surety Bonds and Undertakings. Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation – The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-infact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surely any and all undertakings, bonds, recognizances and other surety obligations.

Authorization – By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surely bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, 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



By: h t Secretary

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Appendix I: Key Field Management & Resource Personnel Resumes



Tommy Webster Contract Manager



Overall Experience

Mr. Webster has been employed by Phillips & Jordan since 2014 and offers over 30 years of construction experience, 17 years of which is related to disaster response and debris management. In 1999, he was the General Contractor in charge of the first Federal Emergency Management Agency (FEMA) Hazard Mitigation Elevation program in the United States. He has also served as Project Manager for multiple response and recovery projects, including disaster debris management missions, in response to a wide range of events across the nation including ice storms, hurricanes, flood events, wildfires, and environmental incidents.

Mr. Webster has worked in direct coordination with FEMA, local and state governments, public utilities, volunteer organizations, and the Departments of Transportation for North Carolina, Virginia, Florida, Texas, California, South Carolina, and Colorado. These engagements occurred during debris removal missions in order to aid in the overall recovery following disaster events, and to achieve maximum eligible reimbursement for clients. Mr. Webster is well versed in FEMA 325, FEMA PPAG regulations, 2 CFR guidelines, as well as being U.S. Army Corps of Engineers Construction Quality Management certified. His responsibilities also include assisting contracted municipalities with the development of disaster preparedness plans, as well as developing and administering response and recovery training for these contracts.

Event Year	Project	Position
Ongoing	CEMA Expanded Tree Debris Mgmt.(CA)	Project Manager
2017	Hurricane Irma (FL)	Contract Manager
2017	Hurricane Harvey (TX)	Contract Manager
2016	Harris County Flood (TX)	Project Manager
2015	Hurricane Joaquin (SC)	Project Manager
2014	Williamsburg/Florence Co. Ice Storm (SC)	Operations Manager
2013	Multiple County Flood (CO)	Operations Manager
2010	Deepwater Horizon Oil Spill (MS & FL)	Operations Manager
2008	Hurricane Ike (LA)	Operations Manager
2003	San Diego County Wildfire (CA)	Project Manager
2003	San Bernardino Wildfire (CA)	Project Manager
2003	Hurricane Isabel (NC)	Project Manager
2002	Multiple County Ice Storm (NC)	Project Manager

Notable Disaster Debris Management Missions

Education

• High School Graduate

- North Carolina General Contractor's License
- U.S. Army Corps of Engineers CQM Certified
- FEMA 325 Public Assistance Debris Management Guide
- FEMA E0202 Debris Management Planning Certified
- FEMA ICS-100 Incident Command System Certified
- FEMA ICS-200 Initial Action Incident Certified
- FEMA IS-800 National Response Framework Certified
- FEMA IS-700 NIMS Certified
- Qualified Technical Tree Safety Supervisor
- Electrical Hazard Awareness Training
- Occupational Safety and Health Administration (OSHA), 40-Hour Hazardous Waste Operations Training
- OSHA 30-Hour Training
- First Aid and CPR Training

Eric Hedrick Project Manager



Overall Experience

Mr. Hedrick has been employed by Phillips & Jordan since 1981 and offers 16 years of disaster response and debris management experience. This experience includes segregation, removal, and disposal activities relating to complex debris streams on both the public right-of-way and private property. Most of Mr. Hedrick's debris management experience has been on U.S. Army Corps of Engineers (USACE) projects pursuant to Indefinite Delivery/Indefinite Quantity contract structures. As Operations Manager on these projects, Mr. Hedrick had overall accountability for operations, safety, and quality and has demonstrated qualifications to manage complex contract and subcontract structures in high profile settings.

Since 2015, Mr. Hedrick has been Phillips & Jordan's Program Manager for the Pacific Gas & Electric Company Hazardous Tree Program. The scope of this work has included managing high hazard trees on public and private property and has involved removal and disposal, (primarily through beneficial reuse) of large volumes of debris in Northern and Central California. This work has included the 2015 Butte Fire response and more recently the 2017 fires in Sonoma County. Mr. Hedrick has directed these high-profile missions under intense public and regulatory scrutiny and is uniquely qualified to manage the statement of work included in this solicitation.

Event Year	Project	Position
2017	Hurricane Irma (FL)	Project Executive
2017	Hurricane Harvey (TX)	Project Executive
2016	Harris County Flood (TX)	Project Executive
2015	Butte Wildfire (CA)	Program Manager
2014	Williamsburg/Florence Co. Ice Storm (SC)	Project Executive
2011	Spring Tornado Outbreak (AL)	Operations Manager
2005	Hurricane Katrina (LA, MS, & AL)	Operations Manager
2005	Hurricane Rita (LA)	Operations Manager
2005	Hurricane Dennis (FL)	Operations Manager
2004	Hurricane Ivan (AL)	Operations Manager
2001	9/11 Forensic Recovery (NY)	Quality Control Manager

Notable Disaster Debris Management Missions

Education

• High School Graduate

- USACE CQM Certified
- USACE Safety Training
- Federal Emergency Management Agency 325: Public Assistance Debris Management Guide
- Occupational Safety and Health Administration 30-Hour
- Safe Land Training
- First Aid and CPR Training
- State of Georgia National Pollutant Discharge Elimination System Qualified

Dudley Orr Project Manager



Disaster Experience

Mr. Orr has been employed by Phillips & Jordan since 1995 and offers 21 years of disaster response and debris management experience. In addition to his duties as a Vice President of Phillips & Jordan, Mr. Orr coordinates disaster response activities and serves as an Operations/Project Manager for disaster debris management missions. His responsibilities in the role of Project Manager have included executive level management of debris collection and reduction operations; interfacing with stakeholder representatives in support of operational goals; and acting as liaison between Phillips & Jordan and federal, state, and local government officials. Mr. Orr has supported disaster debris management missions related to hurricanes, rockslides, and tornados.

Event Year	Project	Position
2017	Hurricane Irma (FL)	Project Manager
2016	Hurricane Matthew (SC)	Project Executive
2013	U.S. Highway 441 Rockslide (NC)	Project Executive
2011	Spring Tornado Outbreak (AL)	Executive Manager
2009	I-40 Rockslide (NC)	Operations Manager
2005	Hurricane Katrina (LA, MS, & AL)	Operations Manager
2005	Hurricane Rita (LA)	Operations Manager
2005	Hurricane Wilma (FL)	Operations Manager
2004	Hurricane Charley (FL)	Operations Manager
2004	Hurricane Frances (FL)	Operations Manager
2004	Hurricane Jeanne (FL)	Operations Manager
2003	Hurricane Isabel (NC)	Operations Manager
2002	Hurricane Lili (LA)	Operations Manager
1996	Hurricane Fran (NC)	Operations Manager

Notable Disaster Debris Management Missions

Education

- Bachelor's Degree, Civil Engineering, University of Tennessee
- Masters of Business Administration, University of Tennessee

- Federal Emergency Management Agency (FEMA) Incident Command System (ICS) 100: Introduction to ICS
- FEMA/ICS 200: ICS for Single Resources and Initial Action Incidents
- FEMA/ICS 700: National Incident Management System, An Introduction

- Occupational Safety and Health Administration 10-Hour TrainingFirst Aid and CPR Training

Edd Satterfield Operations Manager



Overall Experience

Mr. Satterfield offers 21 years of disaster response and debris management experience. In addition to managing highway, land slide, reclamation, and land clearing projects, he has worked as a Supervisor, Project Manager, and Operations Manager on numerous disaster recovery projects following ice storms, hurricanes, and tornadoes. His responsibilities in the role of Operations Manager have included coordination of mission operations, development of mission-specific plans, identification of debris management sites, preparation of mission progress reports, performance of daily planning meetings, compliance with contract requirements and specifications, and mission liaison to stakeholder representatives. Mr. Satterfield is Federal Emergency Management Agency (FEMA) Incident Command System (ICS) Compliant.

Event Year	Project	Position
2016	Hurricane Matthew (SC)	Operations Manager
2016	Harris County Flood (TX)	Operations Manager
2014	City of Burlington Ice Storm (NC)	Operations Manager
2011	City of Joplin Tornado (MO)	Operations Manager
2011	Hurricane Irene (VA)	Operations Manager
2009	I-40 Rockslide (NC)	Operations Manager
2005	Hurricane Katrina (LA, MS, &AL)	Area Manager
2004	Hurricane Frances (FL)	Project Manager
2004	Hurricane Charley (FL)	Project Manager
2004	Hurricane Ivan (AL)	Project Manager
2003	Hurricane Isabel (NC)	Project Manager
1999	Hurricane Floyd (NC)	Supervisor
1998	Hurricane Bonnie (NC)	Supervisor
1996	Hurricane Fran (NC)	Supervisor

Notable Disaster Debris Management Missions

Education

• High School Graduate

- FEMA/ICS 100: Introduction to Incident Command System
- FEMA/ICS 200: ICS for Single Resources and Initial Action Incidents
- FEMA/ICS 700: National Incident Management System (NIMS), An Introduction

- FEMA 325: Public Assistance Debris Management Guide
- Federal Contracting Basics, Operating Practices in Contract Administration, and Associate's Certificate in Project Management (ESI International / George Washington University)
- Estimating Earthwork Construction, Construction Estimating Institute
- U.S. Army Corps of Engineers (USACE), Construction Quality Management Training
- USACE, Safety Training

NOTE: Mr. Satterfield was previously employed by Phillips & Jordan from 1994 – 2016. In the event of a large-scale disaster, he can be called upon to assist our disaster response operations team as needed.

Heath Stone Operations Manager



Overall Experience

Mr. Stone has been employed by Phillips & Jordan since 2013 and offers 2 years of disaster response and debris management experience. Mr. Stone plays several roles at Phillips & Jordan including Logistics Chief, Lead Event Coordinator, and Marketing Representative. His responsibilities in the role of Operations Manager have included coordination of mission operations, development of mission-specific plans, identification of debris management sites, preparation of mission progress reports, performance of daily planning meetings, compliance with contract requirements and specifications, and mission liaison to stakeholder representatives. Mr. Stone is Federal Emergency Management Agency (FEMA) Incident Command System (ICS) Compliant.

Event Year	Project	Position
2017	Hurricane Irma (FL)	Operations Manager
	Hillsborough County	
2017	Hurricane Irma (FL)	Operations Manager
	Town of Belleair	
2017	Hurricane Irma (FL)	Operations Manager
	Kenneth City	
2017	Hurricane Irma (FL)	Operations Manager
	Pinellas Park	
2014	Williamsburg/Florence Co. Ice Storm (SC)	Project Manager

Notable Disaster Debris Management Missions

Education

• Bachelor's Degree, Kinesiology, University of Tennessee

- FEMA/ICS 100: Introduction to Incident Command System
- FEMA/ICS 200: ICS for Single Resources and Initial Action Incidents
- FEMA/ICS 700: National Incident Management System, An Introduction
- First Aid and CPR Training

William L. Goodgine Operations Manager



Overall Experience

William Goodgine has been employed by Phillips & Jordan since 2012. Mr. Goodgine currently serves as an Operations Manager in support of the Disaster Response Division. In compliance with federal grant requirements, he has supported extensive hazardous tree removal work in California following drought and wildfire conditions, as well as supported debris management efforts in Texas following Hurricane Harvey. Prior to disaster response work, Mr. Goodgine provided logistical support to the Oil & Gas Division in North Dakota. He has a strong background in project management and leadership, having served in various roles oversees from 2004-2011 supporting Operation Iraqi Freedom in close coordination with the U.S. Department of State, U.S. Army Corps of Engineers, U.S. Department of Defense, and multiple civilian contractors and subcontractors.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2017	Hurricane Harvey (TX)	Operations Manager
	Harris County Flood Control District	
2015	Calaveras County Hazardous Tree Removal (CA)	Operations Manager
	Calaveras County	
2015	Wildfire Mitigation (CA)	Area Manager
	Pacific Gas & Electric	

Training and Certifications

- Federal Emergency Management Agency (FEMA) Training:
 - o IS-100.b, Introduction to Incident Command System, ICS-100
 - o IS-200.b, ICS for Single Resources and Initial Action Incident, ICS-200
 - o IS-230.d, Fundamentals of Emergency Management
 - o IS-235.c, Emergency Planning
 - o IS-700.a, National Incident Management System (NIMS)
 - o IS-800.b, National Response Framework
- Occupational Safety & Health Administration (OSHA): 10-Hour and 30-Hour
- Other Training: North American Training Solutions (NATS), Qualified Technical Tree Safety Supervisor Course.
- Standard First Aid and CPR Training

Education

- Stratford Career Institute, Business Management Distance Learning Diploma
- Starkville High School, Starkville, MS

Alan Carver Operations Manager



Overall Experience

Mr. Carver offers five years of disaster response and debris management experience. Although Mr. Carver is not a full-time employee of Phillips & Jordan, in the event of a disaster-specific contract activation, he could be engaged and deployed to support any type of debris management mission. Mr. Carver has supported extensive disaster debris removal work in compliance with federal grant requirements in the role of project manager including a significant project with Volusia County, Florida following Hurricane Irma. Mr. Carver also has a strong background in emergency management, having previously been employed for seven years by the U.S. Forest Service performing firefighting and suppression. He also has solid experience in project management on construction projects where he supported projects for the Department of Transportation, the Federal Highway Administration, and the U.S. Forest Service.

Event Year	Project	Position
2017	Hurricane Irma (FL)	Project Manager
	Volusia County	
2005	Hurricane Katrina (LA)	Monitor and Demolition Manager
	Cameron Parish, Vermillion Parish, and City	
	of New Orleans	
2005	Hurricane Katrina (AL)	Project Manager
	Choctaw and Sumter Counties	
1999	Hurricane Floyd (NC)	Quality Control Monitor
	City of Wilmington	
1996	Hurricane Fran (NC)	Quality Control Monitor
	City of Raleigh	

Notable Disaster Debris Management Missions

Education

• High School Graduate

- North Carolina Professional Land Surveyor L-2969
- Certified Level 2 Erosion Control Supervisor NCDOT
- Federal Emergency Management Agency (FEMA) Training:
 - o FEMA 325 Public Assistance Management Guide
 - o FEMA 202 Debris Management

- Occupational Safety & Health Administration (OSHA):
 - 30 Hour OSHA Training
 - o 40 Hour HAZWOPER
- First Aid and CPR Training

NOTE: Mr. Carver was previously employed by Phillips & Jordan. In the event of a large-scale disaster, he can be called upon to assist our disaster response operations team as needed.



Disaster Experience

Mr. Wilson has been employed by Phillips & Jordan since 2006 and offers 11 years of disaster response and debris management experience. He has worked in a variety of positions during disaster debris management missions for hurricanes; winter storms in Oklahoma, Kentucky, and New York; tornadoes in Alabama, Missouri, and Kentucky, a flood event in North Dakota, and beach restoration following the British Petroleum Deepwater Horizon oil spill. His responsibilities in the role of Area Manager have included coordination of mission operations within assigned areas, assistance with development of task-specific operational and geographic area management plans, preparation of task progress reports, supervision of crew foremen, and implementation of assigned quality control requirements.

Event Year	Project	Position
2017	Hurricane Harvey (TX)	Field Manager
2016	Harris County Flood (TX)	Project Manager
2015	Butte Wildfire (CA)	Project Manager
2013	Multiple County Flood (CO)	Area Manager
2012	Hurricane Sandy (NY)	Area Manager
2012	West Liberty Tornado (KY)	Area Manager
2011	Hurricane Irene (VA)	Area Manager
2011	Spring Tornado Outbreak (AL)	Area Manager
2011	City of Joplin Tornado (MO)	Area Manager
2010	Deepwater Horizon Oil Spill (MS & FL)	Area Manager
2008	Hurricane Gustav (LA)	Area Manager
2008	Hurricane Ike (LA)	Area Manager
2007	Cherokee County Ice Storm (OK)	Project Manager
2006	City of Buffalo Ice Storm (NY)	Area Manager
2004	Hurricane Ivan (AL)	Zone Manager

Notable Disaster Debris Management Missions

Education

• High School Graduate

- Electrical Hazard Awareness Training
- Hazard Communication

- Viper Fire Safety Training
- Chainsaw/Tree Felling
- Logging Training
- Instructor Occupational Safety and Health Administration 30-Hour Training
- 40-Hour Hazardous Waste Operations Training
- U.S. Army Corps of Engineers Construction Quality Management Training
- First Aid and CPR
Roger Hatfield Area/Sector/Zone Manager



Overall Experience

Mr. Hatfield has been employed by Phillips & Jordan since 2016 and offers two years of disaster response and debris management experience. Mr. Hatfield supported Phillips & Jordan's disaster response efforts following Hurricane Irma in Pinellas County, Florida for the Cities of Pinellas Park and Kenneth City and the Town of Belleair as an Area Manager. Mr. Hatfield also serves as a Construction Foreman for the Water Resources Division overseeing project quality control, safety, regulation compliance, personnel management, and project controls. Mr. Hatfield has a strong background in supervision, construction, and mining and also held an Emergency Medical Technician (EMT) certification for 25 years.

Event Year	Project	Position
2017	Hurricane Irma (FL)	Area Manager
	Town of Belleair	
2017	Hurricane Irma (FL)	Area Manager
	City of Kenneth City	
2017	Hurricane Irma (FL)	Area Manager
	City of Pinellas Park,	
2009	Severe Winter Storm and Snowstorm (WV)	Area Manager
	Mingo County	

Notable Disaster Debris Management Missions

Education

• High School Graduate

- Occupational Safety & Health Administration (OSHA): OSHA 10-Hour Training and Globally Harmonized System (GHS) Hazard Communication (HAZCOM) Training
- U.S. Department of Labor Mine Safety and Health Administration (MSHA): Instructor and Entry Training
- Surface Mine Foreman S-4145-06
- Surface Coal Miners L1863
- EMT Mining M-020686
- Phillips & Jordan Training: Cutting Tool Training, Electrical Hazard Training, Spotter Training, Supervisor Training
- Standard First Aid and CPR Training

Kurt Keith Area/Sector/Zone Manager



Overall Experience

Mr. Keith has been employed by Phillips & Jordan since 2015 and offers one year of disaster response and debris management experience. Mr. Keith supported Phillips & Jordan's disaster response efforts following Hurricane Irma in Pinellas County, Florida for the Cities of Pinellas Park and Kenneth City and the Town of Belleair as an Area Manager. Mr. Keith also serves as an Area Manager for Phillips & Jordan's Power Generation Division which provides land clearing, earthwork, substation construction, access road construction, underground utilities, and other site work for power line installations. In this role he is responsible for project controls, safety, quality control, cost control, schedule management, and overall project and personnel management.

Event Year	Project	Position
2017	Hurricane Irma (FL)	Area Manager
	Town of Belleair	
2017	Hurricane Irma (FL)	Area Manager
	City of Kenneth City	
2017	Hurricane Irma (FL)	Area Manager
	City of Pinellas Park	

Notable Disaster Debris Management Missions

Education

- University of South Florida, Coursework Completed in Secondary Science Education, 1982-1983
- Polk Community Collage Associate of Arts in Secondary Science Education, 1982

- State of Florida Certified General Contractor
- American Traffic Safety Services Association (ATSSA): Advanced Maintenance and Traffic Certification (MOT)
- Florida Department of Environmental Protection (DEP): National Pollutant Discharge Elimination System Certification
- Georgia Soil and Water Conservation Commission (GASWCC): Georgia Soil and Water Conservation Training
- Design Build Institute of America (DBIA): Certified Professional
- Occupational Safety & Health Administration (OSHA): 30-Hour Training
- Electrical Hazards Awareness Program (EHAP) Certification
- Standard First Aid and CPR Training

Dale Joiner Field Quality Control Manager



Overall Experience

Mr. Joiner has been employed by Phillips & Jordan since 1987 and offers 15 years of disaster response and debris management experience. He has worked in Phillips & Jordan's heavy construction and land clearing groups and offers extensive experience in right-of-way clearing and maintenance projects. Mr. Joiner served as a Quality Control Manager (QCM) or Project Manager with QCM responsibilities for several disaster debris management missions including responses to numerous major hurricanes. His responsibilities in the role of QCM have included implementation of quality control requirements related to debris removal and disposal operations, structural demolition, subcontractor management, review of load tickets, management of quality control monitors, and operation of debris management sites. He also oversaw the installation of temporary housing (Hurricane Charley) and ensured that all aspects of construction complied with local, county, state, and federal codes.

Event Year	Project	Position
2005	Hurricane Katrina (LA, MS, &AL)	Sector Manager/Quality Control
		Manager
2005	Hurricane Wilma (FL)	Quality Control Manager
2004	Hurricane Frances (FL)	Quality Control Manager
2004	Hurricane Jeanne (FL)	Quality Control Manager
2004	Hurricane Charley (FL)	Quality Control Manager
2004	Hurricane Ivan (AL)	Quality Control Manager

Notable Disaster Debris Management Missions

Education

• Course Work, Engineering and Accounting, Polk Community College

- Federal Emergency Management Agency Incident Command System (ICS)100: Introduction to ICS
- Associated General Contractors of America:
 - Supervisory Training Program
 - Construction Law
 - Productivity Improvement
 - Planning & Scheduling
- General Contractor (Florida)
- U.S. Army Corps of Engineers, Construction Quality Management Training
- First Aid and CPR Training

Ryan Manning Field Quality Control Manager



Overall Experience

Mr. Manning has been employed by Phillips & Jordan since 2006 and offers 4 years of disaster response and debris management experience. He has supported several disaster debris management missions in a quality control role with responsibilities that included preparing daily reports; assisting in the completion of submittals; coordinating facility startup activities; supervising various subcontractor personnel; tracking debris quantities and quality of work; and maintaining daily communication with various federal, state, and local representatives. His responsibilities in the role of Quality Control Field Supervisor have included tracking of approved and pending change orders, tracking of field material quantities and billing information, coordination of material delivery, maintenance of project logs and updating project schedules, quality control site inspections, coordination of facility startup activities, monitoring of conformance to project plans and standards, and supporting project managers to ensure strict adherence to project specifications and quality control plans.

Event Year	Project	Position
2011	Spring Tornado Outbreak (AL)	Assistant QC Manager
2007	Cherokee County Ice Storm (OK)	QC Field Supervisor
2005	Hurricane Katrina (LA, MS, & AL)	QC Field Supervisor

Notable Disaster Debris Management Missions

Education

- Bachelor's Degree, Finance and Marketing, Florida State University
- Associate's Certificate, Project Management, ESI International/George Washington University

- Federal Contracting Basics and Operating Practices in Contract Administration, ESI International/George Washington University
- Disaster Recovery Contractor Training
- U.S. Army Corps of Engineers Construction Quality Management Training
- First Aid and CPR Training

Dustin Haunhorst Site Safety and Health Officer



Overall Experience

Mr. Haunhorst has been employed by Phillips & Jordan since 2004 and offers 13 years of disaster response and debris management experience. Serving as a Lead Safety Manager, Mr. Haunhorst has performed site safety inspections and monitored site operations to ensure compliance with employee safety requirements and environmental regulations for various projects located throughout the Southeast and Mid-Atlantic regions of the United States. Mr. Haunhorst served as the Lead Safety Manager for a large tree removal project in California and was responsible for the daily monitoring of operations including subcontractor safety meetings, incident and injury/illness reporting, and monitoring of damage claims. Mr. Haunhorst also served as the Lead Safety Manager for disaster debris management missions implemented in response to several hurricanes. His responsibilities for these missions included daily safety monitoring of operations and personnel; interface with the U.S. Army Corps of Engineers, Occupational Safety and Health Administration (OSHA), and Federal Emergency Management Agency inspectors; and new employee safety orientation and job specific training.

Event Year	Project	Position
2017	Hurricane Irma (FL)	Lead Safety Manager
2016	Harris County Flood (TX)	Lead Safety Manager
2015	Butte Wildfire (CA)	Lead Safety Manager
2012	Hurricane Sandy (NY)	Lead Safety Manager
2012	West Liberty Tornado (KY)	Lead Safety Manager
2011	Hurricane Irene (VA)	Lead Safety Manager
2011	Spring Tornado Outbreak (AL)	Lead Safety Manager
2011	City of Minot Flood (ND)	Lead Safety Manager
2011	City of Joplin Tornado (MO)	Lead Safety Manager
2008	Hurricane Ike (LA)	Lead Safety Manager
2007	Cherokee County Ice Storm (OK)	Lead Safety Manager
2006	City of Buffalo Ice Storm (NY)	Lead Safety Manager
2005	Hurricane Katrina (LA, MS, & AL)	Lead Safety Manager
2005	Hurricane Wilma (FL)	Lead Safety Manager
2005	Hurricane Dennis (FL)	Lead Safety Manager
2004	Hurricane Ivan (AL)	Lead Safety Manager

Notable Disaster Debris Management Missions

Education

• Bachelor's Degree, Environmental and Hazardous Materials Management, University of Findlay

- Permit-Required Confined Space Entry
- 16-Hour Mine Safety and Health Administration Training
- General Employee Training for Department of Energy Sites
- Confined Space Monitor/Instrumentation Training
- Traffic Control Supervisor
- OSHA Supervisor Hazardous Waste/Response Certification
- OSHA 40-Hour Hazardous Waste/Response Certification [29 CFR 1910.120(e) & (g)]
- OSHA 30-Hour
- OSHA 8-Hour Supervisory Training [29 CFR 1910.120(e)(3)]
- OSHA 8-Hour Annual Refresher Courses in Hazardous Waste Operations
- First Aid and CPR Training

Gene Taylor Field Safety Manager



Overall Experience

Mr. Taylor has been employed by Phillips & Jordan since 2007 and offers 9 years of disaster response and debris management experience. He was hired as a Field Safety Manager responsible for oversight of construction, highway, landfill, and pipeline projects. From January 2004 to January 2007, Mr. Taylor served as Chief of Safety, New Orleans District, U.S. Army Corps of Engineers. During the Hurricane Gustav and Ivan recovery efforts, Mr. Taylor served as a Site Safety and Health Officer working out of the U.S. Army Corps of Engineers Recovery Field Office, Mobile, Alabama. When Hurricane Katrina impacted Louisiana, he was appointed as Chief of Safety, U.S. Army Corps of Engineers Recovery Field Office, Baton Rouge, Louisiana, which later also included recovery efforts for Hurricane Rita. He served in that capacity for 11 months before returning to his duties at the New Orleans District Office. Prior to working for the U.S. Army Corps of Engineers, Mr. Taylor worked for the U.S. Navy for 16 years in a number of safety positions which included Safety Manager (Public Works Center) and Safety Specialist (Chief of Naval Education and Training).

During his employment with Phillips & Jordan, Mr. Taylor has served as the Incident Command Center Safety Officer for recovery efforts related to the British Petroleum Deepwater Horizon oil spill, and served as Safety Manager for the tornado recovery efforts in Alabama where he supervised 56 field safety personnel (including 10 Area Safety Managers). Mr. Taylor was appointed as Senior Safety Manager for Phillips & Jordan in August 2011 and is responsible for all aspects of field safety associated with company operations.

Event Year	Project	Position
2013	US 441 Rockslide (NC)	Site Safety Manager
2011	Spring Tornado Outbreak (AL)	Safety Manager
2010	Deepwater Horizon Oil Spill (MS & FL)	Safety Manager
2008	Hurricane Gustav (LA)	Safety Manager
2008	Hurricane Ike (LA)	Safety Manager
2005	Hurricane Katrina (LA)	Chief of Safety, RFO USACE
2005	Hurricane Rita (LA)	Chief of Safety, RFO USACE
2004	Hurricane Ivan (AL)	Field Safety Officer, USACE

Notable Disaster Debris Management Missions

Education

- Master's Degree, Occupational Safety and Health Management, Columbia Southern University
- Bachelor's Degree, Occupational Safety and Health Management, Columbia Southern University

- Certificate in Safety Management American Society of Safety Engineers
- Certified Safety and Health Manager Institute for Safety and Health Management (Certificate #1695)
- Certified EM-385-1-1 Safety and Health Manager International Association of Safety, Health, and Environmental Professionals
- Certified Safety, Health, and Environmental Administrator International Association of Safety, Health, and Environmental Professionals
- Certified Safety, Health, and Environmental Professional International Association of Safety, Health, and Environmental Professionals
- Certified Safety, Health, and Environmental Manager Trainer International Association of Safety, Health, and Environmental Professionals
- Certified Excavation and Trenching Specialist International Association of Safety, Health, and Environmental Professionals
- Occupational Safety and Health Administration Authorized Construction Trainer -Southeastern OTI Education Center
- Advisory Board International Association of Safety, Health, and Environmental Professionals
- Member National Safety Management Society; Institute for Safety and Health Management
- Member International Associate of Safety, Health, and Environmental Professionals

Wade Cutshaw Field Safety Manager



Overall Experience

Mr. Cutshaw has been employed by Phillips & Jordan since 2003 and offers 4 years of disaster response and debris management experience. He currently serves as a Site Safety Officer for Phillips & Jordan and is responsible for the implementation and management of site safety program requirements including performance of daily safety meetings and preparation of safety documentation. In addition to fulfilling the role of Site Safety Officer during disaster debris management missions, Mr. Cutshaw has served as a Supervisor, Foreman, and/or Heavy Equipment Operator for heavy civil, land clearing, and dam rehabilitation projects on an as needed basis. His responsibilities in the role of Field Safety Manager have included coordination of field safety programs; assistance with development of task-specific and/or site-specific health and safety plans and activity hazard analyses; and performance of training, inspections, and accident/incident investigations.

Event Year	Project	Position
2017	Hurricane Irma (FL)	Safety Manager
	Hillsborough County	
2017	Hurricane Irma (FL)	Safety Manager
	Pinellas Park	
2017	Hurricane Harvey (TX)	Safety Manager
2011	Spring Tornado Outbreak (AL)	EH&S Manager
2010	Deepwater Horizon Oil Spill (MS & FL)	EH&S Manager

Notable Disaster Debris Management Missions

Education

• High School Graduate

- First Air/ CPR/ Bloodborne Pathogen Certified
- Occupational Safety and Health Administration 510 & 30 Hour Construction
- Excavation Competent Person
- Logging Training
- Mine Safety and Health Administration Part 46 New Miner
- Electrical Hazard Awareness
- Globally Harmonized System Hazard Communication
- Rigging and Crane Signal
- Chainsaw Operation

Steve Thompson Corporate Environmental, Safety & Health Manager



Overall Experience

Mr. Thompson has been employed by Phillips & Jordan since 1990 and offers 21 years of disaster response and debris management experience. He is responsible for the overall management of Phillips & Jordan's health and safety program, develops and administers policies and procedures regarding employee safety, investigates project accidents and develops preventative measures, and monitors safety programs implemented by subcontractors. Mr. Thompson has served as the lead Environmental, Safety & Health Manager or Program Manager on nearly every significant natural or man-made disaster since 1994. Mr. Thompson has conducted disaster recovery preparedness training for the U.S. Army Corps of Engineers, and was an active participant in the EM 385-1-1 Safety and Health Manual revisions related to emergency recovery. He also served as a Peer Review Expert for the National Institute for Occupational Safety and Health Emergency Responders Health Monitoring and Surveillance Project.

Event Year	Project	Position
2017	Hurricane Irma (FL)	ES&H Manager
2017	Hurricane Harvey (TX)	ES&H Manager
2016	Hurricane Matthew (SC)	ES&H Manager
2016	Harris County Flood (TX)	ES&H Manager
2015	Butte Wildfire (CA)	ES&H Manager
2014	Williamsburg/Florence Co. Ice Storm (SC)	ES&H Manager
2014	City of Burlington Ice Storm (NC)	ES&H Manager
2013	Multiple County Flood (CO)	ES&H Manager
2013	U.S. 441 Rockslide (NC)	ES&H Manager
2012	Hurricane Sandy (NY)	ES&H Manager
2011	Hurricane Irene (VA)	Program Manager
2011	Spring Tornado Outbreak (AL)	ES&H Manager
2011	City of Joplin Tornado (MO)	ES&H Manager
2010	Deepwater Horizon Oil Spill (MS & FL)	ES&H Manager
2008	Hurricane Gustav (LA)	Program Manager
2008	Hurricane Ike (LA)	Program Manager
2005	Hurricane Katrina (LA, MS, & AL)	ES&H Manager
2004	Hurricane Frances (FL)	ES&H Manager
2004	Hurricane Jeanne (FL)	ES&H Manager
2004	Hurricane Charley (FL)	ES&H Manager

Notable Disaster Debris Management Missions

Event Year	Project	Position
2004	Hurricane Ivan (AL)	ES&H Manager
2001	9/11 Forensic Recovery (NY)	Project Safety Manager

Education

• Bachelor's Degree, History, University of Tennessee

- Certified Work Zone Traffic Control Supervisor
- Excavation Competent Person Training Trainer/Instructor
- Permit Required Confined Space Training Trainer/Instructor
- Fall Protection Training Trainer/Instructor
- Line Clearance, Tree Trimming, Electrical Hazard Awareness Program Training Trainer/Instructor
- Hazard Communication "Right to Know" Instructor
- Lockout/Tagout Training/Instructor
- Occupational Safety and Health Administration (OSHA) 40-hour Hazardous Waste Operations and Emergency Response
- OSHA 1926 10-hour Construction Safety Training
- First Aid/CPR/Blood Borne Pathogens
- Site Sense Behavioral Safety
- Department of Energy Safety Health and Radiological Protection

Mike Teem Disaster Quality Control Manager



Overall Experience

Mr. Teem has been employed by Phillips & Jordan since 1997 and offers 18 years of disaster response and debris management experience. Mr. Teem served as the Quality Control Manager for all task orders issued by the U.S. Army Corps of Engineers (USACE) for the State of Alabama 2011 tornado outbreak disaster debris management mission, and within Sector 1 - New Orleans following Hurricane Katrina. Mr. Teem also supported the Southern California Edison Bark Beetle Tree Removal Project and disaster debris management missions related to tornadoes, hurricanes, and ice storms that occurred in the Southeastern United States.

Notable Disaster Debris Management Missions

Event Year	Project	Position
2011	Spring Tornado Outbreak (AL)	Quality Control Manager
2011	City of Joplin Tornado (MO)	Quality Control Manager
2005	Hurricane Katrina (LA, MS, & AL)	Quality Control Manager
2003	Hurricane Isabel (NC)	Quality Control Manager
2002	Hurricane Lili (LA)	Quality Control Manager
1999	Hurricane Floyd (NC)	Quality Control Manager
1998	Hurricane Bonnie (NC)	Quality Control Manager

Education

• High School Graduate

- USACE Construction Quality Management for Contractors
- Asbestos Awareness
- Survey and Computation
- Respirator Fitness
- Fire Rescue
- Occupational Safety and Health Administration (OSHA) 40-hour Hazardous Waste Operations and Emergency Response
- OSHA 30-hour General Industry Safety Training
- First Aid and CPR Training

Clint Stephens Lead Contract Administrator



Overall Experience

Mr. Stephens has been employed by Phillips & Jordan since 2005 and offers 12 years of disaster response and debris management experience. He is responsible for the financial aspects of contract administration. Relative to disaster debris management missions, Mr. Stephens manages all administrative aspects including contract compliance, data processing, reporting, audit response, billing, and subcontractor payments. Mr. Stephens has supported disaster debris management missions related to hurricanes, tornadoes, and a coal fly ash release.

Event Year	Project	Position
2016	Harris County Flood (TX)	Contract Specialist
2015	Butte Wildfire (CA)	Contract Specialist/Project Manager
2014	Williamsburg/Florence Co. Ice Storm (SC)	Contract Specialist
2013	Multiple County Flood (CO)	Contract Specialist
2012	Hurricane Sandy (NY)	Contract Administrator
2011	Hurricane Irene (VA)	Contract Specialist
2011	Spring Tornado Outbreak (AL)	Contract Specialist
2010	Deepwater Horizon Oil Spill (MS & FL)	Contract Specialist
2009	Coal Fly Ashe Release (TN)	Contract Specialist
2008	Hurricane Gustav (LA)	Contract Administrator
2008	Hurricane Ike (LA)	Contract Administrator
2007	Cherokee County Ice Storm (OK)	Contract Administrator

Notable Disaster Debris Management Missions

Education

- Bachelor's Degree, Accounting, University of Tennessee
- Master's Degree, Corporate Income Taxation, University of Tennessee

- Federal Emergency Management Agency 325: Public Assistance Debris Management Guide
- Disaster Administration
- Dispute Resolution
- U.S. Army Corps of Engineers Safety Training



Appendix II: Letters of Commendation and Performance Evaluations





December 13, 2017

To: Whom it May Concern

From: John Archambo, Director Customer Relations

Subject: Phillips & Jordan Emergency Debris Management Services

Palm Beach County was impacted by Hurricane Irma on Sunday, September 10, 2017, which generated approximately 3 million cubic yards of storm debris to be collected, reduced and transported to a final disposal (recycling) destination.

The Solid Waste Authority of Palm Beach County (SWA) is the agency responsible for the cleanup of storm debris impacting the County. Phillips & Jordan has and continues to play a key role removing, processing and transporting eligible storm debris material to a final destination in a very safe and timely manner.

Phillips & Jordan's constant communication before, during and after Hurricane Irma provided a true sense of confidence in the task before us. Their management team began certifying collection equipment the following day. In addition, they opened and began operating five (5) temporary debris sites (TDRS) within a two day period. Their proactive approach put Palm Beach County well ahead of many other counties impacted by Irma's landfall in terms of cleanup.

They are a proven and experienced disaster response team that will exceed a customer's expectations at every turn. Phillips & Jordan always provides a very high quality team of managers that communicate and organize an outstanding cleanup effort.

The Phillips & Jordan team are also well aware of all FEMA eligibility requirements, responding immediately to any and all challenges presented during a natural disaster.

It is truly a pleasure working with the Phillips & Jordan team and I can assure you this company will not disappoint.

You may feel free to contact me at 561-697-2700, ext 4725 if you require any further information.



August 8, 2016

Phillips & Jordan, Inc. 10201 Parkside Drive, Suite 300 Knoxville, TN 39722

Subject: Phillips & Jordan's Past Performance Providing Disaster Debris Management to the South Carolina Department of Transportation

To Whom It May Concern:

In October of 2015, an unusual and complex weather pattern brought heavy, continuous rainfall to South Carolina, equivalent to a 1000-year rain event. This record precipitation resulted in catastrophic flooding when numerous dams were breached or collapsed and rivers burst their banks washing away roads, bridges, vehicles, and homes. As a result, the South Carolina Department of Transportation (SCDOT) activated Phillips & Jordan's pre-positioned contract for Disaster Recovery Assistance to provide debris management services to Berkeley and Dorchester Counties. Phillips & Jordan also previously assisted SCDOT with debris management in Williamsburg and Florence Counties following the 2014 ice storm.

In both activations, Phillips & Jordan quickly mobilized and began debris management operations. The project team was accessible, responsive, knowledgeable, and professionally implemented a recovery plan. In both disaster responses, the Phillips & Jordan team has been flexible and able to address evolving project plans, and successfully executed the scope of work in each assigned county.

We appreciate Phillips & Jordan's continued support with post-event clean-up and are pleased to have them as a part of our disaster response and recovery team. Please feel free to use this letter as a positive recommendation attesting to Phillips & Jordan's ability to successfully provide disaster debris management services.

Sincerely,

David B. Cook, PE State Maintenance Engineer (803) 737-1290

Phone: (808) 787-2914 TTY: (802) 787-9870

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COLORADO

Department of Transportation Region 4 10601 West 10th Street Greeley, CO 80634 (970) 350-2149 (Fax) (970) 350-2181

March 2, 2016

Phillips & Jordan, Inc. 10201 Parkside Drive, Suite 300 Knoxville, TN 39722 ER 0341-078 US 34, Loveland – Estes Park Subaccount 19802

Subject: Phillips & Jordan's Performance on 2013 Flood Debris Removal Project

To whom it may concern:

In September of 2013, historic rains along Colorado's Front Range resulted in catastrophic flooding to seventeen counties and over a dozen towns and cities from Colorado Springs north to Fort Collins. From September 9 through September 15, 2013, the storms brought record rainfall totals of above 600% of the average precipitation for September, causing six major rivers/tributaries to flood.

Phillips & Jordan was awarded a contract by the Colorado Department of Transportation (CDOT) to provide debris management services in six affected counties in North-Central Colorado, including Boulder, Jefferson, Larimer, Logan, Morgan, and Weld Counties. Phillips & Jordan quickly mobilized to begin operations, removing flood-generated debris from the right-of-way of state-maintained roads in the assigned counties, an area covering over 200 square miles. Phillips & Jordan was also tasked with debris removal from beneath state-maintained bridges, to reduce the threat of additional damage from spring-thaw flood waters anticipated to later impact these same waterways. Phillips & Jordan also assisted the State in crushing over 5,000 cubic yards of rock and sediment to be re-used by CDOT.

I would highly recommend Phillips & Jordan's response and recovery services supporting disaster debris management to other entities. The firm's depth of resources allowed the project team to come up with innovative solutions to meet our specific project needs. Additionally, Phillips & Jordan's ability to quickly mobilize and ramp up operations, combined with the firm's knowledge of and ability to comply with federal guidance and regulations, was essential to CDOT's meeting critical deadlines and receiving the maximum allowed reimbursement for our flood response efforts.

Sincerely yours,

Gray Currier, PE Project Engineer

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825 East Third St | Phone: 909.367.8010 Fax: 909.367.8066

www.SBCounty.gov



Department of Public Works Operations

Christopher Danyow Operations Department County Arborist

February 23, 2016

Phillips & Jordan, Inc. 10201 Parkside Drive, Suite 300 Knoxville, TN 39722

Subject: Phillips & Jordan's Performance on the San Bernardino County Hazardous Tree Removal Program

To Whom It May Concern:

After the devastating fires of 2003, the County of San Bernardino received \$40 million in funding from the USDA Natural Resource Conservation Services and the U.S. Forest Service to remove hazardous trees and complete fuels modification in and around the "wildland-urban interface." From 2004 until 2013, the County released projects to not only remove dead trees, but also thin smaller live trees and brush to create a defendable space near homes and communities that would otherwise be susceptible to wildfires.

Phillips and Jordan completed 24 of these projects covering almost 2100 acres. Through the use of masticators, helicopters, skid steers and hand crews, hundreds of homes are less vulnerable to wildfires than they would have been if left untreated. The Phillips & Jordan Project Team was responsive, professional and helpful in determining the best path forward to execute the scope of work in each assigned project. We appreciate Phillips & Jordan's assistance and would recommend their services to other agencies who might find themselves facing a similar situation.

Salutation,

Christopher Danyow

(909) 801-9564

BOARD OF SUPERVISORS

ROBERT A. LOVINGOOD Vice Chairman, First District

JANICE RUTHERFORD Second District

JAMES RAMOS Chairman, Third District CURT HAGMAN Fourth District

JOSIE GONZALES Fifth District GREGORY C. SAM #18-0923 Chief Executive Office Page 162 of 184

COUNTY OF SUFFOLK



STEVEN BELLONE SUFFOLK COUNTY EXECUTIVE

DEPARTMENT OF PUBLIC WORKS

VINCENT FALKOWSKI, P.E. CHIEF DEPUTY COMMISSIONER GILBERT ANDERSON, P.E. COMMISSIONER PHILIP A. BERDOLT DEPUTY COMMISSIONER

January 28, 2013

Edd Satterfield, Asst. Vice President Phillips & Jordan PO Drawer 604 191 P&J Road Robbinsville, NC 28771

Sir:

As you know, Suffolk County along with the State of New York suffered so much tremendous destruction due to Super Storm Sandy. In times like these with so much going on people often get overlooked. I did not want that to happen in the case of Rex Wilson. Although there were many people from your company that played a part of our recovery, Rex's efforts were outstanding. His efforts on so many levels to help lessen that burden on Suffolk County were outstanding.

He helped to coordinate the collection of over 1 million yards of vegetative debris. His efforts and dedication to detail, along with the knowledge was pivotal in our debris management efforts. Every day Rex would advise us on details of the operation including checking on all crews, following FEMA and Local Government rules and assisting with checking trucks in, stump removal, brush cleanup and burn box operation. All of this was handled with extreme professionalism.

You can be proud of Rex and his representation of your company. Again our sincere thanks to Rex as well as Phillips & Jordan for a job well done.

Very truly yours,

面

Gilbert Anderson, P.E. Commissioner

GA/bd

cc: Phil Berdolt, Deputy Commissioner, DPW Bob Polaski, Principal Engineering Aide Ed Barnes, Maintenance Mechanic IV

SUFFOLK COUNTY IS AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

YAPHANK, N.Y. 11980



CITY OF MOODY

670 Park Avenue • Moody, Alabama 35004 Telephone (205) 640-5121 • Fax (205) 640-2528 MAYOR JOE LEE

COUNCIL MEMBERS

LINDA CROWE LYNN TAYLOR PHILLIP DEASON BOBBY CLEMENTS PAUL JOHNSON

CITY CLERK PATSY BEARD POLICE CHIEF BOBBY BREED FIRE CHIEF JOE NOBLES BUILDING INSPECTOR WAYNE TAYLOR PARK DIRECTOR MIKE STAGGS LIBRARY DIRECTOR PATSY SPRADLEY

August 31, 2011

To whom it may concern,

The City of Moody Alabama was seriously impacted by tornados in April 2011. We selected the USACE to manage the debris removal from our public roads and streets. The USACE contracted with Phillips and Jordan (P&J) to manage this program.

P&J did an excellent job, they were on site and operating within 10 days, and executing an outstanding program meeting and exceeding our expectations. All operations met or exceeded OSHA safety standards. Their site manager, Mr. David Everhart, was the link that kept our debris removal program on track and operating smoothly for 13 weeks.

The P&J team has superb customer service skills. They were very sensitive to stress that our citizens were going through and handled each resident with the utmost respect and consideration. The city received numerous calls from residents expressing their appreciation for the professionalism displayed by the P&J team.

P&J helped the city get back to a normal mode of operation faster than we ever thought possible. I highly recommend Phillips and Jordan and their management team should you find your self or city in need of their services.

Sincerely

for gree

Joe Lee Mayor

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Walker County Commission

PO Box 1447 Jasper, AL 35502

Bruce Hamrick Chairman Open Meeting 9:30 a.m. First & Third Mondays Telephone (205) 384-7230 Fax (205) 384-7003

Commissioner District One Dual Tubbs 789 Alexander Tubbs Road Jasper, AL 35501

Commissioner District Two Dan Wright 1019 Pleasant Grove Road Oakman, AL 35579

Commissioner District Three Ben Huggins 30 Huggins Road Cordova, AL 35550

Commissioner District Four James R. Bridges 2826 Piney Woods Sipsey Rd. Jasper, AL 35504 August 8, 2011

To Whom It May Concern:

On April 27, 2011 numerous tornadoes struck Walker County, Alabama with devastating results. After President Obama declared Walker County a Federal Disaster, Walker County contracted with the U.S. Army Corp of Engineers to provide site management, removal and reduction for all eligible vegetative, construction and demolition debris.

The U.S. Army Corp of Engineers utilized Phillips & Jordon, Inc. as their Prime Contractor to accomplish the cleanup in Walker County. Having worked very closely with Mr. JW Culbreth and other personnel with this corporation for the past three months, I can attest to the outstanding integrity and capabilities of their personnel.

In addition to providing site management and debris cleanup services, Mr. JW Culbreth provided valuable information and guidance concerning FEMA requirements. His thorough knowledge of FEMA rules and regulations enabled Walker County to make decisions during the cleanup process that ensured compliance with the rules.

As a result of the above noted outstanding services performed by Mr. JW Culbreth and other personnel with Phillips & Jordon, Inc. the Walker County Commission does hereby highly recommend this corporation for all of your disaster debris removal needs.

Sincerely,

Bruce Hamric

Bruce Hamric Chairman

David C/Edgil County Engineer *

CAM #18-0923 Exhibit 6 Page 165 of 184 **CONTRACTOR PERFORMANCE ASSESSMENT REPORT (CPAR)**

NONSYSTEMS

INCOMPLETE-RATE	<u>SD</u>		
1. Name/Address of	Contractor (Division):		
Company Name:	PHILLIPS & JORDAN, INCORPORATED		
Division Name:			
Street Address:	8940 GALL BLVD		
City, State, Zip Code:	ZEPHYRHILLS FL 33541		
Province/Country:	US		
CAGE Code:		DUNS+4 Number: 139664932	
PSC:	R799	NAICS Code: 562119	
2. Report Type:	Final Report		
3. Period of Perform	ance Being Assessed: 05/07/2011 - 09/30/2011		
4a. Contract Numbe	r: W912P808D0052 CK03		
4b. Business Sector	& Sub-Sector: Prof/Tech/Mng Support		
5. Contracting Office	e: XU W074 ENDIST MOBILE		
6. Location of Contr	act Performance:		
Tuscaloosa, AL			
7a. Contracting Official	cer: SONYA D RODGERS		
7b. Phone Number:	251-441-5406		
8a. Contract Award	Date: 05/07/2011	8b. Contract Effective Date:	
9. Contract Complet	ion Date: 09/30/2011		
10. N/A			
11. Awarded Dollar	Value: \$21,181,866	12. Current Contract Dollar V	' alue: \$2 1,181,866
13. Competitive			
14. Contract Type:	FFP	Mixed/Other:	
15. Key Subcontract	ors and Effort Performed:		
16. Program Title:			
L'IGHT OF WORLDARD			

Right of Way Debris Removal - Emergency Contract to remove eligible debris from public Rights of Way at the request of the local government as a result of the Federal Disaster Declaration for the Disaster Response to Alabama Spring Tornados.

17. Contract Effort Description:

The contract required the removal and disposal of eligible debris from public Rights of Way according to the guidelines established by FEMA under the Federal Disaster Assistance program. The Contractor had to segregate, load, haul and dispose of eligible debris from designated streets and roads in the County. This was an Emergency Contract requiring a quick ramp up to begin work and an aggressive schedule to complete the work.

Small Business Utilization

Does this contract include a subcontracting plan? Yes

Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR): 09/30/2011

18. Evaluate the following Areas:	Past Rating	Rating	Trend
a. Quality of Product or Service	N/A	Exceptional	N/A
b. Schedule	N/A	Exceptional	N/A
c. Cost Control	N/A	N/A	N/A
d. Business Relations	N/A	Exceptional	N/A
e. Management of Key Personnel	N/A	Exceptional	N/A
f. Utilization of Small Business	N/A	Exceptional	N/A
g. Other Areas:	LESSIER AND A STATE AND A	COLUMN AND STATISTICS	
(1):		N/A	
(2):		N/A	
(3):		N/A	
(4):	States and the second second	N/A	S & LOW HER IN THE KALLSHIRES STOL
(5):		N/A	
(6):		N/A	
(7):		N/A	
(8):		N/A	n so- s-loven wassys in novem v

19. N/A

20. Assessing Official Narrative: QUALITY OF PRODUCT OR SERVICE: Contractor demonstrates quality considerations in all aspects of job performance. The Contractor selected and managed numerous top quality subcontractors to execute the work requirements. Their automated data management system (STORM) provided timely and accurate data to assist in managing all aspects of debris management. The Contractor modified the STORM system to provide additional data at our request numerous times. The Contractors performance for the contract was excellent, they stayed on top of all the issues that would come up. They did a great job dealing with local governments. They went above and beyond to meet our demands to complete the clean-up. They required little technical assistance from the government.

SCHEDULE: The Contractor managed the schedule in an exceptional manner. They faced the challenge of staffing for an unknown completion date for many weeks. During this period, they continued to prosecute the work in a responsive and focused manner. The Contractor effectively managed the relatively high turnover of first and second level subcontractors to ensure no loss of production.

BUSINESS RELATIONS: All personnel demonstrated a high level of professionalism and ability. They were a cooperative partner that faced daily challenges with enthusiasm and problem solving skills. In the final weeks of the debris removal effort, the contractor effectively managed multiple punch lists for city and county work efforts. When the Government reps added or revised listings, the requests were met with enthusiasm and cooperation. The contractor was very helpful in coordinating with the local entities in acceptance/ completion of the project. P&J did an excellent job of Quality Control with their own QC staff. They made an effort to hire local businesses.

MANAGEMENT OF KEY PERSONNEL: The key personnel that were with P&J were all very professional in their jobs and worked well with us.

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Everyone knew their job and were well trained to perform it. There was minimal turnover of key staff during the contract period.

UTILIZATION OF SMALL BUSINESS: Phillips and Jordan did an excellent job of hiring local small businesses for the debris removal work. Many of the first tier subs for debris removal were local small businesses as were the subs that managed the debris sites.

ADDITIONAL/OTHER: Phillips and Jordan provided quality service. They aggressively implemented their contract schedule, while satisfactorily controlling cost. P&J¿s business management executed a very organized contract. Project Managers for each location were very organized, knowledgeable, and responsive to requests. They were staffed adequately, were responsive to requests and conducted business in a professional manner. They have great personnel with effective skill sets selected for key positions especially when working with local entities. P&J hired multiple small businesses and assisted those small businesses with contract obligations. The Automated Data Management System they employed was an excellent resource for tracking the progress of the work and assisting in reconciling the invoicing requirements.

RECOMMENDATION: Given what I know today about the Contractor's ability to execute what they promised in their proposal, I definitely would award to them today given that I had a choice.

21. Name and Title of Assessing Official: Name: CECIL JERNIGAN Title: MISSION MANAGER Office: CECO-C Phone Number: 251-690-3558 Fax Number: Email Address: cecil.l.jernigan@usace.army.mil Date: 04/25/2012 22. Contractor Comments: 23. Name and Title of Contractor Representative: Name: Title: Phone Number: Fax Number: Email Address: Date: 24. Review by Reviewing Official: 25. Name and Title of Reviewing Official: Name: Title: Office: Phone Number: Fax Number: Email Address:

Date:



Public Works Department 602 S. Main Street Joplin, MO 64801 (417) 624-0820 ext. 530 (417) 625-4738 (Fax)

March 8, 2012

To Whom It May Concern:

On May 22, 2011, The City of Joplin was devastated by a historic EF-5 Tornado that wreaked havoc throughout the community, destroying over 4500 homes and claiming the lives of 161 people. President Obama declared The City of Joplin as well as Duquesne and Jasper County Federal Disaster Areas. We were given 75 days to clean up as much debris as possible. FEMA mission assigned the U.S. Army Corp of Engineers to manage the removal of all eligible vegetative, construction and demolition debris. The U.S. Army Corps of Engineers utilized the services of Weston who used Phillips & Jordan, Inc. as their contractor to manage this program.

As the Assistant Public Works Director, I was placed in charge of the cleanup operations at the direction of the City Manager, Mark Rohr. It was my responsibility to insure that we met the deadline set forth by the President. Thanks to the efforts of Weston and their contractor Phillips and Jordan, we were able to meet the deadline for cleanup.

Weston's contractor, Phillips and Jordan, performed the initial cleanup. Due to a historic tornado and an unprecedented timeframe for cleanup, a historic and unprecedented effort would be needed to meet the deadline. Phillips and Jordan were not only up to the challenge; they set the bar for speed, efficiency, and professionalism. It has been said that to whom much is asked, much is expected, and Phillips and Jordan delivered a cleanup effort worthy of the ages. Their hard work and dedication were greatly appreciated. It was the efforts of the Phillips and Jordan team that enabled The City of Joplin to meet its deadline. Their customer service skills were outstanding as the staff was respectful and sensitive to the concerns and stress of our citizens.

The City of Joplin is very grateful for the exceptional services of Phillips and Jordan and I highly recommend their team for all of your disaster removal needs.

Sincerely,

Tack Schallen

Jack Schaller, P.E. Asst. Director of Public Works

CAM #18-0923 Exhibit 6 Page 168 of 184 Print Close

CONTRACTOR PERFORMANCE ASSESSMENT REPORT For Official Use Only - (Source Selection Sensitive Information, See FAR 2.101, 3.104, AND 42.1503)	CONSTRUCTION
Contract Number: W912P805D0022	
Order Number:	
CEC/DUNS Number: 139664932	
Evaluation Type: FINAL100% Completed	
Termination Type: NONE	
Contractor Type:	
Contractor Name and Address	
Company Name: PHILLIPS & JORDAN, INCORPORATED	
Division Name:	
Street Address: 8940 GALL BLVD	
City, State, Zip Code: ZEPHYRHILLS FL 33541	
Country: USA	
NAICS: 562910	
SIC Code:	
Procurement Method: NEGOTIATED	
Type of Contract: FIRM FIXED PRICE	
Description and Location of Work:	
DEBRIS REMOVAL, SITE MANAGEMENT AND DEBRIS REDUCTION, HURRICA	NE KATRINA
FOR THE STATES OF LOUISIANA AND MISSISSIPPI.	

Type and Percent of Subcontracting:

SMALL BUSINESS 73.5% TOTAL SDB 10.6% TOTAL WOSB 11% TOTAL HUBZ 3.2% TOTAL SDV 3%

Amount of Basic	Total Amount of	Liquid Damages	Net Amount Paid
Contract	Modifications	Assessed	Contractor
\$1,000,000,000.000			\$448,485,358.000
Award Date	Original Completion Date	Revised Completion	Date Date Work Accepted
2005-09-15	2007-09-30		2007-09-30

A common five level assessment rating system is used to evaluate a contractor's performance. Ratings range from Unsatisfactory to Outstanding. Here's a breakdown of each category:

Rating	Definition
Outstanding	Performance meets contractual requirements and exceeds many to the Government's benefit. The element being assessed was accomplished with few minor problems for which corrective actions taken by the contractor were highly effective.
Above Average	Performance meets contractual requirements and exceeds some to the Government's benefit. The element being assessed was accomplished with some minor problems for which corrective actions taken by the contractor were effective.
Satisfactory	Performance meets contractual requirements. The element being assessed contains some minor problems for which corrective actions taken by the contractor appear or were satisfactory.
e://onirs onirs an	Performance does not meet some contractual requirements. The element being assessed reflects a serious Exhibit Page 169 of 2

https://ppirs.ppirs.gov/ppirs/rc/ctr/viewreportcard.html?ID=224723&FMT=HTML

7/18/13

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Marginal	problem for which the contractor has not yet identified corrective actions.
Unsatisfactory	Performance does not meet most contractual requirements and recovery is not likely in a timely manner. The element being assessed contains a serious problem(s) for which the contractor's corrective actions appear or were ineffective.

Performance Evaluation of Contractor

Overall Rating:OUTSTANDING

Evaluated By:

Organization: U.S.ARMY CORPS OF ENGINEERS, MEMPHIS DISTRICT Phone: 901-544-3047 FTS: Autovon: Name: RICHARD T. WISDOM Title: CONTRACTING OFFICER Date: 2008-10-06

Reviewed By:

Organization: MEMPHIS DISTRICT COE Phone: (901)544-3117 FTS: Autovon: Name: JEAN TODD Title: CHIEF, DISTRICT CONTRACTING Date: 2008-12-01

Quality

Quality of Workmanship:	OUTSTANDING	
Adequacy of the CQC Plan:	OUTSTANDING	
Implementation of the CQC Plan:	OUTSTANDING	
Quality of QC Documentation:	ABOVE AVERAGE	
Storage of Materials:		
Adequacy of Materials:	ABOVE AVERAGE	
Adequacy of Submittals:	OUTSTANDING	
Adequacy of QC Testing:	OUTSTANDING	
Adequacy of As-Builts:	ABOVE AVERAGE	
Use of Specified Materials:		
Identification/Correction of Deficient W	ork:OUTSTANDING	
Effectiveness of Management/Busi	ness Relations	
Cooperation and Responsiveness:	OUTSTAND	ING
Management of Resources/Personnel:	OUTSTAND	ING
Coordination and Control of Subcontra	ctors: ABOVE AVI	ERAGE
Adequacy of Site Cleanup:	OUTSTAND	ING
Effectiveness of Job Site Supervision:	OUTSTAND	ING
Compliance with Laws and Regulation	ABOVE AVI	ERAGE
Professional Conduct:	OUTSTAND	ING
Review/Resolution of Subcontractor's	ssues: ABOVE AVI	ERAGE

https://ppirs.ppirs.gov/ppirs/rc/ctr/viewreportcard.html?ID=224723&FMT=HTML

Implementation of Subcontracting P	ting Plan: OUTSTANDING		
Timeliness of Performance			
Adequacy of Initial Progress Sched	ule:	OUTSTANDING	
Adherence to Approved Schedule:	Adherence to Approved Schedule: OUTSTANDING		
Resolution of Delays:		OUTSTANDING	
Submission of Required Documenta	tion:	OUTSTANDING	
Completion of Punchlist Items:		ABOVE AVERAGE	
Submission of Updated and Revised	1 Progress	Schedules: OUTSTANDING	
Warranty Response:	nty Response: ABOVE AVERAG		
Compliance with Labor Standard	ls		
Correction of Noted Deficiencies:		OUTSTANDING	
Payrolls Properly Completed and St	ubmitted:	OUTSTANDING	
Compliance with Labor Laws and F	Regulations	: ABOVE AVERAGE	
Compliance with Safety Standard	ls		
Adequacy of Safety Plan:	OUTSTANDING		
Implementation of Safety Plan:	OUTSTANDING		
Correction of Noted Deficiencies:	: OUTSTANDING		
Remarks:			

Small Business Utilization:

Does this contract include a subcontracting plan?

Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR):

EVALUATOR REMARKS: Phillips and Jordan worked over 3,000,000 manhours without a lost time accident. Considering the working conditions in Louisiana after hurricane Katrina that is a truly amazing accomplishment. Attention to detail and proper training of employees and subcontractors was a paramount consideration in their overall management plan. Their response to change was superb. Differing conditions and unexpected discoveries were everyday occurences. Their response time on these emergencies left nothing to be desired. After the physical completion of the 47 task orders issued under the basic contract, the Corps had the job of reconciling the differences between P&J ticket data bas and USACE data base. The contractor was extremely cooperative and responsive to requests for clarification or additional data.

CONTRACTOR REMARKS: The report was delivered/received by the contractor on 10/06/2008. The contractor neither signed nor offered comment in response to this evaluation.

REVIEWER REMARKS: Contract exceeded all expectations of this contract. Recording keeping was great and assisted in the close out of approx a \$1B contract. Contract was closed withing 12 months of final action.

NAVFAC/USACE PAST PERFORMANCE QUESTIONNAIRE (Form PPQ-0)				
CONTRACT INFORMATION (Contractor to complete Blocks 1-4)				
1. Contractor Information				
Firm Name: Phillips & Jordan, Incorporated CAGE Code: 0GGP5				
Address: 10201 Parkside Drive, Suite 300, Knoxville, TN 37922 DUNs Number: 003845336				
Phone Number: 865.688.8342				
Email Address: cpatterson@pandj.com				
Point of Contact: Cecil Patterson Contact Phone Number: 865.392.3081				
2. Work Performed as : Prime Contractor Sub Contractor Joint Venture Other				
(Explain)				
Percent of project work performed: 15%				
If subcontractor, who was the prime (Name/Phone #): Not applicable				
3. Contract Information (Detailed Questions are located on page 3 of attachment)				
Contract Number: W912P8-05-D-0022				
Delivery/Task Order Number (if applicable): 0047				
Contract Type: Firm Fixed Price Cost Reimbursement Other (Please specify):				
Contract Title: Hurricane Katrina Structural Demolition and Debris Management				
Contract Location: Orleans Parish, Louisiana				
Award Date (mm/dd/yy): September 30, 2006				
Contract Completion Date (mm/dd/yy): September 29, 2007				
Actual Completion Date (mm/dd/yy): September 29, 2007				
Explain Differences: Not applicable				
Original Contract Drive (Amond Amount), 0 co 000 000				
Final Contract Price (Award Amount): \$60,000,000				
Final Contract Price (<i>to include all modifications, if applicable</i>): \$27,662,636				
Original quantities included in this task order were substantially reduced by the stakeholders (FEMA and the City of New				
Orleans) due to original over-estimation of structures requiring demolition.				
1 Desired Description				
4. Project Description: (1) Complexity of Work Whigh Med Deputing				
(1) Complexity of work relevant to project of submission? (<i>Please provide details such as similar equipment</i>				
(2) The is this project relevant to project of submission? (Trease provide defails such as similar equipment,				
(3) This sector is the desired of the sector				
(3) This project involved a time-sensitive response to a natural disaster (Hurricane Katrina) in New Orleans, Louisiana in (4) support of a federal agency (USACE) to complete demolition of 1 200 structures demograd by the storm and subsequent				
(5) removal and disposal of the demolition debris				
(6)				
CLIENT INFORMATION (Client to complete Blocks 5-8)				
5 Client Information				
Name: US Army Corn of Engineers Momphic District Momphic TN				
Title: Joon F. Todd. Contracting Officer				
Phone Number: 540-665-3717				
Email Address: jean f todd@usace army mil				
6 Describe the client's role in the project.				
Contracting Chief and Contracting Officer for this Mission				
Conducting Chief and Conducting Officer for this Mission				
7. Date Questionnaire was completed (mm/dd/yy): 12/17/2013				
8 Client's Signature				
o. Until 5 Signature.				

ADJECTIVE RATINGS AND DEFINITIONS TO BE USED TO BEST REFLECT YOUR EVALUATION OF THE CONTRACTOR'S PERFORMANCE

RATING	DEFINITION	NOTE
RATING (E) Exceptional (VG) Very Good	DEFINITIONPerformance meets contractualrequirements and exceeds many to theGovernment/Owner's benefit. Thecontractual performance of the element orsub-element being assessed wasaccomplished with few minor problems forwhich corrective actions taken by thecontractor was highly effective.Performance meets contractualrequirements and exceeds some to theGovernment's/Owner's benefit. Thecontractual performance of the element orsub-element being assessed wasaccomplished with some minor problemsfor which corrective actions taken by the	NOTE An Exceptional rating is appropriate when the Contractor successfully performed multiple significant events that were of benefit to the Government/Owner. A singular benefit, however, could be of such magnitude that it alone constitutes an Exceptional rating. Also, there should have been NO significant weaknesses identified. A Very Good rating is appropriate when the Contractor successfully performed a significant event that was a benefit to the Government/Owner. There should have been no significant weaknesses identified.
(S) Satisfactory	Performance meets minimum contractual requirements. The contractual performance of the element or sub-element contains some minor problems for which corrective actions taken by the contractor appear or were satisfactory.	A Satisfactory rating is appropriate when there were only minor problems, or major problems that the contractor recovered from without impact to the contract. There should have been NO significant weaknesses identified. Per DOD policy, a fundamental principle of assigning ratings is that contractors will not be assessed a rating lower than Satisfactory solely for not performing beyond the requirements of the contract.
(M) Marginal	Performance does not meet some contractual requirements. The contractual performance of the element or sub-element being assessed reflects a serious problem for which the contractor has not yet identified corrective actions. The contractor's proposed actions appear only marginally effective or were not fully implemented.	A Marginal is appropriate when a significant event occurred that the contractor had trouble overcoming which impacted the Government/Owner.
(U) Unsatisfactory	Performance does not meet most contractual requirements and recovery is not likely in a timely manner. The contractual performance of the element or sub-element contains serious problem(s) for which the contractor's corrective actions appear or were ineffective.	An Unsatisfactory rating is appropriate when multiple significant events occurred that the contractor had trouble overcoming and which impacted the Government/Owner. A singular problem, however, could be of such serious magnitude that it alone constitutes an unsatisfactory rating.
(N) Neutral	No information or did not apply to your contract	Rating will be neither positive nor negative.

TO BE COMPLETED BY CLIENT

PLEASE CIRCLE THE ADJECTIVE RATING WHICH BEST REFLECTS YOUR EVALUATION OF THE CONTRACTOR'S PERFORMANCE.

			, 11 ,			
1. QUALITY:						
a) Quality of technical data/report preparation efforts	G N	VG	S	М	U	
b) Ability to meet quality standards specified for technical performance	E N	VG	S	М	U	
c) Timeliness/effectiveness of contract problem resolution without extensive customer guidance	E N	VG	S	М	U	
d) Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance)	<mark>E</mark> N	VG	S	М	U	
2. SCHEDULE/TIMELINESS OF PERFORMANCE:						
a) Compliance with contract delivery/completion schedules including any significant intermediate milestones. (<i>If liquidated damages were</i> <i>assessed or the schedule was not met, please address below</i>)	<mark>E</mark> N	VG	S	М	U	
b) Rate the contractor's use of available resources to accomplish tasks identified in the contract	E N	VG	S	М	U	
3. CUSTOMER SATISFACTION:						
a) To what extent were the end users satisfied with the project?		VG	S	М	U	
b) Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication)	<mark>E</mark> N	VG	S	М	U	
c) To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	E N	VG	S	М	U	
d) Overall customer satisfaction	E N	VG	S	М	U	
4. MANAGEMENT/ PERSONNEL/LABOR						
a) Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force?	E	VG	S	М	U	Ν
b) Ability to hire, apply, and retain a qualified workforce to this effort	E	VG	S	М	U	Ν
c) Government Property Control	Е	VG	S	М	U	N
d) Knowledge/expertise demonstrated by contractor personnel	E	VG	S	М	U	Ν
e) Utilization of Small Business concerns	Е	VG	S	М	U	Ν
f) Ability to simultaneously manage multiple projects with multiple disciplines	E	VG	S	М	U	N
g) Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes	E	VG	S	М	U	N
h) Effectiveness of overall management (including ability to effectively	E	VG	S	М	U	Ν

lead, manage and control the program)						
5. COST/FINANCIAL MANAGEMENT						
a) Ability to meet the terms and conditions within the contractually agreed price(s)?	E	VG	S	М	U	N
b) Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client	Е	VG	S	М	U	N
c) If this is/was a Government cost type contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back-up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns)	Е	VG	S	М	U	N
d) Is the Contractor's accounting system adequate for management and tracking of costs? <i>If no, please explain in Remarks section.</i>		Yes			No	
e) If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? <i>Indicate if show cause or cure notices were issued, or any default action in comment section below.</i>		Yes			No	
f) Have there been any indications that the contractor has had any financial problems? <i>If yes, please explain below.</i>		Yes			No	
6. SAFETY/SECURITY						
a) To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the users rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)	E	VG	S	М	U	N
b) Contractor complied with all security requirements for the project and personnel security requirements.	E	E VG S		Μ	U	Ν
7. GENERAL						
a) Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	E	VG	S	М	U	N
b) Compliance with contractual terms/provisions (<i>explain if specific issues</i>)	E	VG	S	М	U	N
c) Would you hire or work with this firm again? (<i>If no, please explain below</i>)		Yes			No	
d) In summary, provide an overall rating for the work performed by this contractor.	E	VG	S	М	U	N

Please provide responses to the questions above (*if applicable*) and/or additional remarks.Furthermore, please provide a brief narrative addressing specific strengths, weaknesses,deficiencies, or other comments which may assist our office in evaluating performance risk (*please*attach additional pages if necessary)This was a firm fixed price contract that was executed in an excellent

manner.



U.S. Army Corps of Engineers Louisiana Recovery Field Office New Orleans, Louisiana

Certificate of Appreciation Presented To

Phillips and Jordan, Inc.

For contributions to the safety program during Hurricanes Katrina and Rita recovery operations in south Louisiana by executing the hazardous debris mission for 4,329,000 man-hours without a lost-time accident from September 18, 2005 to January 9, 2006. Your efforts reflect great credit on your commitment to safety and the quality of your management and workforce.

Charles O. Smithers III Colonel, EN Commanding May 9, 2007

Date

Michael Hay

Michael F. Park Director Louisiana Recovery Field Office

BRENT WARR Mayor

WILLIAM W. POWELL, P.E. Director of Engineering

ENGINEERING DEPARTMENT 4050 Hewes Avenue Gulfport, Mississippi 39507 Telephone (228) 868-5815 Fax (228) 868-5822



CITY of GULFPORT

April 7, 2006

To Whom It May Concern:

On August 29, 2005 our City was hit head-on by Hurricane Katrina, one of the worst natural disasters in U. S. history. The destruction was widespread and catastrophic

Phillips and Jordan was one of the initial contractors retained by the City for street clearing/debris hauling. They mobilized immediately with a large inventory of equipment and trucks, clearing more streets and moving more debris than all other contractors during the initial short-term contract.

When the City-wide debris contract was bid, Phillips and Jordan submitted the low bid. Again, the Company responded immediately with vast resources, including heavy equipment, trucks, manpower, technical support and management expertise to address the emergency situation.

I have found Phillips and Jordan's management to be always accessible, highly credible and very responsive to the numerous and varied problems that have arisen during the debris operations. My entire staff and I have been very please with their commitment and efficiency in moving more than 2,000,000 cubic yards of debris, both vegetative and construction and demolition, from the City of Gulfport.

Phillips and Jordan has a detailed working knowledge of FEMA rules, policies and documentation. They are also very experienced in working with all State and Federal agencies having jurisdiction, as well as with elected officials

We in the City of Gulfport have been very pleased with the performance of this Company and can, without reservation, recommend Phillips and Jordan to other municipalities facing similar problems.

I would like to particularly commend Mr. Dudley Orr and Mr. Brian Howle of Phillips and Jordan on this project. Their leadership, commitment and dedication to solving the debris-related problems in the aftermath of this catastrophe has proved invaluable to the recovery of this community, and speaks well of both themselves and Phillips and Jordan.

If additional information is needed, please call me at 228-868-5816.

Sincerely, Dock m 4

William W. Powell, P.E. Director of Engineering City of Gulfport, Mississippi

WP/cb

FOR OFFICIAL USE ONLY (WHEN COMPLETED)

PERFORMANCE EVALUATION (CONSTRUCTION)

1. CONTRACT NUMBER DACW29-03-D-005

2.	CEC NUMBER	

1 - A - A - A - A - A - A - A - A - A -	IMPC	DRTANT: Be sure to	o comple	te Part III - Eval	uation of Pe	erformance Ele	ments on n	everse			
		PA	RT I - (GENERAL C	ONTRAC	CT DATA			dates and the		
3. TYPE OF EVALUATIO	N (X on	ie)	-	A. Martin	_		4. TE	RMINA	TED FOR DEFAULT		
INTERIM (List perce	entage	%)	X	FINAL		AMENDED		D AV			
Phillips & Jordan INC	, Addre	ss, and zip code)			6.a.	PROCUREME	NIMETHO)D (X (one)		
8940 Gall BLVD					1	SEALED BID		NEGO	TIATED		
Zephyrhills, FL 33541						TYPE OF CON	ITRACT (X				
					X	FIRM FIXED	PRICE		COST REIMBURSEMEN		
	OCATI	ON OF WORK				OTHER (Spe	ecify)				
8. TYPE AND PERCENT Small business goal 40%.	OF SU	BCONTRACTING									
9. FISCAL DATA	A AMOUNT OF BASIC CONTRACT \$ 44,827,834.00			. TOTAL AMOL MODIFICATIO	INT OF DNS	OF c. LIQUIDAT DAMAGE \$		SED	d. NET AMOUNT PAID CONTRACTOR \$ 44,827,834.00		
10. SIGNIFICANT DATES	a. DATE OF AWARD			ORIGINAL CO COMPLETION 200601	NTRACT NDATE 06	c. REVISED COMPLE	CONTRA	CT E	d. DATE WORK ACCEPTED 20060106		
		PART II - PER	FORM	ANCE EVAL	UATION	OF CONTR	RACTOR				
11. OVERALL RATING (X	(approp	oriate block)	1						1000 C		
X OUTSTANDING		ABOVE AVERAGE		SATISFACTO	RY	MARGINAL		UN in	ISATISFACTORY (Explain Item 20 on reverse)		
12. EVALUATED BY	no ond	Address (Include 71	Cadall								
US Army Corps of Engin	, Mobile,			Code)	Code) (251) 694-3760						
c. NAME AND TITLE	-		d	SIGNATURE	11				e. DATE		
Laura S. Sharpless, EM	1 Speci	ialist	T	Jaula	556	alle	4	$\langle \rangle$	20130828		
13. EVALUATION REVIE	NED B	Y				1					
a. ORGANIZATION (Nan US Army Corps of Engin	eers. 10	Address (Include ZIF)9 St. Joseph Street,	Mobile,	AL 36602	i		b. TELEF Code)	PHONE	E NUMBER (Include Area		
c. NAME AND TITLE		-	d	. SIGNATURE	111	M	0	- 1	e. DATE		
Hubert R. Ansley, Chief,	ess Branch			NV	What			20130828			
14. AGENCY USE (Distrib	ution, e	etc.)			1						

FOR OFFICIAL USE ONLY (WHEN COMPLETED)

PART III - EVALUATION OF PERFORMANCE ELEMENTS

15. QUALITY CONTROL	N/A	0	Α	S	M	U	16. EFFECTIVENESS OF MANAGEMENT	N/A	0	A	S	M	U
a. QUALITY OF WORKMANSHIP		1	×			1.1	a. COOPERATION AND RESPONSIVENESS			×			
b. ADEQUACY OF THE CQC PLAN			×		Ú.	111	b. MANAGEMENT OF RESOURCES/			V			
c. IMPLEMENTATION OF THE CQC PLAN			×				PERSONNEL c. COORDINATION AND CONTROL OF		-	^	-	_	
d. QUALITY OF QC DOCUMENTATION			×				SUBCONTRACTOR(S)			×			
e STORAGE OF MATERIALS			-				e. EFFECTIVENESS OF JOB-SITE SUPERVISION		-	~	-		-
f. ADEQUACY OF MATERIALS		-		-		-				×			
g. ADEQUACY OF SUBMITTALS	X		-	-			f. COMPLIANCE WITH LAWS AND REGULATIONS						1
h. ADEQUACY OF QC TESTING	X		-						-	×	-		
i. ADEQUACY OF AS-BUILTS	X				1.000		g. PROFESSIONAL CONDUCT	1		X			
j. USE OF SPECIFIED MATERIALS	X						h. REVIEW/RESOLUTION OF			V		-	·
k. IDENTIFICATION/CORRECTION OF DEFICIENT WORK IN A TIMELY MANNER		×					SUBCONTRACTOR'S ISSUES			^			1
							i. IMPLEMENTATION OF SUBCONTRACTING PLAN			×			
17. TIMELY PERFORMANCE						1	18. COMPLIANCE WITH LABOR					-	· ·
a. ADEQUACY OF INITIAL PROGRESS SCHEDULE		×		×		1	STANDARDS						
							a. CORRECTION OF NOTED DEFICIENCIES			×			
b. ADHERENCE TO APPROVED SCHEDULE			×				b. PAYROLLS PROPERLY COMPLETED AND SUBMITTED			×			
c. RESOLUTION OF DELAYS	X		11		1.5		c. COMPLIANCE WITH LABOR LAWS				1.1		
d. SUBMISSION OF REQUIRED DOCUMENTATION		×			AND REGULATIONS WITH SPECIFIC ATTENTION TO THE DAVIS-BACON ACT AND EEO REQUIREMENTS			×					
e. COMPLETION OF PUNCHLIST ITEMS			×				19. COMPLIANCE WITH SAFETY STANDARDS						
f. SUBMISSION OF UPDATED AND REVISED PROGRESS SCHEDULES		×			a. ADEQUACY OF SAFETY PLAN			X					
							b. IMPLEMENTATION OF SAFETY PLAN			X			11.7
g. WARRANTY RESPONSE		100		1	10	_	c. CORRECTION OF NOTED DEFICIENCIES			X			

20. REMARKS (Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)

Contractor exceeded all expectations for what proved to be a very challenging debris removal mission. Work expanded through multiple counties in south and west Alabama and included the removal of marine debris. Contractor proved to be timely and reasonable with response. Expectations were managed well. Subcontractors were held to a high standard and problems corrected timely. Negotiations were non-confrontational with reasonable pricing and adequate documentation. Stakeholders (state and local partners) were pleased with work quality and contractor performance. Would recommend utilizing contractor again if given the option.


December 12, 2005

Mr. Dudley Orr Assistant Vice President Phillips & Jordan, Inc. 16 Court Street Robbinsville, NC 28771

Dear Mr. Orr,

For the second consecutive year the Solid Waste Authority (SWA) had to implement its County Wide Debris Management Plan following the landfall of Hurricane Wilma on October 24, 2005.

Within 45 days nearly 3 million cubic yards of hurricane debris had been collected county-wide and delivered to 8 strategically placed temporary disposal sites throughout Palm Beach County. Within the same time frame more than 280,000 cubic yards of mulch and 331,000 cubic yards of mixed and C&D had been removed from the sites.

Mr. Greg McDonald operated the Wallis Road site and his outstanding communication, grinding efforts and overall site management exceeded all expectations. Many times he went beyond the call of duty to provide the highest level of services possible and we are proud to have been a cooperative partner.

On behalf of SWA and all residents of unincorporated Palm Beach County, please allow me to thank you and members of your team like Greg for an incredible job.

Sincerely,

John D. Booth, P.E., DEE Executive Director

Cc: Greg McDonald, Classic Transport Inc./McDonald Trucking Ted Williams, Phillips & Jordan, Inc.

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PEROLAL LIGE ONLY ALAUEN COLUDIE ------

	1,	I. CONTRACT NUMBER DACW29-03-D-005 2. CEC NUMBER					
	IMPORTANT: Be sure to com	erformance Element	e Elements on reverse.				
	PART	I - GENERAL CONTRA	CT DATA				
3. TYPE OF EVALUATION	(X one)			4. TERMINA	ATED FOR DEFAULT		
INTERIM (List percer	ntage%)	X FINAL	AMENDED				
5. CONTRACTOR (Name, . Phillips & Jordan Inc.	Address, and ZIP Code)	6.a.	PROCUREMENT M	IETHOD (X	one)		
8940 Gall Blvd.			SEALED BID	X NEGOTIATED			
Zephyrthills, FL 33541		b.	TYPE OF CONTRA	CT (X one)			
			CE				
7. DESCRIPTION AND LO Following Hurricane Ivan's disaster response in Alabam County, Mobile County, Mo services such as emergency setup, operation, management services. Ultimately, P&J I nunicipalities, the State of	CATION OF WORK landfall on September 16, 200 na. P&J immediately mobilize onroe County, Escambia Coun road clearance, sand removal, ent, and closeout, burning, grin oaded, hauled, and disposed o Alabama, and the US Army C	04, Phillips and Jordan's (P& ed equipment and personnel to ity, Clark County, Washingto , debris removal (vegetative a iding, beach rebuilding, white f over 3,000,000 cubic yards forps of Engineering in partne	J) US Army Corps of multiple locations in County, and Butle nd C&D), Tempora goods pickup and p of debris and met all rship with the Feder	of Engineers throughout / r County. P rry Debris St processing, a t timetables al Emergenc	contract was activated for Alabama, including Baldwin &J provided diverse orage and Reduction Site nd health and safety established by the local by Management Agency.		
Small business goal 40%, A	Actual 84% a. AMOUNT OF BASIC CONTRACT	b. TOTAL AMOUNT OF MODIFICATIONS	c. LIQUIDATED DAMAGES AS	SSESSED	d. NET AMOUNT PAID CONTRACTOR		
	\$ 54,837,051.00 \$ 0.00 \$ 0.00			\$ 54,837,051.00			
10. SIGNIFICANT DATES	a. DATE OF AWARD 904	b. ORIGINAL CONTRACT COMPLETION DATE 305	c. REVISED CO COMPLETION	NTRACT NDATE	d. DATE WORK ACCEPTED 505		
	PART II - PERFOR	RMANCE EVALUATION	OF CONTRAC	TOR			
11. OVERALL RATING (X a	ppropriate block)						
	ABOVE AVERAGE	SATISFACTORY	MARGINAL	UN in	SATISFACTORY (Explain Item 20 on reverse)		
12. EVALUATED BY							
a. ORGANIZATION (Name US Army Corps of Engine	and Address (Include ZIP Coc ers, 69 Darlington Ave., Wilm	<i>ington</i> , NC 28403	b.	LELEPHONE	- NUMBER (Include Area		
corning corport ongine	noj os paringion i tron, n mi	ingion, the period		(9	010) 251-4546		
		d. SIGNATURE	00		e. DATE		
c. NAME AND TITLE			Va	1	AUG 28,2013		
c. NAME AND TITLE Ben D. Lackey Jr, PE, C	OR/Assist. Area Engineer	Bulla	X				
c. NAME AND TITLE Ben D. Lackey Jr, PE, C 13. EVALUATION REVIEWI	OR/Assist. Area Engineer	Bendha	ng				
c. NAME AND TITLE Ben D. Lackey Jr, PE, C 13. EVALUATION REVIEWI a. ORGANIZATION (Name	OR/Assist. Area Engineer ED BY and Address (Include ZIP Coc	I Bendha ie))	b	TELEPHONE Code)	E NUMBER (Include Area		
c. NAME AND TITLE Ben D. Lackey Jr, PE, C 13. EVALUATION REVIEW a. ORGANIZATION (Name c. NAME AND TITLE	OR/Assist. Area Engineer ED BY and Address (Include ZIP Coc	d. SIGNATURE	b	TELEPHONE Code)	E NUMBER (Include Area e. DATE		
c. NAME AND TITLE Ben D. Lackey Jr, PE, C 13. EVALUATION REVIEW a. ORGANIZATION (Name c. NAME AND TITLE 14. AGENCY USE (Distribut	OR/Assist. Area Engineer ED BY and Address (Include ZIP Coc	d. SIGNATURE	b	TELEPHONE Code)	E NUMBER (Include Area		
c. NAME AND TITLE Ben D. Lackey Jr, PE, C 13. EVALUATION REVIEW a. ORGANIZATION (Name c. NAME AND TITLE 14. AGENCY USE (Distribut	OR/Assist. Area Engineer ED BY and Address (Include ZIP Cod	d. SIGNATURE	b	TELEPHONE Code)	E NUMBER (Include Area		

PART III - EVALUATION OF PERFORMANCE ELEMENTS

N/A = NOT APPLICABLE O = OUTSTAN	DING	A =	= ABC	OVE A	WEF	RAGE	S = SATISFACTORY M = MARGINAL U = 1	UNSA	TISI	FACT	ORY	1	
15. QUALITY CONTROL		0	A	S	M	U	16. EFFECTIVENESS OF MANAGEMENT	N/A	0	A	S	M	U
a. QUALITY OF WORKMANSHIP		X	1 - 1				a. COOPERATION AND RESPONSIVENESS		X	1.5		LCD	
b. ADEQUACY OF THE CQC PLAN		1.1	X	1	1		b. MANAGEMENT OF RESOURCES/		~				
C. IMPLEMENTATION OF THE CQC		×					PERSONNEL		×	_		_	_
d. QUALITY OF QC DOCUMENTATION		×	-		-	-	SUBCONTRACTOR(S)		X				
							d. ADEQUACY OF SITE CLEAN-UP		X	-			
e. STORAGE OF MATERIALS	X						e. EFFECTIVENESS OF JOB-SITE SUPERVISION		~				
f. ADEQUACY OF MATERIALS	X			2.00	0				×				
g. ADEQUACY OF SUBMITTALS		X		-	5		f. COMPLIANCE WITH LAWS AND		V	1			
h. ADEQUACY OF QC TESTING	X		100				REGULATIONS		~			$1 \dots 1$	
I. ADEQUACY OF AS-BUILTS		1. 1997		20			g. PROFESSIONAL CONDUCT		X				
j. USE OF SPECIFIED MATERIALS		X	100	h. REVIEW/RESOLUTION OF			×						
k. IDENTIFICATION/CORRECTION OF DEFICIENT WORK IN A TIMELY MANNER		1.77					SUBCONTRACTOR'S ISSUES		~				
		×					i. IMPLEMENTATION OF SUBCONTRACTING PLAN		×				
17. TIMELY PERFORMANCE							18. COMPLIANCE WITH LABOR						
a. ADEQUACY OF INITIAL PROGRESS SCHEDULE		V					STANDARDS						
				-	_		a. CORRECTION OF NOTED DEFICIENCIES		X				
b. ADHERENCE TO APPROVED SCHEDULE		×					b. PAYROLLS PROPERLY COMPLETED AND SUBMITTED		×		E.		
c. RESOLUTION OF DELAYS	1 - 1	X					c. COMPLIANCE WITH LABOR LAWS						-
d. SUBMISSION OF REQUIRED DOCUMENTATION	U.	×					AND REGULATIONS WITH SPECIFIC ATTENTION TO THE DAVIS-BACON ACT AND EEO REQUIREMENTS		×				10
e. COMPLETION OF PUNCHLIST ITEMS		×					19. COMPLIANCE WITH SAFETY STANDARDS						
f. SUBMISSION OF UPDATED AND REVISED PROGRESS SCHEDULES							a. ADEQUACY OF SAFETY PLAN b. IMPLEMENTATION OF SAFETY PLAN		X				
			×						X				
g. WARRANTY RESPONSE							c. CORRECTION OF NOTED DEFICIENCIES		X				

20. REMARKS (Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)

P&J expedited the mobilization of equipment and personnel to multiple locations throughout Alabama, including Baldwin County, Mobile County, Monroe County, Escambia County, Clark County, Washington County, and Butler County to begin removing debris and allow for the safe response of emergency personnel and equipment immediately after Hurricane Ivan made landfall in September 2004. They coordinated and executed all work in a professional manner. The P&J personnel were a pleasure to work with and performed the work very timely and efficiently. They worked diligently to satisfy all the customers with the quality of their work. They set the standard for clean up of the Temporary Debris Storage and Reduction Site. Their work and personnel were outstanding.



U. S. Army Corps of Engineers

Letter of Recognition

is presented to

Phillips and Jordan, Inc.

Civil Works Construction Contractor of the Year 2002

Phillips and Jordan, Inc. has demonstrated exceptional performance as prime contractor for the World Trade Center Disaster Forensic Recovery Operation. Your response in this unprecedented recovery effort following the tragedy on September 11, 2001 was exemplary. Your partnering approach and contributions to the project of multiple city, state and federal agencies was instrumental in the execution of the recovery operation. On behalf of the U.S. Army Corps of Engineers, I want to personally thank you for a job well done.

2 December 2003

Hour Robert B. Flowers

Lieutenant General, USA Commanding

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