

Franklin County, FL

Original + USB

RFP

Disaster Debris Removal and Disposal Services

Friday, July 16, 2021 @ 3:00 pm



*CrowderGulf is committed to protecting
and preserving our environment.*

*As part of this effort, our proposal is on
recycled paper.*

Ashley Ramsay-Naile, President

5629 Commerce Blvd. East

Mobile, AL 36619

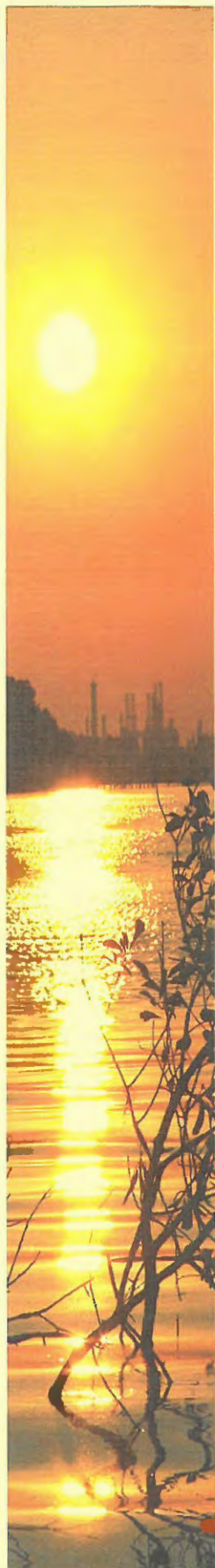
800-992-6207 Phone

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www.crowdergulf.com

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A. STATEMENT OF INTEREST & INTRODUCTION

CrowderGulf

Disaster Recovery and Debris Management

5629 Commerce Blvd. East
Mobile, Alabama 36619

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

July 13, 2021

Franklin County Clerk of Courts
Attn: Jessica Gay
33 Market Street, Suite 203
Apalachicola, FL 32320

Re: RFP for Disaster Debris Removal & Disposal Services.

CrowderGulf is pleased to submit the enclosed proposal as a firm and irrevocable offer in response to the RFP referenced above. We want to express our desire to enter into agreement with County for Disaster Debris Removal & Disposal Services. We believe we are the best company to provide Franklin County the requested services based on our personal experience, and our many years of experience and capabilities as synopsized below and demonstrated in the attached proposal.

CrowderGulf is a national full-service debris management firm with over fifty-one (51) years' experience in helping communities like Franklin County recover from disasters. Having managed successful debris clean-up operations in fifteen (15) states, **including Florida**, we have developed one of the most capable recovery management teams in the Country. **After the 2020 Hurricane Season, the CrowderGulf Team responded to nine major disaster (7 tropical events and 2 tornados), having 28 contracts activated in six different states, including Florida.** One of the most notable accomplishments is the consistent daily production rates and that CrowderGulf removed over **22 Million Cubic Yards of debris, to date**. After Hurricanes Harvey and Irma in 2017, we completed 91 activations and CrowderGulf received the **American Public Works Association – Florida Chapter 2018 Contractor of the Year Award** for our work within the City of Punta Gorda, Florida. Our disaster experience includes the completion of **over five hundred (500) disaster recovery projects** and success in removing, reducing and disposing of **over three hundred and seventy-five (375) million cubic yards of debris** and is testament to our ability to meet the scope of work established by the County.

CrowderGulf's management team includes previous FEMA Directors, Emergency Managers and qualified Debris Specialists with 40+ years of training and "boots on the ground" field experience. You will find our team fully knowledgeable in all aspects of debris clean-up from operational methodology to quality control and FEMA public assistance reimbursements. We recognize that an efficient, orderly and safe debris management operation can only be achieved by experienced on-site personnel. Our key management and field staff have obtained numerous FEMA and OSHA certifications in emergency management, safety and environmental compliance and remain with you from contract activation to closeout.

The knowledge and experience of the CrowderGulf management team, coupled with our personal inventory of heavy equipment and a large cadre of dedicated subcontractors, has meant that every project has been completed successfully and within contract timelines. **Our team is dedicated to following FEMA Public Assistance Program and Policy Guidelines and meeting 2 CFR requirements.** Our past experience enables us to assemble uniquely trained and experienced project teams and match specialized equipment and resources with project execution requirements. We believe training and pre-planning are keys to a successful debris removal operation. CrowderGulf provides **pre-planning and training** to our clients **free of charge** throughout the contract term.

CrowderGulf is committed to responding to any event in the County, regardless of size or type, with utmost promptness.

Don Madio, Florida Regional Manager, is a seasoned member of the CrowderGulf team. He is a long time Florida resident and has first-hand experience working disaster declarations within the State of Florida. He recently managed multiple contracts after Hurricanes Michael and Irma devastated the State. In addition, Joe Hayes, Project Manager and Local Florida Representative has been assigned to meet the needs and requests of the County throughout the year. Both he and Don can provide valuable knowledge and experience with an inherent commitment and dedication to the County. Don Madio can be reached at 813-285-8749 or dmadio@crowdergulf.com and Joe Hayes can be reached at jhayes@crowdergulf.com. Or, you may contact the CrowderGulf Disaster Assistance office at 1-800-992-6207.

Financial strength is one of the most important aspects for the County to consider when selecting a debris contractor. Following a major disaster, the County's financial burdens could be substantial. It is important to have a financially strong disaster-experienced contractor, such as CrowderGulf, that will work to get the job completed, regardless of any delays in invoice payments. **During the 2018 hurricane season (Hurricane Michael), CrowderGulf was able to self-finance nearly 95% of over \$150,000,000 in payments to subcontractors with all subcontractors being paid on a weekly basis.**

CrowderGulf's financial stability is solid and reliable and over the years we have established an excellent line of credit with our financial institution. We have always paid our subcontractors and personnel weekly. This ensures that we are able to provide the very best subcontractors for the County and that we are able to secure additional qualified subcontractors to fulfill any concurrent contracts. CrowderGulf has always met all financial obligations without interruption.

AGGREGATE BONDING CAPACITY	\$ 500,000,000
SINGLE BONDING CAPACITY	\$ 250,000,000
OTHER AVAILABLE FUNDING	\$ 150,000,000

CrowderGulf maintains **all required insurances** such as General Liability, Personal Injury, Workers Compensation, Automobile/Equipment Liability, as well as Maritime Insurance. Additional information regarding insurance has been presented with our proposal response.

CrowderGulf has encountered and successfully handled everything within the County's Scope of Work identified in the RFP. This includes removal of eligible disaster-related vegetation, construction & demolition (C&D), hazardous waste, white goods, e-goods, stump removal, marine debris removal, debris reduction and disposal etc. Details of our abilities are summarized in our Past Performance in the attached proposal. A summary of our debris management services include the following.

Our Disaster Management Services include the following:

Pre Planning and Training	Waterway Debris Removal	Demolition
Emergency Road Clearance	Marine Salvage	Dredging
ROW & ROW Debris Removal	Bio-Mass Recycling	Portable Housing
Development & Operation of DMS	Derelict Vehicle and Abandoned Vehicle Removal	Levee Construction
Final Debris Disposal	Removal & Disposal of White Goods & E-Goods	Sonar Scanning
Hazardous Materials Handling	Tree Trimming and Removal (leaners /hangers)	Marine Construction
Technical Disaster Recovery Assistance	Sand Removal, Screening & Breach Restoration	Cellular Tower Construction
Historic Property Preservation	Temporary Ice, Water and Other Consumables	Road and Utility Work
Bulkhead and Pier Replacement Pile Driving	Temporary Power Services/Generators	Land Clearing and Site Prep

We greatly appreciate the opportunity to submit this proposal. **We assure you that our professional disaster debris team will continue to exceed the expectations of Franklin County.** We will be pleased to provide any additional information that would assist the County in its deliberations and look forward to your favorable response.

As the President of CrowderGulf, I attest that this proposal is presented in fairness and in good faith without collusion or fraud and I, Ashley Ramsay-Naile, have the authority to bind CrowderGulf in all transactions relative to the award of **RFP for Disaster Debris Removal & Disposal Services**. In addition, Reid Loper, Vice President, also has the authority to bind the company.

Best Regards,



Ashley Ramsay-Naile
President

jramsay@crowdergulf.com / knoll@crowdergulf.com

B. EXPERIENCE



TAB B - EXPERIENCE

1. Past Performance Chart

The chart below contains a partial listing of contracted work accomplished by CrowderGulf as Prime Contractor (unless otherwise stated) for the past 5 years in the field of disaster debris management. A complete list can be made available dating back to Hurricane Frederick in 1979. All work has and will continue to meet all program standards as provided for in the FEMA Debris Management Guide.

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2020 Hurricane Zeta	7-Activations – 2 DMS's – EM-3550 (MS), EM-3549 (LA)	\$28,180,017 Total Event Cost	1,810,047 Total Event CY	
Audubon Nature Institute, LA 10/31/2020-12/15/2020	Removed & Disposed: Veg, hangers (486 trees), leaners (288 trees)/ Specialty Tree Removal: Monitored by Tetra Tech	\$593,154	9,668	Daniel Illg , Arboricultural Supervisor, 6500 Magazine Street New Orleans, LA 70118 Ofc: 504-212-5232 cell: 985-960-8873, dillg@auduboninstitute.org Cecilie Halliwill , Director of Purchasing, Ofc: 504-212-5325 cell: 985-774-7549 challiwill@auduboninstitute.org
Biloxi, MS 11/5/2020-1/20/2021	Removed & Disposed: Veg; Reduced by Grinding; Monitored by True North	\$3,939,197	272,608	Mr. Billy Ray Allen , Public Works Director 780 Esters Blvd. Biloxi, MS 39530 228-435-6271 ballen@biloxi.ms.us Mayor Andrew "FoFo" Gilich , 140 Lameuse Street 2 nd Floor, Biloxi MS 39530 mayor@biloxi.ms.us
D'Iberville, MS 11/04/2020-1/11/2021	Removed & Disposed: Veg; Leaners (37 trees) and Hangers (370 trees) Reduced by Grinding; Self-Monitored	\$568,456.60	35,034	Mike Mullins , Director of Public Works 10383 Auto mall Parkway D'Iberville, MS 39540 Ofc: 228-669-5539 Cell: 228-669-5539 mmullins@diberville.ms.us
Gulfport, MS 11/08/2020-2/23/2021	Removed & Disposed: Veg, C&D, Leaners (485 trees) and Hangers (12,297 trees), Stumps; Reduced by Grinding; Monitored by Tetra Tech	\$6,211,686	483,413	Robert (Chris) K. Riemann , Engineering Director 4050 Hewes Avenue Gulfport, MS 39507 Ofc: 228-868-5740 Cell: 228-518-2980 kriemann@gulfport-ms.gov
Harrison Co, MS 11/04/2020-2/3/2021	Removed & Disposed: Veg; Reduced by Grinding; Monitored by Volkert	\$9,225,524	538,791	Rupert H. Lacy , Director of Emergency Management 1801 23 rd Avenue Gulfport, MS 39502 Ofc: 228-865-4002 Cell: 228-323-6420 rupertlacy@co.harrison.ms.us
Jackson Co, MS 11/06/2020-02/7/2021	Removed & Disposed: Veg; Leaners (488 trees) & Hangers (14,079 trees); Parks and Golf Courses Reduced by Grinding; Monitored by Thompson	\$7,148,349	436,284	W. Brian Fulton , County Administrator 2915 Canty Street Pascagoula, MS 39567 228-769-3088 Brian_Fulton@co.jackson.ms.us
Pascagoula, MS 11/20/2020-12/18/2020	Removed & Disposed: Veg; Leaners (1 tree) & Hangers (658 trees) Reduced by Grinding; Monitored by Thompson	\$286,302	20,888	Karen Kennedy , City Clerk 603 Watts Avenue Pascagoula, MS 39567 Ofc: 228-938-6615 cityclerk@cityofpascagoula.com
Wiggins, MS 01/21/2021-02/1/2021	Removed and disposed Vegetation to DMS; Reduction by Grinding. Self-Monitored	\$207,800	13,359	Michelle Gill , Project Engineer (Tice Engineering), 510 South Vardaman Street Wiggins, MS 39577 Office: 601-928-4121 Cell: 601-528-4152 michelle.gill@ticeeng.com
2020 Hurricane Sally	10-Activations – 37 DMS's – FEMA DR-4563-AL / DR-4564-FL	\$116,736,056+ Total Event Cost	7,352,009 + Total Event CY	
AL DOT SW Region – Mobile 09/24/2020 – 01/22/2021	Removed & Disposed: Veg, C&D, Compacted C&D, Mulch, hangers (9,111 trees), leaners (3,320 trees) Reduced by Grinding (564,550 CY) & Compaction (59,952 CY); (17 DMS); Monitored by Thompson	\$14,126,883	709,431	Matthew Ericksen , SW Region Engineer 1701 West I-65 Service Road North Mobile, AL 36618 Ofc: 251-470-8200 ericksenm@dot.state.al.us

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Atmore, AL 10/1/2020 – 11/01/2020	Removed & Disposed: Veg, hangers (1,082 trees), leaners (28 trees); Reduced by Grinding (43,759 CY); Monitored by GMC	\$673,070	43,759	Mayor Jim Staff , 201 East Louisville Ave. Atmore, AL 36502 Ofc: 251-368-2253 celial@cityofatmore.com
Baldwin Co, AL 09/25/2020 – 04/7/2021	Removed & Disposed: Veg, C&D, Compacted C&D, Mulch, hangers (39,831 trees), leaners (6,060 trees), White Goods (165), E-waste (20); Reduced by Grinding (4,217,587 CY) & Compaction (293,171 CY); Monitored by Tetra Tech	\$61,896,884	4,509,547	Terrie Graham , Solid Waste, 22070 Hwy 59 Central Annex II 3 rd & 4 th Floor Robertsdale, AL 36567 251-972-6878 TGraham@baldwincounty.al.gov
Bay Minette, AL 09/25/2020 – 11/03/2020	Removed & Disposed: Veg, C&D, hangers (1,204 trees), leaners (48 trees); Reduced by Grinding (141,808 CY); Monitored by Self Monitored	\$1,516,900	141,809	Rita Diedtrick , City Clerk, 301 D'Olive Street Bay Minette, AL 36507 Ofc: 251-580-1637 rdiedtrich@ci.bay-minette.al.us
Daphne, AL 09/22/2020 – 01/05/2021	Removed & Disposed: Veg, hangers (3,868 trees), leaners (191 trees), Stumps (9) Reduced by Grinding (375,017 CY); Monitored by True North	\$4,570,398	376,872	Denise Penry , EMA Accountant, 26435 Public Works Road Daphne, AL 36526 Ofc: 251-621-3182 dpenry@daphneal.com
Fairhope, AL 09/21/2020 – 12/19/2020	Removed & Disposed: Veg, C&D, Mulch, hangers (7,058 trees), leaners (374 trees), stumps (55) Reduced by Grinding (547,868 CY); Monitored by True North	\$8,703,289	564,853	John Saraceno , Emergency Management Coordinator, 161 N. Section Street Fairhope, AL 36532 Ofc: 251-929-7415 Cell: 251-331-1103 John.Saraceno@fairhopeal.gov
Gulf Shores, AL 09/25/2020 – 02/17/2021	Removed & Disposed: Veg, C&D, Parks debris, Trails debris, waterway debris, stumps, Mulch, Compacted C&D, HHW (11,580 Lbs.), E-Waste (114), White Goods (232), Hangers (7,162 trees), Leaners (2,938 trees), Stumps (285) Reduced by Grinding (457,915 CY) & Compacting (40,763 CY); Monitored by Thompson	\$9,741,393	454,356	Mark Acreman , PW Director, 1905 West 1 st Street Gulf Shores, AL 36542 251-968-1155 macreman@gulfshoresal.gov
Orange Beach, AL 09/20/2020 - Ongoing	Removed & Disposed: Veg, C&D, Municipal debris, beach debris, trail debris, waterway debris, wetlands debris, C&D compacted, mulch, HHW (151,100 lbs.), E-Waste (383), white goods (1,624), hangers (4,527 trees), leaners (725 trees), Stumps (342); Reduced by Grinding (228,509 CY) & Compacting (194,239 CY); Monitored by Thompson	\$13,253,878 +	424,952 +	Mr. Phillip West , Coastal Resource Director, 4101 Orange Beach Blvd Orange Beach, AL 36561 Ofc: 251-981-6788 Cell: 251-747-6166 pwest@orangebeachal.gov
Spanish Fort, AL 09/28/2020 – 11/16/2020	Removed & Disposed: Veg, C&D, Hangers (118 trees), leaners (14 trees); Monitored by Thompson	\$1,124,436	93,337	Mary Lynn Williams , City Clerk, 7361 Spanish Fort Blvd. Spanish Fort, AL 36527 Ofc: 251-626-4884 cityclerk@cityofspanishfort.com
Okaloosa Co, FL 09/25/2020 – 11/2/2020	Removed & Disposed: Veg, C&D, mulch Reduced by Grinding (22,945 CY); Monitored by Tetra Tech	\$338,470	30,576	Jim Reece , Solid Waste Recycling Coordinator, 84 Ready Ave. Fort Walton Beach, FL 32548 Ofc: 850-651-7394 Cell: 850-978-1063 jreece@myokaloosa.com
2020 Hurricane Laura	8-Activations – 25 DMS's – FEMA DR-4559-LA / EM-3540-TX	\$230,801,180 + Total Event Cost	12,624,117 + Total Event CY	
Alexandria, LA 8/31/2020-11/4/2020	Removed & Disposed: Veg, C&D, Parks and Zoo debris, mulch, hangers (2,975 trees), leaners (98 trees), stumps (11) Reduced by Grinding (222,758 CY); 1 Site Monitored by Tetra Tech	\$3,643,508	228,755	Darren Green , Debris Manager 625 Murray Street Alexandria, LA 71301 Ofc: 318-441-6060 Cell: 318-446-2342 darren.green@cityofalex.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Calcasieu Parish, LA 9/3/2020-Ongoing	Removed & Disposed: Veg, C&D, C&D compacted, mulch, hangers (33,556 trees), leaners (75,603 trees), white goods (4,376), e-waste (2,784) Reduced by Grinding (5,002,535 CY) & compacting (2,570,416 CY); 12 Sites; Monitored by Tetra Tech	\$123,969,719 +	6,951,072 +	Allen Wainwright , Director of Engineering and Public Works 1015 Pitton Street, 4 th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
DeQuincy, LA 9/14/2020-4/19/2021	Removed & Disposed: Veg, C&D, mulch, hangers (284 trees), leaners (28 trees), white goods (180), refrigerator contents, e-waste (158) Reduced by Grinding (107,800 CY), burning & compacting (31,106 CY); 2 Sites Monitored by Tetra Tech	\$2,523,869	156,035	Riley Smith , Mayor 300 N Holly Street DeQuincy, LA 70633 SmithRiley@ymail.com
Iowa, LA 9/7/2020-3/13/2021	Removed & Disposed: Veg, C&D, hangers (486 trees), leaners (15 trees); Reduced by Grinding (49,558 CY) & compacting (25,354 CY); 1 Site; Monitored by Tetra Tech	\$1,335,430	74,913	Paul Hess , Mayor, 115 N. Thompson Ave Iowa, LA 70647 mayor@iowala.org
Lake Charles, LA 9/3/2020-Ongoing	Removed & Disposed: Veg, C&D, Compacted C&D, Mulch, hangers (19,295 trees), leaners (1,724 trees), white goods (1552) stumps (3); Reduced by Grinding (2,209,616 CY) & compacting (1,889,524 CY); 5 Sites; Monitored by Tetra Tech	\$75,601,963 +	3,916,175 +	John Cardone, Jr. City Administrator 326 Pujo Street, 10 th Floor Lake Charles, LA 70601 Ofc: 337-491-1381 Cell: 337-794-1513 mayorsactionline@cityoflc.us
Sulphur, LA 9/2/2020-Ongoing	Removed & Disposed: Veg, C&D, Compacted C&D, Mulch, white goods (508), HHW (23,580 lbs.); Reduced by Grinding (502,658 CY) & compacting (332,001 CY); 1 Site; Monitored by Tetra Tech	\$15,143,656 +	834,732+	Stacy Dowden , Director of Public Works 101 N. Huntington Street Sulphur, LA 70663 Ofc: 337-527-4500 Cell: 337-764-8044 sdowden@sulphur.org
Vinton, LA 9/1/2020-1/21/2021	Removed & Disposed: Veg, C&D, Compacted C&D, Mulch, hangers (248 trees), leaners (2 trees), white goods (229), e-waste (56); Reduced by Grinding (103,203 CY) & compacting (41,546 CY); 2 Sites; Monitored by Tetra Tech	\$2,591,105	144,750	Mayor Kenneth Stinson , 1200 Horridge Street Vinton, LA 70668 Ofc: 337-496-3806 mayor@cityofvinton.com
Westlake, LA 9/3/2020-3/13/2021	Removed & Disposed: Veg, C&D, Compacted C&D, Mulch, Hangers (313 trees), leaners (401 trees) Reduced by Grinding (206,656 CY) & compacting (108,644 CY); 1 Site; Monitored by Tetra Tech	\$5,715,701	315,301	Mayor Robert Hardey , 101 Mulberry Street Westlake, LA 70669 Ofc: 337-532-2757 mayor@cityofwestlake.com
2020 Hurricane Hanna	2 Activations	\$1,015,284.25 Total Event Cost	12,043 Total Event CY	
GLO, TX 9/2/2020-9/24/2020	Removed & Disposed: C&D, Pipe line(48), Parking lot (11,533 CY) & Beach Debris (510 CY) to 1-Final Disposal Site Monitored by Thompson	\$826,234.25	12,043	Texas General Land Office: Rene Garcia , Emergency Operations 1700 N Congress Ave. Austin, TX 78701 361-960-9863 Rene.Garcia@GLO.TEXAS.GOV Sheila Kirk, CTCD Sheila.Kirk@GLO.Texas.GOV ;
Nueces County, TX Through 8/26/2020	Damage Assessment Lump Sum	\$189,050		Kathy Ard-Blattner Nueces County Deputy Emergency Management Coordinator 901 Leopard St., Suite 303 Corpus Christi, TX 78401 Office-361-888-0876 Cell-361-533-4024 Kathy.ard-blattner@nuecesco.com
2020 Tropical Storm Cristobal	2 Activations	\$1,961,292 Total Event Cost	55,827 Total Event CY	
Harrison County, MS 6/15/2020-7/22/2020	Removed & Disposed: Veg Beach Debris, to (1) Final Disposal Site Monitored by Volkert	\$1,406,216	55,827	Daniel Boudreaux , County Engineer, 15309 C Community Rd, Gulfport, MS 39503

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Dauphin Island, AL Through 6/5/2020	Removed & Disposed: Push Sand T&M	\$555,075		Mayor Collier , Town of Dauphin Island, 1011 Bienville Blvd., Dauphin Island, AL 36528
2020 Tornado	2 Activations – 2 DMS's – FEMA DR-4541-TN	\$12,292,233 Total Event Cost	1,434,742 Total Event CY	Invoiced through June 22, 2020
Chattanooga, TN 4/26/2020-06/22/2020	Removed & disposed: vegetation, C&D, mulch, C&D compaction, Parks debris, hangers (60 trees), leaners (41 trees), Stumps (4); Reduced by Grinding (235,714 CY), by C&D compaction (86,491 CY) DMS sites (1); Monitored by Tetra Tech ADMS	\$6,687,929	322,205	Maura Sullivan , Chief Operating Officer 101 E. 11 th Street Chattanooga, TN 37402 Ph.: 423-643-7230 purchasing@chattanooga.gov
Metro Government Nashville & Davidson County, TN 3/6/2020-5/8/2020	Removed & Disposed: vegetation, C&D, mulch, C&D compacted, Parks debris, stumps (73); Reduced by Grinding (215,722 CY), by C&D compaction (107,750 CY) DMS sites (4); Monitored by Tetra Tech ADMS	\$5,604,304	646,351	Phillip Jones , PW Operations Manger 750 South 5 th Street Nashville, TN 37206 Ph.: 615-533-2377 phillip.jones@nashville.gov
2019 Tornado - TX	1 Activation – 1 DMS			
Richardson, TX 10/25/2019-12/6/2019	Removed & Disposed: vegetation; c&d; mulch; Reduced by Grinding (43,519 CY); Monitored by Rostan	\$670,890	59,443	Travis Switzer , Assistant Director Public Services 1260 Columbia Dr. Richardson, TX 75081 Ofc. (972) 744-4402, Cell. (972) 744-5814, travis.switzer@cor.gov
2019 Tropical Storm Imelda	1 Activation – 1 DMS FEMA DR-4466-TX			
Montgomery Co, TX 10/1/2019-11/8/2019	Removed & Disposed: C&D Direct; E-waste (840); White Goods (178); Monitored by Atkins Global	\$401,065	24,727	Darren Hess , Director of EM 9472 Airport Rd Conroe, TX 77303, 936-523-3901 Darren.hess@mctx.org
2019 Special Project - TX	1 Activation – 1 DMS			
Dickinson, TX 01/2019-02/2019	Removed & disposed: Waterway Debris Removal from Dickinson Bayou resulting from Hurricane Harvey	\$2,900,321	27,872	Stephanie Russell , Assistant City Administrator 4000 Liggio, Dickinson, TX 77539 281-337-8839 srussell@ci.dickinson.tx.us
2019 Misc. – FL		\$155,717 Total Event Cost		
Ft Myers Beach, FL 4/15/2019-5/8/2019	Red Algae Removal	\$136,817	Hrly	Chelsea O'Riley , Public Works Manager, 2525 Estero Blvd, Ft Myers Beach, FL 33931, 239-765-0202 ext. 1700, chelsea@fmbgov.com
Okaloosa Co, FL 4/18/2019	Debris & Underbrush Removal	\$18,900	Hrly	Jim Reece, CHMM , Recycling Coordinator, 84 Ready Ave, NW, Ft Walton Beach, FL 32548, Tel: 850-651-7394, Fax: 850-651-7397, jreece@myokaloosa.com
2019 Hurricane Dorian	2 Activations – 2 DMS's – FEMA DR-4464-SC	\$430,366 Total Event Cost	31,294 Total Event CY	
Dorchester Co, SC 9/16/2019-10/18/2019	Removed & Disposed: vegetation; mulch; Reduced by Grinding (46,568 CY); Citizen Sites Managed; Monitored by Tetra Tech	\$408,086	31,294	Jason Carrher Public Works Director, 2120 E. Main Street Dorchester, SC 29437 (843) 607-5908 cell (843) 832-0070 work jcarraher@dorchestercountysc.gov
Hilton Head, SC 9/15/2019	Emergency Push	\$22,280	Hrly	Jennifer Lyle , Asst Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, work 843-341-4779 cell 843-384-2629, jenniferl@hiltonheadislandsc.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2018 Hurricane Michael CAT V (FL)	16 Activations – 29 DMS's – FEMA-DR-4399 FL	\$250,192,413 Total Event Cost	16,902,944 Total Event CY	
Apalachicola, FL 10/21/2018-12/18/2018	Removed & Disposed: vegetation; Leaners (5); Hangers (1,267 Trees); White Goods (15); Reduced by Grinding (52,178 CY); Monitored by Tetra Tech	\$1,085,115	59,069	Ronald W. Nalley , City Manager; 1 Avenue E., Apalachicola, FL 32320; amklibrary2017@gmail.com ;
Bay Co, FL 10/17/2018-4/28/2021	Removed & Disposed: (ROW, PPDR, Waterway) vegetation; C&D; Leaners (6,275); Hangers (7,220 Trees); White Goods (492); Reduced by Grinding (1,846,395 CY); C&D Compact (488,141 CY); Projects: Waterway & Canal clearing; Debris removed from eligible parks, cemeteries & schools Monitored by Landfall Strategies; Tetra Tech	\$42,634,370	2,436,953	Keith Bryant , Director of Public Works; 840 W. 11st Street, Panama City, FL 32401; 850-248-8302; kbryant@baycountycl.gov
Bainbridge, GA 4/23/2019-7/29/2019	Removed & Disposed: vegetation; Leaners (659); Hangers (40,931 Trees); Stumps (16); Mulch; Reduced by Grinding (53,383 CY); Monitored by True North	\$1,407,790	53,576	Chris Hobby , City Manager, 101 South Broad Street, Bainbridge, GA 39817 (229) 248-2005 chrish@bainbridgecity.com
Carrabelle, FL 10/30/2018-12/19/2018	Removed & Disposed: vegetation; Hangers (404 Trees); Reduced by Grinding (18,456 CY); Monitored by Tetra Tech	\$358,306	23,628	Courtney Dempsey , CRA Director; 1001 Gray Avenue, Carrabelle, FL 32322; 850-544-5233; citycbel@gtcom.net
Dauphin Island, AL 10/10/2018-2/13/2019	Sand Removal	\$271,683	Hrly	Mayor Jeff Collier ; 1011 Bienville Blvd.; Dauphin Island, AL 36528 251-861-5525; jcollier@townofdauphinisland.org
Decatur Co, GA 3/22/2019-8/3/2019	Removed & Disposed: (ROW, ROE) Vegetation; C&D; Leaner (1,914); Hangers (18,585 Trees); Stumps (82); Reduced by Grinding (212,988 CY); Monitored by True North	\$5,463,141	215,087	Chris Hobby , City Manager, 101 South Broad Street, Bainbridge, GA 39817 (229) 248-2005 chrish@bainbridgecity.com
Dog Island, FL 9/12/2019-9/20/2019	Removed & Disposed: Vegetation / Construction & Demo	\$864,918	Lump Sum	Pamela Brownell , EM Director; 28 Airport Rd., Apalachicola, FL 32320; 850-653-8977 ext. 100; Cell 850-653-6748; em3frank@fairpoint.net
Florida DEP 2/7/2019-6/6/2019	Removed & Disposed: Vegetation; Reduced Grinding (116,672 CY)	\$17,721,523	181,231	Scott Woolam , Sr Program Analyst, Div of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, Scott.Woolam@dep.state.fl.us
Franklin Co, FL 10/16/2018-1/4/2019	Removed & Disposed: vegetation; Leaners (67); Hangers (1,414 Trees); HHW (1,120 Lbs.); White Goods (233); Freon (215); E-Waste (94); Reduced by Grinding (90,244 CY); Monitored by Tetra Tech	\$2,215,778	145,862	Pamela Brownell , EM Director; 28 Airport Rd., Apalachicola, FL 32320; 850-653-8977 ext. 100; Cell 850-653-6748; em3frank@fairpoint.net
Jackson Co, FL 10/12/2018-9/20/2019	Emergency Push Removed & Disposed: vegetation; C&D; mulch; Hangers (21,388 Trees); Leaners (13,431); Stumps (7); Reduced by Grinding (2,399,088 CY); Monitored by Metrics / Thompson	\$40,141,024	2,459,442	Wilanne Daniels , County Administrator 2819 Panhandle Rd., Operations Complex, Marianna, FL 32446 Ofc: 850-693-6657 danielsw@jacksoncountycl.gov Rodney Andreasen , Director of Emergency Management;; 850-718-0007; Cell 850-573-1058; randreasen@jacksoncountycl.com
Lynn Haven, FL 10/10/2018-06/27/2020	Emergency Push Removed & Disposed: vegetation; Leaners (433); Hangers (1,588 Trees); Stumps (22); Reduced by Grinding (558,533 CY) & C&D Compaction (186,548 CY) [3 sites]; Debris removed from eligible parks, cemeteries & schools; Monitored by Tetra Tech; Provided Sat. Phones	\$13,845,235	719,604	Michael White , City Manager; 825 Ohio Ave., Lynn Haven, FL 32444; 865-265-2121, Cell 850-814-8740; citymanager@cityoflynnhaven.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Mexico Beach, FL 2/25/2019-10/10/2019	Dredge, Sand Sift and Replacement	\$12,527,617	47,828	Tommy Davis, Public Works Manager 850-527-3087 201 Paradise Path Mexico Beach, FL 32410 t.davis@mexicobeachgov.com Tanya Castro, City Administrator, 201 Paradise Path, Mexico Beach, FL 32410 t.castro@mexicobeachgov.com
Panama City Beach, FL 1/14/2019-1/24/2019	Reduction by Grinding (54,233 CY), Haul out	\$443,085	18,074	Janine Thomas, PW Senior Administrative Support Specialist, 116 S. Arnold Road Panama City Beach, FL 32413 850-233-5100 jthomas@pcbqov.com
Panama City, FL 10/11/2018-5/31/2020	Emergency Push Removed & Disposed: vegetation; C&D; Leaners (20,185); Hangers (32,489 Trees); Stumps (6,968); Reduced by Grinding (2,304,854 CY) & Compacted C&D (1,646,666 CY); Debris removed from eligible parks, cemeteries & schools Monitored by Landfall Strategies	\$81,734,697	3,950,059	Neil Fravel, Director of Public Works; 819 E. 11 th Street, Panama City, FL 32401; 850-872-3015; nfravel@pcgov.org
Parker, FL 10/23/2018-5/3/2019	Emergency Push Removed & Disposed: vegetation; C&D; Leaners (344); Hangers (846 Trees); Stumps (21); Reduced by Grinding (389,576 CY) C&D Compaction (159,188 CY); Monitored by Tetra Tech	\$7,865,326	535,114	Ashley Rizzo Human Resources, Benefits & Safety Administrator, 850-871-4104, arizzo@cityofparker.com ; 1001 West Park Street, Parker, FL 32404 850-960-1908, Cell 850-528-9032; narowell@cityofparker.com
Washington Co, FL 10/18/2018-5/31/2019	Removed & Disposed: vegetation; Leaners (10,301); Hangers (35,683 Trees) Stumps (108); Reduced by Grinding (1,445,814 CY); Monitored by Witt O'Briens	\$23,870,365	1,501,666	Ms. Lynne Abel, EM Public Safety Director; 2300 Pioneer Road, Chipley, FL 32428; 850-638-6203; label@washingtonfl.com
2018 Hurricane Florence CAT 1 (NC & SC)	18 Activations – 16 DMS's – FEMA-DR-4393-NC FEMA-DR-4394-SC	\$29,914,480 Total Event Cost	2,190,278 Total Event CY	
Bald Head Island, NC 10/10/2018-2/20/2019	Removed & Disposed: vegetation; Leaners (275); Hangers (3,148 Trees); White Goods (225); HHW (1,440 Lbs.); Reduced by Grinding (24,599 CY) C&D Compaction (7,858 CY); Monitored by Landfall Strategies	\$1,378,786	38,327	Chris Clemmons, Director of Public Works; 110 Rothschild Street, Holden Beach, NC 28463; 910-842-6488; pworks@hbtownhall.com Chris McCall – Village Manager, 910-457-9700; cmccall@villagebhi.org
Bolivia, NC 10/2/2018-1/15/2019	Removed & Disposed: vegetation; Leaners (10); Hangers (36 Trees); Reduced by Grinding (749 CY); Monitored by Landfall Strategies	\$15,489	1,110	Dustin Graham, Director of Public Works; 700 Sunset Blvd., Sunset Beach, N 28468; 910-579-6297 ext. 1048, Cell 910-443-1144; dgraham@sunsetbeachnc.gov Jane Marshon, Mayor; 910-471-2024
Brunswick Co, NC 9/26/2018-1/24/2019	Removed & Disposed: vegetation; Leaners (2,196); Hangers (19,333 Trees); Reduce by Grinding (323,631 CY); Monitored by Landfall Strategies	\$6,106,287	385,556	Wyatt Richardson, Operation Services Director of Parks & Recreation; 102 Town Hall Drive, Leland, NC 28451; 910-332-4651, Cell 910-470-7347; wrichardson@townofleland.com Micki Bozeman, Solid Waste Coordinator, micki.bozeman@brunswickcountync.gov
Calabash, NC 12/10/2018-12/20/2018	Grinding	\$17,941	4,810	Charles "Chuck" Nance, Jr. Town Administrator 882 Persimmon Road Calabash, NC 28467 Ph: 910-579-6747 Cell: 910-742-1342 tacalabash@atmc.net
Caswell Beach, NC 10/5/2018-1/22/2019	Removed & Disposed: vegetation; Leaners (3); Hangers (182 Trees); Reduced by Grinding (8,721 CY); Monitored by Landfall Strategies	\$154,906	11,794	Mayor Jane Marston; PO Box 93, Bolivia, NC 28422; 910-471-2024; townhall.bolivia@atmc.net ;
Duplin Co, NC 10/1/2018-12/11/2018	Removed & Disposed: vegetation; White Goods (1,186); HHW (6,200 Lbs.); Reduced by Grinding (92,323 CY) C&D Compaction (97,708 CY); Monitored by Tetra Tech	\$2,682,013	229,937	Chris Vernon, Emergency Management Director; 209 Seminary St. Kenansville, NC 28349; 910-296-2160 x224, Cell 910-271-2772; chris.vernon@duplincountync.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Fayetteville, NC 9/26/2018-11/30/2018	Removed & Disposed: vegetation; Reduced by Grinding (126,511 CY); Monitored by Tetra Tech	\$1,991,073	153,445	Jackie Tuckey , Public Information Officer 910-433-1854 jtuckey@ci.fay.nc.us Scott L. Bullard , Emergency Manager of Fire/EM; 433 Hay St., Fayetteville, NC 28301; 910-433-1789, Cell 910-551-4208; sbullard@ci.fay.nc.us
Holly Ridge, NC 10/5/2018-1/9/2019	Removed & Disposed: vegetation; mulch; Hangers (135 Trees); Reduced by Grinding (8,972 CY); Monitored by Tetra Tech	\$156,380	13,951	Carin Z. Faulkner , MPA Town Manager 910-329-7081 ext. 223
Jacksonville, NC 9/7/2018-2/6/2019	Removed & Disposed: vegetation; Leaners (39,190); Hangers (2,823 Trees); Reduced by Grinding (273,804 CY); Monitored by Thompson	\$5,245,709	346,145	Wally Hansen , Public Services Director – Engineering & Construction; PO Box 128, Jacksonville, NC 28451; 910-938-5260; whansen@ci.jacksonville.nc.us ; Dr. Richard L. Woodruff , City Manager; 910-938-5220; citymanager@ci.jacksonville.nc.us
Leland, NC 9/29/2018-12/21/2018	Removed & Disposed: vegetation; Leaners (143); Hangers (872 Trees); Reduced by Grinding (113,667 CY); Monitored by Landfall Strategies	\$1,527,901	132,975	Wyatt Richardson , Operations Services Director; 102 Town Hall Drive, Leland, NC 28451 Ofc: 910-332-4651 Cell: 910-470-7347 wrichardson@townofleland.com
Navassa, NC 10/23/2018-11/28/2018	Removed & Disposed: vegetation; C&D; Monitored by Landfall Strategies	\$184,995	17,724	Mayor Eulis Willis ; 334 Main St., Navassa, NC 28451; 910-371-2432; mayor@townofnavassa.org
Northwest, NC 10/16/2018-11/17/2018	Removed & Disposed: vegetation; C&D; Leaners (15); Hangers (81 Trees); Monitored by Landfall Strategies	\$29,944	2,097	Mayor James Knox - 910-515-9677 - cityofnorthwest@cityofnorthwest.com
North Topsail Beach, NC 9/18/2018-12/19/2018	Removed & Disposed: C&D; Reduction by C&D Compaction (40,177 CY); Sand screening (37,170 CY); Monitored by Tetra Tech	\$1,282,198	62,474	Thomas Best , Public Works Director; 3315 Gray St., North Topsail Beach, NC 28460; 910-328-9297, Cell 910-376-0453; tbest@ntbnc.org
Oak Island, NC 10/9/2018-1/23/2019	Removed & Disposed: vegetation; Leaners (154); Hangers (2,752 Trees); Reduced by Grinding (55,965 CY); Monitored by Landfall Strategies	\$1,764,065	150,972	David Kelley , Town Manager; dkelly@ci.oak-island.nc.us
Onslow Co, NC 9/30/2018-1/12/2019	Removed & Disposed: vegetation; Leaners (78); Hangers (9,313 Trees); Reduced by Grinding (408,348 CY); Monitored by Tetra Tech	\$6,349,470	567,036	Norman Bryson , Emergency Services Director; 1180 Commons Drive North, Jacksonville, NC 28546; 910-347-4270, Cell 910-340-5033; Norman_Bryson@onslowcountync.gov
Richlands, NC 10/5/2018-1/5/2019	Removed & Disposed: vegetation; Hangers (182 Trees); Reduced by Grinding (7,599 CY); Monitored by Tetra Tech	\$138,476	11,311	Gregg Whitehead , Town Administrator 302 S. Wilmington Street Richlands, NC 28574 910-324-3301 administrator@richlandsnc.gov
Sandy Creek NC 10/15/2018-11/12/2018	Removed & Disposed: vegetation; Reduced by Grinding (1,188 CY); Monitored by Landfall Strategies	\$14,987	1,410	Genn Marshall , Mayor; 910-655-6028 or 240-256-0810
SCDOT 9/4/2018-11/28/2018	Removed & Disposed: vegetation; Monitored by Thompson	\$117,975	4,867	Tom Johnson , SCDOT Manager / Emergency Operation; 803-354-2288; johnstona@scdot.org
Shallote, NC 10/5/2018-1/16/2019	Removed & Disposed: vegetation; Leaners (46); Hangers (563 Trees); Reduced by Grinding (10,169 CY); Monitored by Landfall Strategies	\$151,948	11,863	Mimi Gaither , Town Administrator; 910-619-7452
Swansboro, NC 9/7/2018-11/7/2018	Removed & Disposed: vegetation; Leaners (8); Hangers (87 Trees); Reduced by Grinding (30,816 CY); Monitored by Thompson	\$535,676	37,536	Scott Chase , Town Manager; 601 W. Corbett Avenue, Swansboro, NC 28584; 910-326-4428 x 175, Cell 910-712-4500; schase@ci.swansboro.nc.us
Varnamtown, NC 10/11/2018-1/15/2019	Removed & Disposed: vegetation; Leaners (9); Hangers (283 Trees); Reduced by Grinding (4,368 CY); Monitored by Landfall Strategies	\$68,261	4,938	Judy Galloway , Mayor; 910-842-6697; jllg@atmc.net

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2018 Project Other Projects	4 Contracts	\$793,126		
Dauphin Island, AL	Tropical Storm Gordon – Sand Removal	\$14,000	Hourly	Mayor Jeff Collier , 1011 Bienville Blvd.; Dauphin Island, AL 36528 251-861-5525; jcollier@townofdauphinisland.org
Eastern Shipbuilding Group	Dredging	\$741,332	Hourly	Greg Bourdreaux , Project Manager 2200 Nelson Street Panama City, FL 32402 850-763-1900 xt. 3328 Cell: 850-819-9093, gbourdreaux@easternshipbuilding.com
Orange Beach, AL	Miscellaneous Sand Projects	\$2,200	Hourly	Phillip West , Coastal Resource Manager; 4101 Orange Beach Blvd., Orange Beach, AL 36561; 251-981-6788, Cell 251-747-6166; pwest@orangebeachal.gov
TNC – The Nature Conservancy	Constructed Living Shoreline; Channel Dredging; Spoils Removal and Helen Woods Park Oyster Castle Pallets; Debris removed from eligible parks	\$28,800	Hourly	Mary Kate Brown , Coast Projects Manager, 118 N. Royal St. Suite 500 Mobile, AL 36602 251-433-1150 Cell: 251-550-3728, mkbrown@tnc.org
2018 Red Tide / Fish Kill Cleanup	6 Contracts Activated for Event	\$2,341,980 Total Event Cost		
Barrier Islands Park, Boca Grande, FL 8/8/2018-8/14/2018	Remove debris from beach	\$7,051	Hourly	Sharon McKenzie , Exec. Dir., Barrier Islands Parks Society, PO Box 637, Boca Grande, FL 33921, 941-964-0060, smckenziebips@gmail.com
Collier Co, FL 8/27/2018-9/4/2018	Remove debris from Canal & Bay	\$47,444	Hourly	Gary McAlpin , Gary.McAlpin@colliercountyfl.gov
Ft Myers Beach, FL 7/31/2018-8/12/2018	Remove debris from Beach / Canal & Bay	\$262,767	Hourly	Chelsea O'Riley , chelsea@fmbgov.com
Lee Co, FL 8/20/2018-9/3/2018	Remove debris from Beach / Canal & Bay	\$374,201	Hourly	Mary Tucker , Dir of Procurement, Lee Co Board of County Commissioners, 1500 Monroe St, 4 th Floor, Ft Myers, FL 33901, 239-533-8881, mtucker@leegov.com
Sanibel, FL 7/31/2018-9/6/2018	Remove debris from Beach / Canal & Bay	\$1,556,961	Hourly	Laura Zautcke , Ops Manager, City of Sanibel, 800 Dunlop Rd, Sanibel, FL 33957, 239-472-9615, ext. 368, Laura.Zautcke@mysanibel.com
Sarasota Co, FL 8/28/2018-8/31/2018	Remove debris from Beach	\$93,556	Hourly	Lois Rose , Solid Waste Mgr. 4000 Knights Trail Road Nokomis, FL 34275 Ofc: 941-861-1589 Cell: 941-650-0722 Fax: 941-486-2620 lerose@scgov.net
2017 Hurricane Nate	3 Contracts Activated for Event	\$2,119,616 Total Event Cost	165,947 Total Event CY	
Dauphin Island, AL 10/8/2017-4/3/2018	Clearing Sand from the Roads	\$2,100,704	163,903	Jeff Collier , Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org Wanda Sandagger , Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, wsandagger@townofdauphinisland.org
Dauphin Island Water Authority, AL 12/12/2017-12/15/2017	Sand Push	\$5,702	Hrly	Vaile Feemster , DIWSA@AOL.COM
Mobile, AL 11/16/2017-11/20/2017	Removed & Disposed: C&D,	\$18,911	2,044	Bill Harkins , Public Works Dir, harkinsb@cityofmobile.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2017 Hurricane Irma	64 Contracts Activated for Event - 115 DMS Managed for Event	\$202,589,827 Total Event Cost	10,447,423 Total Event CY	
Apopka, FL 9/24/2017-01/26/2018	Removed & Disposed: vegetation, hangers (1,194 ea.), stumps (15); Tasks: Storm Sewer Cleaning; Monitored by Landfall Strategies	\$2,108,037	150,295	Josh Robinson , Solid Waste Operations Manager, 748 E. Cleveland St. Apopka, FL 32703, 407-703-1731 fax: 407-703-1748 jrobinson@apopka.net
Arcadia, FL 10/2/2017-12/11/2017	Removed & Disposed: vegetation, hangers (894 Trees), leaners (107 trees), stumps(13); burned (33,868); Reduced: at 1 site by burning; Monitored by Landfall Strategies	\$499,522	33,868	Beth Carsten , Finance Director 23 North Polk Ave. Arcadia, FL 34266, 863-494-4114 fax: 863-494-4712 ecarsten@arcadia-fl.gov Penny Delaney , City Clerk 23 North Polk Ave. Arcadia, FL 34266 863-494-4114 fax: 863-494-4712 pdelaney@arcadia-fl.gov
Aventura, FL 9/15/2017-11/07/2017	Removed & Disposed: vegetation, mulch, hangers (708 Trees) Reduced by Grinding at 1 site; Monitored by Volkert	\$379,842	8,367	Joseph Kroll , Public Works Director 19200 W. County Club Drive Aventura, FL 33180 cell: 305-525-1694, Ofc: 305-466-8970 fax: 305-466-3277 jkroll@cityofaventura.com Alan Levin , Public Works Operations Manager 19200 W. Country Club Drive Aventura, FL 33180 cell: 305-218-6844 Ofc: 305-466-8931 alevine@cityofaventura.com
Bonita Springs, FL 9/23/2017-12/12/2017	Removed & Disposed: C&D, vegetation, grind (412,401), mulch, leaners (357) / hangers (10,148 trees) Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$6,521,630	440,154	Matt Feeney , Public Works Director 9101 Bonita Beach Road, Bonita Springs, FL 34135 Ofc: 239-949-6246 fax: 239-949-6245 matt.feeney@cityofbonitasprings.org Arleen Hunter , Assistant City Manager 9101 Bonita Beach Road, Bonita Springs, FL 34135 Ofc: 239-949-6262 Arleen.hunter@cityofbonitasprings.org
Brevard Co, FL 9/18/2017-11/29/2017	Removed & Disposed: C&D, vegetation, mulch Reduced: at 4 site by grinding Monitored by Tetra Tech - ADMS	\$2,370,625	172,031	"Euri" Euripides Rodriguez , SW Dir, 2725 Judge Fran Jamieson Way, Bldg. A, Ste 118, Viera, FL 32940, 321-633-2042, euripides.rodriguez@brevardcounty.us
Casselberry, FL 9/20/2017-01/03/2018	Removed & Disposed: C&D, vegetation, mulch, leaners (58) / hangers (26 trees), stumps (21) Reduced: at 4 site by grinding Monitored by Tetra Tech - ADMS	\$364,046	20,817	Mr. Charles "Chuck" Smith Public Works Parks and Facilities Supervisor 95 Triplet Lake Drive Casselberry, FL 32707 cell: 321-388-4194 Ofc: 407-262-7725 xt. 1717 csmith@casselberry.org Willie Velez , Procurement Administrator 95 Triplet Lake Drive Casselberry, FL 32707 Ofc: 407-262-7700 xt. 1137 fax: 407-262-7746, wvelez@casselberry.org
Charlotte County, FL 11/11/2017-01/26/2018	Removed & Disposed: C&D, vegetation, leaners (238) / hangers (5,070 trees); Monitored by Tetra Tech - ADMS	\$1,032,095	6,193 Tons	Richard Allen , SW Operations Manager, 25550 Harbor View Rd, Unit 2, Port Charlotte, FL 33982, 941-764-4393, richard.allen@charlottecountyfl.gov
Chatham Co, GA 9/20/2017-1/9/2018	Removed & Disposed: C&D, vegetation, mulch, grind (60,495) Reduced: at 1 site by grinding Monitored by Thompson- ADMS	\$440,701	26,958	Robert Drewry , Director of Public Works 7226 Varnedoe Drive Savannah, GA 31406 Ofc: 912-652-6842 fax: 912-652-6845 rdrewry@chathamcounty.org Robin L. Maurer , Assistant Purchasing Director 1117 Eisenhower Drive, Suite C Savannah, GA 31406 Ofc: 912-790-1623 fax: 912-790-1627 rlmaurer@chathamcounty.org
Clay Co, FL 9/18/2017-1/10/2018	Removed & Disposed: C&D, vegetation, mulch, leaners / hangers; Reduced: at 6 site by grinding Monitored by Landfall Strategies	\$5,593,903	516,358	John Ward , EM Dir, 2519 SR 16 W, Green Cove Springs, FL 32043, 904-541-2767, John.Ward@claycountygov.com
Cocoa Beach, FL 9/18/2017-10/25/2017	Removed & Disposed: C&D, vegetation, mulch, compacted C&D; Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$207,256	16,838	Rob Strong , Project Manager, Public Works, 1600 Minutemen Causeway, Cocoa Beach, FL 32932, 321-868-3316, rstrong@cityofcocoabeach.com
Coleman, FL 9/25/2017-12/18/2017	Removed & Disposed: vegetation, mulch, Stumps (6) Reduced: at 1 site by grinding Self-Monitored	\$28,464	2,557	Mayor Milton Hill , 3502 E. Warm Springs Avenue Coleman, FL 33521 cell: 352-978-9938 Ofc: 352-748-1017 Fax: 352-748-2291 miltonhill@cityofcolemanfl.com Ruth Busby , Public Services Director 3502 E. Warm Springs Avenue Coleman, FL 33521 Ofc: 352-748-1017 Fax: 352-748-2291 ruthbusby@cityofcolemanfl.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Collier County, FL 5/15/2018-11/30/2018	Removed & Disposed: drainage ditch debris, stumps (1,360), leaners (714); Monitored by Tetra Tech - ADMS	\$13,212,025	41,838	Gino Santabarbara, Gino.Santabarbara@colliercountyfl.gov	Tony Barone, Tony.Barone@colliercountyfl.gov
Deltona, FL 9/19/2017-12/18/2017	Removed & Disposed: vegetation, mulch, leaners (99) / hangers (2,734 trees); Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$3,257,453	288,403	Matt Doan, PW Dir, 2345 Providence Blvd, Deltona, FL 32725, 386-878-8950, mdoan@deltonafl.gov	
DeSoto Co, FL 10/2/2017-02/15/2018	Removed & Disposed: vegetation, mulch, leaners (459) / hangers (1 trees), stumps (228); Reduced: at 1 site by grinding Monitored by Landfall Strategies	\$1,479,493	91,100	Tom Moran, Emergency Management Director 2200 NE Roan Street Arcadia, FL 34266 Cell: 863-993-5855, Ofc: 863-993-4831, Fax: 863-993-4840 t.moran@desotobocc.com	Cindy Talamantez, Purchasing Director 201 E. Oak Street, Suite 203 Arcadia, FL 34266 Ofc: 863-993-4816 Fax: 863-993-4819 c.talamantez@desotobocc.com
Edgewater, FL 9/19/2017-11/2/2017	Removed & Disposed: vegetation Monitored by Witt O'Briens - ADMS	\$409,726	57,937	Brenda DeWees, Dir of Env Services, 409 Mango Tree Drive Edgewater, FL 32132 386-424-2400, bdeweess@cityofedgewater.org	
Edgewood, FL 9/21/2017-11/9/2017	Removed & Disposed: vegetation, mulch Reduced: at 1 site by grinding Monitored by Landfall Strategies	\$214,703	14,939	Bea L. Meeks, City Clerk, 405 Larue Ave. Edgewood, FL 32809 Cell: 352-267-8839, Ofc: 407-851-2920 Fax: 407-851-7361 bmeeks@edgewood-fl.gov	Mayor Ray Bagshaw 405 Larue Ave. Edgewood, FL 32809 Cell: 407-230-0355, Ofc: 407-851-2920 rbagshaw@edgewood-fl.gov
Estero, FL 09/22/2017-02/04/2018	Removed & Disposed: vegetation Monitored by Rostan	\$30,998	1,596	David Willems, Public Works Director 9401 Corkscrew Palms Circle Estero, FL 33928 239-221-5035 willems@estero-fl.gov	
Flagler Beach, FL 9/22/2017-10/21/2017	Removed & Disposed: vegetation, C&D, mulch Reduced: at 2 site by grinding; Monitored by Thompson - ADMS	\$320,364	25,535	Larry Newsom, City Manager, 105 South Second St, Flagler Beach, FL 32136, 386-517-2000, newsom@cityofflaglerbeach.com	
FL DEP – Waterway 09/18/2017-03/31/2018	Waterway Debris Removal; Remove waterway debris with boats to an offload site, load onto trucks for disposal	\$43,636,590	267,008	Scott Woolam, Sr Program Analyst, Div of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, Scott.Woolam@dep.state.fl.us	
Flagler Co, FL 9/26/2017-11/6/2017	Removed & Disposed: vegetation Monitored by Eisman Russo	\$402,926	22,491	Richard Gordon, Asst Co Engineer, 1769 E Moody Blvd, Building 2, Bunnell, FL 32110, 386-313-4006, rgordon@flaglercounty.org	
Ft Myers, FL 9/27/2017-12/5/2017	Removed & Disposed: vegetation, mulch, leaners (47) / hangers (3,060 trees) Reduced: at 2 site by grinding Monitored by Thompson - ADMS	\$3,757,646	258,992	Mr. Saeed Kazemi, City Manager 2200 Second Street Ft. Myers, FL 33901 Cell: 239-851-1753 Ofc: 239-321-7024 SKazemi@cityfymyers.com	Sandra Ryan, Interim Dep. City Clerk 2200 Second Street Ft. Myers, FL 33901 Ofc: 239-321-7035
Ft Myers Beach, FL 9/27/2017-12/7/2017	Removed & Disposed: vegetation, mulch Monitored by Thompson - ADMS	\$257,847	20,298	Roger Hernstadt, Town Manager 2523 Estero Blvd. Fort Myers Beach, FL 33931 Ofc: 239-765-0202 Fax: 239-765-0909 Roger@fmbgov.com	Scott Baker, Director of Public Works 2523 Estero Blvd. Fort Myers Beach, FL 33931 Cell: 239-218-7733 Ofc: 239-765-0202 sbaker@fortmyersbeachfl.gov
Glades Co, FL 10/3/2017-2/26/2018	Removed & Disposed: vegetation, C&D Reduced: at 6 site by burning Monitored by Thompson - ADMS	\$397,295	42,414	Angela Snow Colegrove, EM Director 500 Ave J. Moore Haven, FL 33471 Cell: 863-673-1837 Ofc: 863-946-6020 Fax: 863-946-1091 asnow@myglades.com	Paul Carlisle, County Manager 500 Ave J. Moore Haven, FL 33471 Ofc: 863-946-6000 pcarlisle@myglades.com
Hardee Co, FL 9/19/2017-1/31/2018	Removed & Disposed: vegetation, C&D, hangers (5,592), leaners (3) Monitored by Witt O'Briens - ADMS	\$1,067,905	67,343	Jill Newman, EM Director 404 W. Orange St. Wauchula, FL 33873 Cell: 863-832-0324 Ofc: 863-773-6373 Fax: 863-773-9390 jill.newman@hardeecounty.net	Willie Nabong, PW Director 205 Hanchey Road Wauchula, FL 33873 Ofc: 863-773-3272 Fax: 863-773-0107 willie.nabong@hardeecounty.net

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Hilton Head, SC	Push Operations	\$25,241	Hrly	Jennifer Lyle, Asst Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, 843-341-4779, jenniferl@hiltonheadislandsc.gov	
Jupiter, FL 9/11/2017-10/24/2017	Push Operations Removed & Disposed: vegetation, C&D Monitored by Tetra Tech - ADMS	\$370,420	43,668	Mr. Thomas "Tom" Discoll, Director of Engineering & Public Works 210 Military Trail Jupiter, FL 33458 Cell: 561-440-0213 Ofc: 561-741-2215 Fax: 561-741-2515 thomasd@jupiter.fl.us	Mr. Doug Koennicke, Town Engineer 210 Military Trail Jupiter, FL 33458 Ofc: 561-741-2258 Cell: 561-723-4680, dougk@jupiter.fl.us
Kissimmee, FL 9/18/2017-12/16/2017	Removed & Disposed: vegetation, C&D, mulch, e-waste (21) Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$494,146	29,638	Kerrith Fiddler, PW Director, 101 Church Street, Suite 301 Kissimmee, FL 34741 Cell: 407-252-7823 Ofc: 407-518-2164 kfiddler@kissimmee.org	George Allen, PW Operations Assistant Director 101 Church Street Kissimmee, FL 34741 Ofc: 407-518-2523 Cell: 407-624-0155 gallen@kissimmee.org
Lake Co, FL 9/16/2017-02/28/2018	Removed & Disposed: vegetation, mulch, hangers (3,918 trees), leaners (22); Reduced: at 3 site by grinding Monitored by Tetra Tech - ADMS	\$6,114,179	355,512	Mary Hamilton Environmental Services Mgr., 323 N. Sinclair Ave. Tavares, FL 32778 Ofc: 352-483-9006 mhamilton@lakecountyfl.com	David Salinas, Public Works Landfill Supervisor. 13130 County Landfill Rd., Tavares, FL 32778 Cell: 352-636-0851 Ofc: 352-343-3776 Fax: 352-253-1690 dsalinas@lakecountyfl.gov
Lake Mary, FL 9/19/2017-12/9/2017	Removed & Disposed: vegetation, C&D, mulch, leaners (10), hangers (453 trees); Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$563,577	43,935	Bruce Paster, PW Director 911 Wallace Court Lake Mary, FL 32746 Cell: 407-463-8133 Ofc: 407-585-1452 bpaster@lakemaryfl.com	Jill Alvarez, Purchasing Coordinator 100 N. Country Club Road Lake Mary, FL 32746 Ofc: 407-585-1403 Fax: 407-585-1464 jalvarez@lakemaryfl.com
Lakeland, FL 9/19/2017-02/09/2018	Removed & Disposed: vegetation, C&D, mulch, leaners (413), hangers (12,189 trees), stumps (6); Reduced: at 3 site by grinding; Monitored by Thompson - ADMS	\$3,345,920	228,996	Heath Frederick, PW Director 228 S Massachusetts Ave. Lakeland, FL 33801 Cell: 866-747-2370 , Ofc: 863-834-6001 heath.frederick@lakelandgov.net	Greg James, PW Assistant Director 228 S. Massachusetts Avenue Lakeland, FL 33801 Cell: 863-608-1468 Ofc: 863-834-6040 greg.james@lakelandgov.net
Lauderdale-By-The-Sea, FL 9/16/2017-10/9/2017	Removed & Disposed: vegetation, hangers (131 trees) Monitored by Witt O'Briens - ADMS	\$71,211	6,748	Don Prince, Director of Municipal Services 4501 N. Ocean Drive Lauderdale-By-The-Sea, FL 33308 Cell: 954-275-0808 Ofc: 954-640-4232 Fax: 954-776-0578 DonP@lbtbs-fl.gov	Ralph "Bud" Bentley, Town Manager 4501 Ocean Drive Town of Lauderdale-By-The-Sea, FL 33308 Ofc: 954-640-4200 Fax: 954-776-1857 budb@lbtbs-fl.gov
Lazy Lakes, FL 9/17/2017-10/15/2017	Removed & Disposed: vegetation, hangers (3 trees)	\$2,887	332	Melissa Augustin, City Attorney, 3099 E Commercial Blvd, Ste 200, Ft Lauderdale, FL 33308, 954-771-4500, maugustin@cityatly.com	
Lee Co, FL 9/16/2017-7/5/2018	Removed & Disposed: vegetation, C&D, mulch, leaners (3,733)/ hangers (70,730 trees); Reduced: at 13 site by grinding Monitored by Thompson - ADMS	\$29,654,974	1,729,186	Jason Fournier, Public Utilities Mgr., Public Utilities Manager 10500 Buckingham Rd. Fort Myers, FL 33905 Cell: 239-229-5733 Ofc: 239-533-8000 Fax: 239-338-3337 jfournier@leegov.com	Jim Bjostad, Public Safety Emergency Manager 2675 Ortiz Ave. Ft. Myers, FL 33905 Cell: 239-476-2147 Ofc: 239-533-0617 Fax: 239-477-3636 jbjostad@leegov.com
Miami Springs, FL 9/14/2017-02/15/2018	Push Operations; Removed & Disposed: vegetation, C&D, mulch, leaners (314), hangers (3,862 trees), stumps (74) Reduced: at 1 site by grinding; Monitored by Thompson - ADMS	\$3,673,278	141,744	Tammy Romero, Procurement Specialist 201 Westward Drive Miami Springs, FL 33166 Ofc: 305-805-5035 Fax: 305-805-5018 romerot@miamisprings-fl.gov	William Alonso, City Manager 201 Westward Drive Miami Springs, FL 33166 Ofc: 305-805-5014 alonsow@miamisprings-fl.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Miami, FL 10/4/2017-12/14/2017	Removed & Disposed: vegetation, C&D, mulch, leaners (162), hangers (4,213 trees), stumps (103) Reduced: at 1 site by grinding; Monitored by Tetra Tech - ADMS	\$1,452,739	64,163	Mario F. Nunez , Solid Waste Director 1290 N.W. 20 Street Miami, FL 33142 Ofc: 305-960-2804 Fax: 305-960-2850 mfnunez@miamigov.com	Robert Williams , Solid Waste Superintendent 1290 N.W. 20 Street Miami, FL 33142 Ofc: 305-960-2837 Fax: 305-960-2845 robwilliams@miamigov.com
Mount Dora, FL 9/26/2017-10/28/2017	Removed & Disposed: vegetation Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$638,401	32,907	Mike Sheppard , Dep. Director Finance 510 N Baker St. Mount Dora, FL 32757 Ofc: 352-735-7179 Cell: 352-408-4692 sheppardm@cityofmoundora.com	John McKinney , Finance Director 510 N. Baker St. Mount Dora, FL 32757 Ofc: 352-735-7158 Cell: 321-205-6401 mckinneyj@ci.mount-dora.fl.us
Nags Head, NC 9/8/2017-10/12/2017	Supplied water pumps for standby use	\$11,486	Hrly	David Ryan , Town Engineer, 2200 Lark Ave. Nags Head, NC 27959 Ofc: 252-441-6221, cell 252-475-0038, fax: 252-441-3350 david.ryan@nagsheadnc.gov	
Nassau Co, FL 9/18/2017-2/9/2018	Removed & Disposed: vegetation, mulch, leaners (81), hangers (7,113 trees); Reduced: at 1 site by grinding Monitored by Witt O'Briens - ADMS	\$2,978,945	209,674	Scott Herring PW Director 46026 Landfill Rd. Callahan, FL 32011 Ofc: 904-491-7330 Cell: 904-583-5665 Fax: 904-879-6323 sherring@nassaucountyfl.com	Shanea Jones , County Manager 96135 Nassau Pl. Suite 1 Yulee, FL 32097 Ofc: 904-530-6010 Fax: 904-321-5784 sjones@nassaucountyfl.com
North Port, FL 9/15/2017-12/13/2017	Removed & Disposed: vegetation, mulch, leaners (6), hangers (675 trees); Reduced: at 1 site by grinding Monitored by Rostan / Hall Pass - ADMS	\$737,413	47,241	Monica Bramble , Asst. PW Director 1100 N. Chamberlin Blvd. North Port, FL 34286 Ofc: 941-240-8060 Cell: 941-628-0015 Fax: 941-240-8063 mbramble@cityofnorthport.com	Frank Lama , Solid Waste Manager 1100 Chamberlain Blvd. North Port, FL 34286 Ofc: 941-240-8074 Fax: 941-429-7079 flama@cityofnorthport.com
Ocala, FL 9/18/2017-02/26/2018	Push Operations; Removed & Disposed: vegetation, mulch, leaners (96), hangers (377 trees); Reduced: at 2 site by grinding Monitored by Tetra Tech - ADMS	\$1,838,624	129,645	Darren Park , PW Director 1805 NE 30 th Ave. Bldg. 300 Ocala, FL 34470 Ofc: 352-351-6733 Cell: 352-414-8622 Fax: 352-351-6731 dpark@ocalafl.org	Ken Whitehead , Asst. City Manager 1805 NE 30 th Ave Bldg. 600 Ocala, FL 34470 Ofc: 352-401-3974 Cell: 352-857-1223 kwhitehead@ocalafl.org
Okeechobee Co, FL 9/22/2017-12/08/2017	Removed & Disposed: vegetation, ash, mulch, leaners (5), hangers (1,742 trees); Reduced: at 1 site by burning & grinding Monitored by Culpepper & Terpening - ADMS	\$1,412,646	122,407	Mitchell Smeykal , EM Director 707 NW 6 th St. Ave Okeechobee, FL 34972 Ofc: 863-763-3212 Cell: 863-634-6273 Fax: 863-763-1569 msmeykal@co.okeechobee.fl.us	Russell Rowland , Asst Co Administrator 1700 NW 9 th Ave. Suite D Okeechobee, FL 34972 Ofc: 863-763-1811 Cell: 863-697-0121 Fax: 863-763-5529 rrowland@co.okeechobee.fl.us
Orange Co, FL 9/15/2017-2/26/2018	Removed & Disposed: vegetation, mulch, ash, leaners (152), hangers (3,762 ea. & 15,556 trees), stumps (4), marine debris Reduced: at 3 site by grinding; Monitored by Tetra Tech - ADMS	\$6,869,563	364,326	Ralphetta Aker , PW Fiscal & Op Support Manager 4200 South John Young Parkway Orlando, FL 32839 Ofc: 407-836-8011 Fax: 407-836-7788 Ralphetta.Aker@ocfl.net	Jennifer Cummings PW Storm water Manager 4200 S. John Young Pkwy Orland, FL 32839 Ofc: 407-836-7795 Cell: 321-689-7624 jennifer.cummings@ocfl.net
Orlando, FL 9/22/2017-12/1/2017	Removed & Disposed: vegetation, mulch, hangers (2,974 trees) Reduced: at 2 site by grinding Monitored by Thompson - ADMS	\$1,316,790	57,928	Mike Carroll , Solid Waste Div. Manager 1028 S. Woods Ave. Orlando, FL 32805 Ofc: 407-246-3050 Cell: 407-538-8916 Fax: 407-246-2808 michael.carroll@cityoforlando.net	Rick Howard , PW Director 1028 S. Woods Ave. Orlando, FL 32805, Ofc: 407-246-3222 rick.howard@cityoforlando.net
Ormond Beach, FL 9/16/2017-10/26/2017	Removed & Disposed: vegetation, mulch, leaners (20), hangers (3,608 trees); Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$2,022,282	130,212	Kevin Gray , PW Operations Manager 501 N. Orchard St. Ormond Beach, FL 32174 Ofc: 386-676-3577 Cell: 386-316-7725 kevin.gray@ormondbeach.org	

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Palm Coast, FL 10/13/2017-11/6/2017	Removed & Disposed: vegetation, C&D Monitored by True North - ADMS	\$162,856	22,007	Jim Landon , City Manager 160 Lake Avenue Palm Coast, FL 32164 Ofc: 386-986-3702 Fax: 386-986-3781 jlandon@palmcoastgov.com	Nester Abreu , PW Director 1 Wellfield Grade Palm Coast, FL 32137 Ofc: 386-986-2360 Cell: 386-931-5177 nabreu@palmcoastgov.com
Palm Springs, FL 9/15/2017-11/2/2017	Removed & Disposed: vegetation Monitored by Thompson - ADMS	\$133,345	17,072	Mr. William "Bill" Golson , Dir. Parks and Recreation 226 Cypress Lane Palm Springs, FL 33461 Ofc: 561-964-8820 Fax: 561-964-2387 bgolson@vpsfl.org	Kimberly Wynn , Village Clerk 226 Cypress Lane Palm Springs, FL 33461 Ofc: 561-965-4010 Fax: 561-965-0899 kwynn@vpsfl.org
Palmetto, FL 10/5/2017-11/21/2017	Removed & Disposed: vegetation, mulch, hangers (97 trees) Reduced: at 1 site by grinding Monitored by Witt O'Briens - ADMS	\$202,411	17,730	Allen Tusing , PW Director 600 17 th Street W. Palmetto, FL 34221 Ofc: 941-723-4580 Cell: 941-737-0282 Fax: 941-723-4539 atusing@palmettofl.org	Javier Vargas Dep. Director PW 600 17 th Street W. Palmetto, FL 34221 Ofc: 941-723-4580 Fax: 941-723-4539 jvargas@palmettofl.org
Plantation, FL 9/19/2017-1/8/2018	Removed & Disposed: vegetation, hangers (2,104 trees) Monitored by Witt O'Briens - ADMS	\$1,714,266	194,605	Dawn Mehler , Administrative Analyst 750 NW 91 st Avenue Plantation, FL 33324 Ofc: 954-797-2723 dmehler@plantation.org	Steve Rodgers , PW Asst. Director 750 NW 91 st Ave Plantation, FL 33324 Ofc: 954-452-2535 Fax: 954-452-2548 srodgers@plantation.org
Polk Co, FL 9/15/2017-04/05/2018	Removed & Disposed: vegetation, mulch, leaners (71), hangers (27,456 trees); Reduced: at 11 site by grinding Monitored by Tetra Tec - ADMS	\$27,921,453	2,171,245	Michael Teate , Roads & Drainage Area Manager 3000 Sheffield Rd. Winter Haven, FL 33880 Ofc: 863-535-2200 Cell: 863-581-0541 michaelteate@polk-county.net	Jay Jarvis , Drainage Director, jayjarvis@polk-county.net , 300 Sheffield Rd, Winter Haven 33880, (863)535-2200
Polk Co School Board, FL 11/4/2017-02/28/2018	Removed & Disposed: vegetation, leaners (27), hangers (2,516 trees); Monitored by Tetra Tech - ADMS	\$345,164	14,322	Scott Reeves , Senior Coordinator of Support Services, 1430 Hwy 60 East Bartow, FL 33830 863-534-5052 Scott.reeves@polk-fl.net	
Punta Gorda, FL 9/20/2017-10/16/2017	Removed & Disposed: vegetation, mulch, leaner (1), stump (1) Reduced: by grinding	\$131,971	17,770	Marian Pace , Procurement Manager 326 West Marion Ave. Punta Gorda, FL 33950 Ofc: 941-575-3348 Cell: 941-628-1592 Fax: 941-575-3340 mpace@pgorda.us	Howard Kunik , City Manager 326 West Marion Ave. Punta Gorda, FL 33950 Ofc: 941-575-3301 Fax: 941-575-3310 hkunik@pgorda.us
Putnam Co, FL 9/21/2017-2/2/2018	Removed & Disposed: vegetation, mulch, Reduced: at 4 site by grinding Self-Monitored	\$3,935,714	317,203	Larry Gast , Dir. Solid Waste/Sanitation 140 County Landfill Rd. Palatka, FL 32177 Ofc: 386-329-1200 Fax: 386-329-0486 larry.gast@putnam-fl.com	Lynn Wooten Solid Waste Sanitation Admin 140 County Landfill Rd. Palatka, FL 32177 Ofc: 386-329-1201 Cell: 386-937-5231 Fax: 386-329-0486 Lynn.wasdin@putnam-fl.com
Sanford, FL 9/18/2017-11/12/2017	Removed & Disposed: vegetation, C&D, mulch Reduced: at 1 site by grinding Monitored by Witt O'Briens - ADMS	\$567,798	43,156	John P. Reichardt , PW Operations Mgr., 300 N Park Ave. Sanford, FL 32771 Ofc: 407-688-5087 Cell: 407-416-2998 John.reichardt@sanfordfl.gov	Bilal Iftikhar PW Director, 300 N Park Ave. Sanford, FL 32771 Ofc: 407-688-5085 Fax: 407-688-5081 bilal.iftikhar@sanfordfl.gov
Sanibel Island, FL 9/18/2017-12/17/2017	Removed & Disposed: vegetation, mulch, leaners (122), hangers (720 trees), stumps (44); Reduced: at 1 site by grinding Monitored by Witt O'Briens - ADMS	\$2,217,420	161,910	Keith Williams II , PW Director 800 Dunlop Rd. Sanibel, FL 33957 Ofc: 239-472-6397 Cell: 239-691-8787 keith.williams@mysanibel.com	Scott Krawczuk , Dep. Director Public Works 800 Dunlop Rd. Sanibel, FL 33957 Ofc: 239-472-6397 Cell: 239-770-2554 Fax: 239-472-6041
Sarasota Co, FL 9/13/2017-1/19/2018	Removed & Disposed: vegetation, mulch, leaners (2), hangers (77 trees); Reduced: at 3 site by grinding Monitored by Tetra Tech - ADMS	\$2,819,743	221,501	Lois Rose , Solid Waste Mgr. 4000 Knights Trail Road Nokomis, FL 34275 Ofc: 941-861-1589 Cell: 941-650-0722 Fax: 941-486-2620 lerose@scgov.net	Scott Montgomery , EM Operations Mgr. 6050 Porter Way Sarasota, FL 34236 Ofc: 941-861-5927 Fax: 941-861-5501 smontgo@scgov.net

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
St Petersburg, FL 9/16/2017-12/9/2017	Removed & Disposed: vegetation, mulch, stumps (8) Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$1,190,184	163,792	Mike Vineyard , Park Operational Manager 1400 19 th Street North. St. Petersburg, FL 33713 Ofc: 727-892-5233 michael.vineyard@stpete.org	Mike Jeffries , Dir. Parks and Rec 1400 19 th Street North St. Petersburg, FL 33713 Ofc: 727-892-5863 michael.jeffries@st.pete.org
Stuart, FL 9/14/2017-10/27/17	Push Operations; Removed & Disposed: vegetation, mulch, leaners (2) / hangers (171 trees); Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$181,132	11,850	Sam Amerson , Dir. Public Works 121 SW Flagler Ave. Stuart, FL 34994 Ofc: 772-288-5331 Cell: 772-260-9613 samerson@ci.stuart.fl.us	Dave Peters , Asst. Director of PW, 121 SW Flagler Ave. Stuart, FL 34994 Ofc: 772-288-1292 Cell: 772-260-9615 dpeters@ci.stuart.fl.us
Sumter Co, FL 9/22/2017-2/24/2018	Removed & Disposed: vegetation, mulch, leaners (274), hangers (7,806 trees), stumps (78); Reduced: at 1 site by grinding; Monitored by Thompson - ADMS	\$1,391,971	59,826	Mark Wilson , Road and Bridge Superintendent 319 E. Anderson Ave. Bushnell, FL 33513 Ofc: 352-569-6700 Fax: 352-569-6701	Jackey Jackson , Asst. PW Director Operations 319 E. Anderson Ave. Bushnell, FL 33513 Ofc: 352-569-6700 Cell: 352-303-8543 Fax: 352-569-6701 jackey.jackson@sumtercountyfl.gov
Sunny Isles Beach, FL 9/26/2017-9/29/2017	Removed & Disposed: mulch	\$37,866	1,538	Christopher Russo , City Manager 18070 Collins Ave. Sunny Isles Beach, FL 33160 Ofc: 305-947-0606 Fax: 305-949-3113 crusso@sibfl.net	
Sunrise, FL 9/17/2017-11/30/2017	Removed & Disposed: vegetation, C&D, mulch, leaners (263), hangers (3,804 trees); Reduced: at 3 site by grinding Monitored by Tetra Tech - ADMS	\$2,557,532	136,417	Scott Manning , Emergency Mgmt 10440 W. Oakland Park Blvd. Sunrise, FL 33351 Ofc: 954-746-3476 Cell: 954-383-2647 smanning@sunrisefl.gov	Richard Salamon , City Manager 10770 West Oakland Park Blvd. Sunrise, FL 33351 Ofc: 954-746-3430 Fax: 954-746-3439 citymanager@sunrisefl.gov
Tarpon Springs, FL 9/18/2017-12/13/2017	Removed & Disposed: vegetation, C&D, mulch, leaners (34), hangers (703 trees); Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$675,256	45,557	Tom Funcheon , PW Director 324 East Pine Street Tarpon Springs, FL 34689 Ofc: 727-942-5606 Cell: 727-224-6182 Fax: 727-943-9609 tfuncheon@ctsfl.us	Mr. Richard Butcher , 444 Huey Ave. South Tarpon Springs, FL 34689 Ofc: 727-938-3737 Fax: 727-934-0598
Tybee Island, GA 9/17/2017-11/21/2017	Removed & Disposed: C&D, white goods (31) Monitored by Rostan / Haul Pass - ADMS	\$75,798	9,735	Angela Hudson , Finance Director 403 Butler Ave. Tybee Island, GA 31328 Ofc: 912-472-5021 Fax: 912-786-9465 ahudson@cityoftybee.org	Shawn Gillen , City Manager 403 Butler Ave. Tybee Island, GA 31328 Ofc: 912-472-5070 Cell: 404-309-1788 sgillen@cityoftybee.org
Venice, FL 9/20/2017-10/17/2017	Removed & Disposed: vegetation Monitored by Thompson - ADMS	\$110,342	12,543	Judy Gamel , Executive Asst. City Manager's Office 401 West Venice Ave. Venice, FL 34285 Ofc: 941-882-7398 Fax: 941-480-3031	John Venezian , Public Works Director 221 S. Seaboard Ave. Venice, FL 34285 Ofc: 941-882-7359 jveneziano@venicegov.com
Vero Beach, FL 9/18/2017-10/10/2017	Removed & Disposed: vegetation Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$440,532	35,621	Don Dexter , PW Manager 3405 Airport West Drive Vero Beach, FL 32960 Ofc: 772-978-4861 Cell: 772-473-7372 Fax: 772-978-4879 ddexter@covb.org	Carol Shoaf , Purchasing Contractor Administrator 3455 Airport West Drive Vero Beach, FL 32961 Ofc: 772-978-5470 Fax: 772-770-6860 purchcss@covb.org
(The) Villages Community, FL 9/15/2017-12/20/2017	Removed & Disposed: vegetation, mulch, stumps (34) Reduced: at 2 site by grinding Monitored by Volkert - ADMS	\$406,299	31,288	Diane Tucker , Admin Ops Manager 940 Lakeshore Drive The Villages, FL 32162 Ofc: 352-674-1920 Cell: 352-207-8626 Fax: 652-674-1921 diane.tucker@districtgov.org	
Wilton Manors, FL 9/18/2017-10/14/2017	Removed & Disposed: vegetation, C&D, leaners (3), hangers (91 trees) Monitored by Tetra Tech - ADMS	\$222,615	25,961	David Archacki , Dir. Utilities / Emergency Mgmt 2020 Wilton Drive Wilton Manors, FL 33305 Ofc: 954-390-2129 Cell: 943-818-7315 darchacki@wiltonmanors.com	Bob Mays , Director of Finance 2020 Wilton Dr. Wilton Manors, FL 33305 Ofc: 954-390-2143 Bmays@wiltonmanors.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2017 Hurricane Harvey	26 Contracts Activated for Event - 25 DMS Managed for Event	\$93,763,092 Total Event Cost	6,015,594 Total Event CY	
Alvin, TX 9/7/2017-10/16/2017	Removed & Disposed: C&D, vegetation, white goods (19), E-waste (200), HHW (11,100 Lbs.); Monitored by True North - ADMS	\$252,613	12,446	Brian Smith , Director of Public Services, 1100 W Hwy 6, Alvin, TX 77511, 281-388-4315, bsmith@psf.cityofalvin.com
Aransas Co, TX 9/5/2017-8/27/2018	Removed & Disposed: vegetation, C&D, mulch, compacted C&D, leaners (616), hangers (23,576 trees), white goods (9,729), HHW (66,560 Lbs.), PPDR debris; Reduced: at 3 site by grinding; Monitored by Thompson - ADMS	\$38,281,175	2,395,235	Rick McLester , EM Coordinator, 301 N Live Oak St, Rockport, TX 78382, 361-790-0100, rmclester@aransascounty.org
Baytown, TX 9/6/2017-10/25/2017	Removed & Disposed: vegetation, C&D, white goods (973), E-waste (131), HHW (34,680 Lbs.); Monitored by True North - ADMS	\$776,463	34,828	Rick Davis , City Manager, 2401 Market St, Baytown, TX 77520, 281-420-6500, citymanager@baytown.org
Brazoria Co, TX 9/13/2017-01/12/2018	Removed & Disposed: vegetation, C&D, white goods (2,376), HHW (103,720 Lbs.), compacted C&D, mulch; Reduced: at 4 site by C&D compaction; Monitored by Tetra Tech - ADMS	\$3,417,026	161,448	Trey Haskens , Asst. County Engineer 451 N. Velasco, Suite 230 Angleton, TX 77515 Ofc. 979-583-7657 treyh@brazoria-county.com
Chambers Co, TX 9/7/2017-10/13/2017	Removed & Disposed: C&D, vegetation, white goods (270), E-waste (34), HHW (2,350 Lbs.) Monitored by True North - ADMS	\$205,142	10,534	Jimmy Sylvia , County Judge, 404 Washington Ave, Anahuac, TX 77514, 409-267-2440, jsylvia@co.chambers.tx.us
Clear Lake Shores, TX 9/21/2017-10/14/2017	Removed & Disposed: C&D, vegetation, white goods (83), E-waste (40), HHW (3,500) Monitored by True North - ADMS	\$51,977	1,813	Mr. George Jones , City Administrator 1006 South Shore Dr. Clear Lake Shores, TX 77565 Ofc: 281-334-2799 Fax: 281-334-2866 gjones@clearlakeshores-tx.gov Chief Kenneth G. Cook , Police Chief 1006 South Shore Drive Clear Lake Shores, TX 77565 Ofc: 281-334-1034 Fax: 281-334-2866 kcook@clearlakeshores-tx.gov
Corpus Christi, TX 8/31/2017-1/17/2018	Removed & Disposed: vegetation, mulch, hangers (19,232 trees); Reduced: at 2 site by grinding Monitored by Tetra Tech - ADMS	\$7,724,553	536,074	Lawrence Mikolajczyk , SW Dir, 2525 Hygeia St, Corpus Christi, TX 78415, 361-857-1972, lawm@cctexas.com Paul Bass , Asst. Dir. Of Support Services 361-826-1968 PaulB@cctexas.com
Dickinson, TX 9/7/2017-1/26/2018	Removed & Disposed: C&D, vegetation, white goods (5,178), E-waste (7,684), HHW (182,460 Lbs.); Monitored by Tetra Tech - ADMS	\$5,942,702	191,789	Capt. Steve Krone , Emergency Operations Dir, 4000 Liggio, Dickinson, TX 77539, 281-337-6308, skrone@ci.dickinson.tx.us
Friendswood, TX 9/6/2017-1/15/2018	Removed & Disposed: C&D, white goods (5,804), E-waste (2,545), HHW (235,920 Lbs.) Monitored by Tetra Tech - ADMS	\$4,096,828	135,952	Terry Byrd , EM Coordinator, 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3332, tbyrd@ci.friendswood.tx.us
Galveston Co, TX 9/27/2017-11/22/2017	Removed & Disposed: C&D, white goods (134), e-waste (547) Monitored by Tetra Tech - ADMS	\$573,170	33,261	Rufus 'Lee' Crowder , Purchasing Agent 722 Moody Street 5th Floor Galveston, TX 77550 Ofc: 409-770-5372 rufus.crowder@co.galveston.tx.us
Ingleside, TX 9/3/2017-02/08/2018	Removed & Disposed: C&D, vegetation, compacted C&D, mulch; Reduced: at 3 site by grinding & compacting C&D Monitored by True North - ADMS	\$4,256,037	296,483	Shanna Owens , EM Coordinator 2425 8th Street Ingleside, TX 78362 Ofc: 361-776-7422 sowens@inglesidetx.gov Paul Baen , Finance Director 3761 San Angelo St. Ingleside, TX 78362; Ofc: 361-776-2517
Jones Creek, TX 9/15/2017-10/16/2017	Removed & Disposed: C&D Monitored by Witt O'Briens - ADMS	\$62,579	3,532	Marshal William Tidwell , Marshal/EM 7207 Stephen F. Austin Jones Creek, TX 77541 Ofc: 979-292-6393 Fax: 979-233-3712 jc.cityhall@coastal-link.net Kimberly Morris , Emergency Management Coordinator 7207 Stephen F. Austin Rd. Jones Creek, TX 77541 Ofc: 979-233-2700 Fax: 979-233-3712 jc.cityhall@coastal-link.net

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
LaMarque, TX 9/16/2017-10/26/2017	Removed & Disposed: C&D, vegetation, white goods (12), e-waste (29) Monitored by TCB - ADMS	\$396,256	21,994	Charlete Todaro Warren , PW Coordinator Emergency Management 1111 Bayou Road La Marque, TX 77568 Ofc: 409-938-9225 Cell: 409-457-7511 Fax: 409-935-0401 c.todaro@cityoflamarque.org Robin Eldridge , City Clerk 1111 Bayou Rd. La Marque TX 77568 Ofc: 409-938-9259 r.eldridge@cityoflamarque.org
Lake Jackson 9/16/2017-10/7/2017	Removed & Disposed: vegetation Monitored by Tetra Tech - ADMS	\$20,548	4,281	Keelie Kennedy , Buyer 25 Oaks Drive Lake Jackson TX 77566 Ofc: 979-415-2420 Fax: 979-415-2520 kkennedy@lakejacksontx.gov Sally Villarreal Asst. City Secretary, 25 Oaks Drive Lake Jackson TX 77566 Ofc: 979-415-2401 Fax: 979-415-2501 avillarreal@lakejacksontx.gov
League City, TX 9/7/2017-12/2/2017	Removed & Disposed: C&D, white goods (3,209), E-waste (3,491), HHW (109,220 Lbs.) Monitored by Tetra Tech - ADMS	\$2,422,457	116,461	Bo Bass , City Manager, 300 W Walker St, League City, TX 77573, 281-554-1414, john.baumgartner@leaguecitytx.gov
Liberty Co, TX 10/16/2017-2/28/2018	Removed & Disposed: C&D, C&D compacted Reduced: at 3 sites by compaction Monitored by Tetra Tech - ADMS	\$153,637	13,595	Tom Branch EM Coordinator 2400 Beaumont Ave. Jail Admin Bldg. Liberty TX 77575 Ofc: 936-334-3219 Cell: 713-816-9898 Fax: 936-336-3172 tom.brancy@co.liberty.tx.us Crista Beasley , Dep. EM Coordinator 2400 Beaumont Ave. Jail Admin Bldg. Liberty, TX 77575 Ofc: 936-334-3219 Fax: 936-336-3172 crista.beasley@co.liberty.tx.us
Montgomery Co, TX 9/5/2017-2/6/2018	Removed & Disposed: C&D, compacted C&D, white goods (1,013), E-waste (1,699), HHW (974 Lbs.); Reduced: at 3 sites by grinding & compaction; Monitored by Tetra Tech - ADMS	\$2,172,773	118,097	Chief Deputy Randy McDaniel , EM Coordinator, 9472 Airport Rd, Conroe, TX 77303, 936-760-5852, Randy.McDaniel@mctx.org
Nassau Bay, TX 9/14/2017-10/19/2017	Removed & Disposed: C&D, vegetation, white goods (95), E-waste (7), HHW (17,780 Lbs.) Monitored by Witt O'Briens - ADMS	\$205,060	6,324	Jamie Galloway , EM Coordinator 1800 Space Park Dr. Suite 200 Nassau Bay, TX 77058 Ofc: 281-336-6298 Fax: 281-335-1555 jamie.galloway@nassaubay.com Paul Lopez , PW Director 18295 Upper Bay Rd. Nassau Bay TX 77258 Ofc: 281-333-2944 Fax: 281-333-2301 paul.lopez@nassaubay.com
Newton Co, TX 10/2/2017-12/13/2017	Removed & Disposed: C&D, vegetation Monitored by Thompson - ADMS	\$104,047	8,859	Rosemary Johnson , Admin Assistant for Judge PO Box 1380 Newton, TX 75966 Ofc: 409-379-5691 Cell: 409-381-0677 Fax: 409-379-2107 newtoncountyjudge@co.newton.tx.us Olen Bean , Dept. EMC PO Box 1380 Newton, TX 75966 Ofc: 409-994-25431 Cell: 409-658-9241 olen.bean@co.jasper.tx.us
Nueces Co, TX 9/14/2017-11/21/2017	Removed & Disposed: C&D, vegetation Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$84,568	7,851	Christopher Boyce , Em. Mgmt Coordinator 901 Leopard Street, Room 106 Corpus Christi TX 78401 Ofc: 361-888-0513 Fax: 361-888-0445 christopher.boyce@nuecesco.com Glen Sullivan , PW Director 901 Leopard Street, Room 103 Corpus Christi, TX 78401 Ofc: 361-888-0490 Cell: 361-533-2356 Fax: 361-888-0485 glen.sullivan@nuecesco.com
Port Arthur, TX 9/8/2017-1/19/2018	Removed & Disposed: C&D, compacted C&D, white goods (3,551), E-Waste (47,886); Reduced: at 3 sites by compaction Monitored by Witt O'Briens - ADMS	\$11,140,779	487,974	Glen White , Solid Waste, 44 4th St, Port Arthur, TX 77640, 409-983-8501 glen.white@portarthurtx.gov , Alison Walker , Solid Waste Administrative Assistant 409-983-8501, Allison.walker@portarthurtx.gov Armondo Gutierrez , PW Dir., , 409-983-8513, armondo.gutierrez@portarthurtx.gov
San Patricio Co, TX 9/3/2017-2/9/2018	Removed & Disposed: C&D, vegetative, mulch Reduced: at 3 site by grinding & compacting Monitored by True North - ADMS	\$4,297,535	296,667	Sara Williams , Emergency Management, 313 N Rachal St, Sinton, TX 78387, 361-587,3560, sara.williams@co.san-patricio.tx.us
Santa Fe, TX 9/7/2017-11/2/2017	Removed & Disposed: C&D, HHW (10,780 lbs.) Monitored by Thompson - ADMS	\$374,485	22,580	Joe Dickson , City Manager, 12002 State Hwy 6, Santa Fe, TX 77510, 409-925-6412,

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Seabrook, TX 9/9/2017-10/4/2017	Removed & Disposed: C&D, vegetation, white goods (37), HHW (3,120 Lbs.); Monitored by Tetra Tech - ADMS	\$39,905	1,592	Gayle Cook , City Manager, 1700 1st St, Seabrook, TX 77586, 281-291-5719, gcook@seabrooktx.gov
TX GLO 01/05/2018-03/15/2018	Removed & Disposed: Waterway debris	\$6,610,243	24,918	Tony Williams , Planning Senior Director 512-463-5055 tony.williams@glo.texas.gov Vania Ramaekers , Contract Specialist, 512-463-5047, Vania.ramaekers@glo.texas.gov
Webster, TX 9/8/2017-10/3/2017	Removed & Disposed: C&D, vegetation, white goods (6), E-waste (89), HHW (2,580 Lbs.); Monitored by True North - ADMS	\$46,607	2,141	Joe Ferro , EM Dir, 101 Pennsylvania Ave, Webster, TX 77598, 281-316-3712, jferro@cityofwebster.com
West Columbia, TX 9/23/17-10/16/2017	Removed & Disposed: C&D, white goods (7), E-waste (44), HHW (1,640 Lbs.); Monitored by Witt O'Briens - ADMS	\$53,922	2,351	Chief Paul Odin , 310 E. Clay West Columbia, TX 77486 Ofc: 979-345-5121 Cell: 713-459-0732 Fax: 979-345-2730 chief@westcolumbiatx.org Debbie Sutherland , City Manager 512 E. Brazos Ave. West Columbia TX 77486 Ofc: 979-345-3123 Fax: 979-345-3178 citymanager@westcolumbiatx.org
2017 TS Cindy				
Dauphin Island, AL 6/27/2017-6/29/2017	Sand Clearance from Roadways	\$6,540	Hourly	Jeff Collier , Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org Wanda Sandagger , Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, wsandagger@townofdauphinisland.org
2017 Tornado				
Hattiesburg, MS 2/11/2017-5/27/2017	Removed & Disposed: vegetation, C&D, stumps, leaners & hangers; Monitored by Debris Tech - ADMS	\$2,237,052	150,710	Lamar Rutland , City Engineer, 212 W Front St, Hattiesburg, MS 39401, 601-545-4540, lrutland@hattiesburgms.com
2017 Other Projects				
Central, LA 6/28/2017-7/1/2017	Removed & Disposed: C&D Monitored by Debris Tech - ADMS	\$38,067	3,239	JR Shelton , Mayor, 13421 Hooper Rd, Ste 8, Central, LA 70818, 225-261-5989, jr.shelton@central-la.gov
Corpus Christi, TX 6/14/2017-7/12/2017	Removed & Disposed: vegetation (Emergency Brush Collection)	\$299,977	41,663	Gilbert Montoya , 361-816-8156, gilbertm@cctexas.com
Newport News, VA 5/2017-7/2017	Removed trees from different locations in the City at various times	\$44,673	Lump Sum	Derrick Porter , Storm water, 513 Oyster Point Rd, Newport News, VA 23602, dporter@nngov.com
2016 Hurricane Matthew	39 Contracts Activated for Event - 32 DMS Managed for Event	\$82,267,725 Total Event Cost	5,675,560 Total Event CY	
Berkeley Co, SC 10/13/2016-12/18/2016	Removed & Disposed: vegetation, C&D, leaners & hangers, mulch; Reduced: at 1 site by grinding Monitored by Rostan Solutions / GP Strategies - ADMS	\$931,731	75,610	Melissa Wheatley , Deputy Director of Solid Waste, 212 Oakley Plantation Dr, Moncks Corner, SC 29461, 843-719-2343, melissa.wheatley@berkeleycountysc.gov
Brevard Co, FL 10/11/2016-1/4/2017	Removed & Disposed: vegetation, C&D, mulch Reduced: at 1 site by grinding; Monitored by Tetra Tech - ADMS	\$3,231,102	265,794	"Euri" Euripides Rodriguez , SW Dir, 2725 Judge Fran Jamieson Way, Bldg. A, Ste 118, Viera, FL 32940, 321-633-2042, euripides.rodriguez@brevardcounty.us
Bunnell, FL 10/14/2016-10/25/2016	Removed & Disposed: vegetation Monitored by Tetra Tech - ADMS	\$105,155	8,480	Perry Mitrano , SW Dir, 201 W Moody Blvd, Bunnell, FL 32110, 386-437-7500, pmitrano@bunnellcity.us
Callawassie Island, SC 10/8/2016-10/10/2016	Emergency Push	\$14,573	Hrly	Chief Waverly Patterson , Ops Dir, 176 Callawassie Dr, Okatie, SC 29909, 843-987-4150, chiefpatterson@hargray.com
Chesapeake, VA 10/28/2016-11/3/2016	Removed & Disposed: vegetation	\$21,166	483	Eric Martin , PW Dir, 306 Cedar Rd, 3rd Floor, Chesapeake, VA 23322, 757-382-6380, emartin@cityofchesapeake.net
Clay Co, FL 10/18/2016-1/12/2017	Removed & Disposed: vegetation, C&D, leaners & hangers, mulch; Reduced: at 2 sites by grinding; Monitored by Landfall Strategies	\$1,142,823	127,682	John Ward , EM Dir, 2519 SR 16 W, Green Cove Springs, FL 32043, 904-541-2767, John.Ward@claycountygov.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Cocoa Beach, FL 10/12/2016-12/3/2016	Removed & Disposed: vegetation, C&D, mulch Reduced: at 2 sites by grinding; Monitored by Tetra Tech - ADMS	\$326,535	32,701	Rob Strong , Project Manager, Public Works, 1600 Minutemen Causeway, Cocoa Beach, FL 32932, 321-868-3316, rstrong@cityofcocoa.com
Currituck Co, NC 11/7/2016-2/24/2017	Removed & Disposed: vegetation, mulch; Reduced: at 1 site by grinding; Monitored by Tetra Tech - ADMS	\$46,664	2,805	Brenda McQueen , Superintendent of Buildings, PW, 153 Courthouse Rd, Currituck, NC 27929, 252-232-2504, brenda.mcqueen@currituckcountync.gov
Deltona, FL 10/14/2016-12/1/2016	Removed & Disposed: vegetation, C&D, leaners & hangers, ash Reduced: at 1 site by grinding; Monitored by Tetra Tech - ADMS	\$1,384,861	117,753	Matt Doan , PW Dir, 2345 Providence Blvd, Deltona, FL 32725, 386-878-8950, mdoan@deltonafl.gov
Duplin Co, NC 11/28/2016-12/1/2016	Removed & Disposed: C&D Monitored by Tetra Tech - ADMS	\$7,107	519	Matt Barwick , EM Coordinator, 209 Seminary St, PO Box 909, Kenansville, NC 28349, 910-296-2160 Ext. 231, matthew.barwick@duplincountync.com
Edgecombe Co, NC 11/7/2016-2/24/2017	Removed & Disposed: C&D	\$516,525	20,257	Dee Waters , Purchasing Agent, 252-641-7888, deewaters@edgecombeco.com
Edgewater, FL 10/8/2016-12/8/2016	Emergency Push; Removed & Disposed: ROW, Commercial, Private - vegetative, C&D, leaners & hangers, mulch; Reduced: at 1 site by grinding; Monitored by Witt O'Briens	\$2,936,463	201,602	Brenda DeWees , Dir of Env Services, 386-424-2400, bdeweess@cityofedgewater.org
Fayetteville, NC 10/20/2016-2/15/2017	Removed & Disposed: vegetative, C&D, mulch Reduced: at 1 site by grinding; Monitored by Tetra Tech - ADMS	\$958,182	81,449	Jackie Tuckey , Management Analyst, 433 Hay St, Fayetteville, NC 28301-5537, 910-433-1854, jtuckey@ci.fay.nc.us
Flagler Beach, FL 10/13/2016-1/25/2017	Removed & Disposed: vegetative, C&D, Beach C&D, mulch Reduced: at 1 site by grinding, management and grinding of City hauls; Monitored by Tetra Tech - ADMS	\$312,482	23,926	Larry Newsom , City Manager, 105 South Second St, Flagler Beach, FL 32136, 386-517-2000, newsom@cityofflaglerbeach.com
Flagler Co, FL 10/7/2016-1/23/2017	Emergency Push; Removed & Disposed: ROW, Public Use Areas, Private HOA & Non HOA Rds. - vegetative, C&D, leaners & hangers, white goods, mulch; Reduced: at 1 site by grinding, management and grinding of City hauls Monitored by Tetra Tech - ADMS	\$2,752,630	167,148	Richard Gordon , Asst Co Engineer, 1769 E Moody Blvd, Building 2, Bunnell, FL 32110, 386-313-4006, rgordon@flaglercounty.org
FL DEP 2/16/2017-6/20/2017	Waterway Debris Removal; Remove waterway debris with boats to an offload site, load onto trucks for disposal; Debris removed from eligible parks Monitored by Eisman Russo - Zone 1, CDR McGuire - Zone 2, Tetra Tech - Zone 3	\$13,186,226	77,722	Scott Woolam , Sr Program Analyst, Div of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, Scott.Woolam@dep.state.fl.us
Fripp Island, SC 10/13/2016-10/28/2016	Emergency Push; Removed & Disposed: vegetative, leaners & hangers; Monitored by Witt O'Brien	\$111,040	3,967	Kate Hines , General Manager, Generalmanager@frippislandliving.com
Garden City, GA 10/31/2016-1/17/2017	Removed & Disposed: vegetative, mulch; Reduced: at 1 site by grinding; Monitored by Rostan Solutions - ADMS	\$365,490	33,580	Benny Gooze , PW Dir, 2 Bud Brown Rd, Garden City, GA 31408, 912-629-2296, bgooze@gardencity-ga.gov
Hilton Head Island, SC 10/5/2016-7/01/2017	Emergency Push; Removed & Disposed: ROW, SCDOT Rds., Private Rds., Public Use Areas - vegetative, C&D, white goods, leaners & hangers, mulch; Debris removed from eligible parks, cemeteries & schools; Reduced: at 2 sites by grinding Waterway Debris removal from Drainage ways Monitored by Tetra Tech - ADMS	\$37,124,940	3,012,487	Jennifer Lyle , Asst Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, 843-341-4779, jenniferl@hiltonheadislandsc.gov
Hilton Head Plantation, SC 10/10/2016-10/31/2016	Emergency Push; Tasks: Access Tree clearance, ROE tree removal, Blue roof operations	\$195,567	Hrly	T. Peter Kristian , General Manager, 7 Surrey Ln, Hilton Head Island, SC 29926, pkristian@hhppoa.org
Jasper Co, SC 10/8/2016-10/12/2016	Emergency Push	\$24,636	Hrly	Wilbur Daley , Emergency Services Dir, 1509 Grays Hwy, Ridgeland, SC 29936, 843-726-7607, wilburd@jaspercountysc.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Liberty Co, GA 10/14/2016-1/6/2017	Removed & Disposed: vegetative, C&D, leaners & hangers, stumps; Reduced: at 2 sites by burning Monitored by Tetra Tech - ADMS	\$1,736,692	183,194	Mike Hodges , EM Dir, 100 Liberty St, Hinesville, GA 31313, 912-368-2201, mike.hodges@libertycountyga.com
Long Cove Owners Assoc. Hilton Head Island, SC 10/28/2016-11/21/2016	Removed & Disposed: vegetative, C&D, logs, mulch Reduced: at 1 sites by grinding	\$408,232	40,840	Tom Lee , General Manager, 399 Long Cove Dr, Hilton Head Island, SC 29928, 843-686-1071, tlee@longcoveclub.com
Marsh Side Owners Assoc. Hilton Head Island, SC 10/14/2016-11/3/2016	Tasks: Tree removal, stump grinding, blue tarp operations,	\$106,450	Hrly	Trish Norris , Property Manager, 5 Gumtree Rd, Hilton Head Island, SC 29926, 843-681-7301, propertymanager@marshsidehhi.com
Norfolk, VA 10/14/2016-11/30/2016	Removed & Disposed: vegetative, stumps Reduced: at 1 site by grinding; Monitored by Thompson - ADMS	\$314,618	25,943	David Ricks , PW Dir, 810 Union St, Suite 700, Norfolk, VA 23510, 757-664-4614, David.Ricks@norfolk.gov
Ocean Isle Beach, NC 10/25/2016-11/9/2016	Removed & Disposed: C&D Monitored by Landfall Strategies	\$12,229	1,772	Justin Whiteside , Asst Town Administrator, 910-579-3469, justin@oibgov.com
Orange Park, FL 11/28/2016-1/4/2017	Removed & Disposed: mulch; Reduced: at 1 site by grinding of debris hauled in by the Town; Monitored by Landfall Strategies	\$19,604	1,976	Jim Hanson , Town Manager, 2042 Park Ave, Orange Park, FL 32073, 904-278-3019, jhanson@townop.com
Ormond Beach, FL 10/11/2016-12/31/2016	Removed & Disposed: vegetative, C&D, leaners & hangers, mulch; Reduced: at 1 site by grinding; Monitored by Thompson - ADMS	\$3,660,393	514,691	Kevin Gray , Operations Manager, PW, 501 N Orchard St, Ormond Beach, FL 32174, 386-676-3577, kevin.gray@ormondbeach.org
Palm Coast, FL 10/9/2016-1/17/2017	Removed & Disposed: vegetative, C&D, treated wood, mulch; Reduced: at 1 site by burning & grinding; Reduced and hauled out City hauled debris; Monitored by True North	\$1,172,253	68,151	Ms. Renee Shevlin , PW Operations Manager, 1 Wellfield Grade, Palm Coast, FL 32137, 386-986-4781, rshvlin@palmcoastgov.com
Port Wentworth, GA 10/17/2016-11/15/2017	Removed & Disposed: vegetative, C&D, leaners & hangers, stumps, mulch; Reduced: at 1 site by grinding Monitored by Tetra Tech - ADMS	\$84,022	6,282	Chief Lance Moore , Fire Dept, 317 Cantyre St, Port Wentworth, GA 31407, 912-401-0475, lmoore@cityofportwentworth.com
Raleigh, NC 10/17/2016-11/11/2016	Removed & Disposed: vegetative Monitored by Tetra Tech - ADMS	\$59,612	8,516	Kelly Lindsey , EM & Special Events, 222 W Hargett St, Suite 304, Raleigh, NC 27601, 919-996-2202, kelly.lindsey@raleighnc.gov
Rose Hill, NC 10/20/2016-10/25/2016	Removed & Disposed: vegetative	\$16,959	1,980	Ivey Knowles , PW Dir, 103 SE Railroad St, Rose Hill, NC 28458, 910-289-3159, rosehillpw@embargmail.com
SC DOT 10/17/2016-1/13/2017	Removed & Disposed: vegetative, leaners & hangers, stumps, mulch; Reduced: at 6 sites by grinding; Monitored by Thompson - ADMS	\$8,187,338	492,455	Emmett I Kirwan , SCDOT Procurement Manager, 955 Park St, Columbia, SC 29201, 803-737-0676, KirwanEI@scdot.org
Southern Shores, NC 11/18/2016-12/14/2016	Removed & Disposed: vegetative, C&D	\$83,218	8,586	Peter Rascoe , Town Manager, 5375 N Virginia Dare Trail, Southern Shores, NC 27949, 252-261-2394, prascoe@southernshores-nc.gov
Stuart, FL 10/7/2016-10/27/2016	Emergency Push; Removed & Disposed: vegetative, stumps, mulch; Reduced: at 1 site by grinding Monitored by Witt O'Briens	\$109,356	10,085	Sam Amerson , PW Dir, 121 SW Flagler Ave, Stuart, FL 34994, 772-288-5331, samerson@ci.stuart.fl.us
Sunset Beach, NC 10/26/2016-11/23/2016	Removed & Disposed: vegetative, C&D Monitored by Landfall Strategies	\$95,563	13,849	Dustin Graham , PW Dir, 700 Sunset Blvd N, Sunset Beach, NC 28468, 910-579-6297, dgraham66@atmc.net
Thunderbolt, GA 10/19/2016-1/17/2017	Removed & Disposed: vegetative, mulch; Reduced: at 1 site by grinding; Monitored by Witt O'Briens	\$108,789	9,896	Ray O'Neill , PW Dir, 2821 River Dr, Thunderbolt, GA 31404, 912-644-7999, roneill@thunderboltga.gov
Washington Oaks Gardens Park, FL 12/8/2016-12/13/2016	Removed & Disposed: vegetative	\$56,524	4,096	Renee Paolini , 6400 N Ocean shore Blvd, Palm Coast, FL 32137, Renee.Paolini@dep.state.fl.us

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Windmill Harbour, SC 10/14/2016-10/31/2016	Removed & Disposed: vegetative, leaners & hangers, stumps, mulch; Reduced: at 1 site by grinding Monitored by Atkins Global	\$339,975	29,283	Jaime Fenstermaker , IMC Resort Services, 2 Corpus Christi, Ste #302, Hilton Head Island, SC 29928, 843-785-4775 ext. 110, Jaime@imcresortservices.com	
2016 Hurricane Hermine	2 Contracts Activated for Event - 3 DMS Managed for Event	\$9,080,715 Total Event Cost	401,366 Total Event CY		
Leon County, FL 9/3/2016-2/3/2017	Emergency Push; Removed & Disposed: vegetative, leaners & hangers, mulch; Reduced: at 3 sites by grinding Monitored by Witt O'Briens	\$5,721,729	237,200	Dale Walker , PW Director, 2280 Miccosukee Rd, Tallahassee, FL 32308, 850-606-1415, walkerda@leoncountyfl.gov	
Tallahassee, FL 9/3/2016-1/26/2017	Emergency Push; Removed & Disposed: vegetative, leaners & hangers, mulch; Reduced: at 3 sites by grinding Monitored by Witt O'Briens	\$3,358,986	164,166	Robby Powers , EM Coordinator, 911 Eastwood Dr, Tallahassee, FL 32311, 850-891-2536, robby.powers@talgov.com	
2016 Flooding Aug					
Central, LA 8/25/2016-1/28/2017	Removed & Disposed: C&D, HHW Monitored by Debris Tech - ADMS	\$5,486,871	324,951	JR Shelton , Mayor, 13421 Hooper Rd, Ste 8, Central, LA 70818, 225-261-5989, jr.shelton@central-la.gov	
2016 Flooding, Tornados					
Brazoria County, TX 6/16/2016-8/26/2016	Removed & Disposed: C&D Monitored by Tetra Tech - ADMS	\$330,118	20,470	Steve Rosa , EM Coordinator, 111 E Locust St, Suite 102, Brazoria, TX 77515, 979-864-1801, steverosa@brazoria-county.com	
Texas General Land Office (GLO) 6/27/2016-7/8/2016	Removed & Disposed: vegetative debris on the beach area / Monitored by Tetra Tech - ADMS	\$397,252	6,394	Tony Williams , Planning Senior Director, 512-463-5055 tony.williams@glo.texas.gov	Vania Ramaekers , Contract Specialist, 512-463-5047, Vania.ramaekers@glo.texas.gov
2016 Flooding, Tornados					
Montgomery County, TX 5/3/2016-5/27/2016 FEMA-4269 6/9/2016-7/20/2016 FEMA-4272	Removed & Disposed: (tornado debris & flooding debris) vegetation, C&D, white goods (80), e-waste (113) Monitored by Tetra Tech - ADMS	\$288,408 \$520,549	19,089 39,079	Randy McDaniel , EM Coordinator, 9472 Airport Rd, Conroe, TX 77303, 936-523-3910, Randy.McDaniel@mctx.org	
Waller County, TX 5/4/2016-5/25/2016 FEMA-4269 6/20/2016-7/19/2016 FEMA-4272	Removed & Disposed: C&D Monitored by Tetra Tech - ADMS	\$19,674 \$18,402	1,186 1,183	Brian Cantrell , EMC, 701 Calvit St, Hempstead, TX 77445, 979-826-8282, b.cantrell@wallercounty.us	Trey Duhon , County Judge, 836, Austin St, Ste 203, Hempstead, TX 77445, 979-826-7700, t.duhon@wallercounty.us
2016 LA Flooding					
Ouachita Parish, LA - FEMA-4263 3/30/2016-6/16/2016	Removed & Disposed: vegetation, C&D, white goods (18), e-waste (370), tires (105); Monitored by Volkert	\$397,774	32,161	Scotty Robinson , Parish President, 301 S Grand St #201, Monroe, LA 71201, 318-355-4260, srobinson@opji.org	Daryl Dunbar , Volkert, PM,
St John the Baptist Parish, LA / 2/26/2016-3/6/2016	Provided Portable Showers / Event Restrooms for volunteer services that helped the citizens and Parish	\$7,574	Lump Sum	Travis Perrilloux , Asst Director Homeland Security & Emergency Preparedness, 1801 Airline Hwy W, LaPlace, LA 70068, 985-652-2222, travis.perrilloux@sibparish.com	
2016 TX Flooding					
Newton County, TX 4/7/2016-7/15/2016	Removed & Disposed: C&D, white goods (378) Monitored by Thompson Consulting	\$349,990	37,030	Olan Bean , Asst EM Director, 409-658-9241	
2016 Winter Storm					

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Essex County, VA (VPPSA) 3/10/2016-4/13/2016	Removed & Disposed: vegetation, C&D, stumps (44) Monitored by Arcadis / Rostan	\$138,739	16,359	Reese Peck , County Administrator, 804-445-5528, rpeck@essex-virginia.org Stephen Geissler , VPPSA Exec Director, 757-880-3535, sbgeissler@vppsa.org	Jordan Bryant , Arcadis Operations Manager, 813-385-7280, jbryant@rostan.com
2016 Tornado					
Rowlett, TX 2/15/2016-4/20/2016	Removed & Disposed: vegetation, C&D, white goods (140), e-waste (49); Monitored by True North	\$680,036	70,738	Jim Proce , Asst. City Manager, 4000 Main St, Rowlett, TX 75088, 972-715-6113, jproce@rowlett.com	Doug Amato , True North Project Manager, damato@truenorthem.com
2016 Other Projects					
Corpus Christi, TX 4/21/2016-5/25/2016	Assisting City Maintenance with brush removal and disposal	\$494,444	68,672	Gilbert Montoya , 361-816-8156, gilbertm@cctexas.com	
Glades County, FL 3/14/2016-3/23/2016	Burn existing pile of debris	\$23,362	11,300	Angela Snow , EM Director, 1097 Health Park Dr, Moore Haven, FL 33471, asnow@myglades.com	Bob Jones , BJones@myglades.com
Newport News, VA 1/2016-12/2016	Removed trees from different locations in the City at various times	\$53,756	Lump Sum	Derrick Porter , Storm water, 513 Oyster Point Rd, Newport News, VA 23602, dporter@nngov.com	

2. CrowderGulf At-A-Glance

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

- **Bases of Operation:**

Primary

Satellite Offices

Mobile, Alabama

Palm Harbor, Deerfield Beach and Winter Garden, FL
D'Iberville, Mississippi
Hilton Head Island and Laurens, South Carolina
Austin and Denton, Texas
Richmond, Virginia

- **Never failed to complete** all contract obligations and never defaulted on a contract.
- **Committed to the same** Project Management Team remaining with the project from start to finish.
- Large cadre of management personnel with extensive disaster debris training and experience.
- **Completed simultaneous** debris projects after all major hurricanes **since 1969**.
- Over **500** disaster recovery projects successfully completed.
- Successfully removed, reduced and disposed of over **375 million cubic yards of debris**.
- Industry leader in **waterway debris removal**, including work after Hurricane Sandy and Deep Horizon Oil Spill.
- Fully committed to using local citizens and qualified local subcontractors to the maximum extent, including Minority Business Enterprise (MBE) owners.
- **No lawsuits, liens or judgments by clients ever** filed or pending and no bankruptcy proceedings filed or pending.
- **No lawsuits, liens or judgments by CrowderGulf to clients ever** filed.
- Over 350 pieces of company-owned/leased equipment available for rapid response.
- Experienced in providing FEMA compliant documentation to every client. We provide unlimited support and accurate documentation to help ensure that no clients are denied reimbursement.
- Well-developed and proven Debris Management and Operations Plan that is reviewed and revised after every event.
- Quality Control always maintained to reinforce the "Clean as You Go" policy for debris removal.
- Technical advice and training available to all clients throughout the contract term, at no cost to client.
- Significant financial strength:

AGGREGATE BONDING CAPACITY	\$ 500,000,000
SINGLE BONDING CAPACITY	\$ 250,000,000
OTHER AVAILABLE FUNDING	\$ 150,000,000

2020 Historic Storm Season

During the 2020 Hurricane / Storm Season, the CrowderGulf Team responded to nine major disaster (7 tropical events and 2 tornados), having 28 contracts activated in six different states. One of the most notable accomplishments is the consistent daily production rates and that CrowderGulf removed over **22 Million Cubic Yards** of debris.

Over Fifty Years of Debris Management Experience

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

In 2002, CrowderGulf was formally created by the Ramsay brothers as an independent disaster management company. During the last five decades, CrowderGulf has managed over **500 disaster recovery projects in 15 states and has successfully removed, reduced and disposed of over 375 million cubic yards of debris**. CrowderGulf's current and past performance, as highlighted in this proposal, demonstrates our expertise in successfully completing multiple contracts simultaneously, regardless of their locations or the amount of damage.

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

All disaster management work is completed in full regulatory compliance with all agencies involved in disaster recovery, including the Federal Emergency Management Agency (FEMA), the Federal Highway Administration (FHWA), the Environmental Protection Agency (EPA), the Florida Department of Environmental Protection (FDEP), the Florida Department of Health (FDH) and the Florida Department of Transportation (FDOT). This commitment to regulatory detail has earned CrowderGulf a reputation as a company of integrity, dependability and reliability.

CrowderGulf is committed to working as a team with County personnel to facilitate the pre-planning that will assure a smooth debris removal operation in the event of a disaster. We can assist in preparing and updating Debris Management, Emergency Operations and Mitigation Plans. In addition, CrowderGulf will provide preparedness training designed specifically to meet the needs of the County. **Our training and technical advice is provided free of charge throughout the contract term.**

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

"Our City was devastated by Hurricane Michael on October 10, 2018, the largest disaster that the Florida Panhandle has endured in decades. With the quick activation by your company for debris hauling, the City of Parker was on the road to recovery in a matter of weeks. Your team was able to coach us through the cleanup with skill and patience as we navigated logistics and public relations hurdles."

*Richard Musgrave, Mayor
City of Parker, FL*

CrowderGulf Services Available to Franklin County

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

Pre Planning & Training

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

Damage Assessment via Helicopter Flyover

After a storm has impacted a large area, CrowderGulf often implements the use of a **helicopter flyover** to assess the damage with local officials. This allows our team to prioritize which areas may need assistance sooner than others based on severity of damage, as well as see progress once work has started. **Recently, CrowderGulf used a helicopter to do weekly assessments after Hurricane Michael devastated the Florida panhandle.**



Emergency Road Clearance "PUSH"

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



ROW & ROE Debris Removal

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

Development and Operation of DMS

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



Final Debris Disposal

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

Stump Removal

All stump removal will be conducted following all FEMA 325 regulations. Stumps left on the rights-of-way will be hauled as regular vegetative debris. Only hazardous stumps that meet FEMA stump requirements will be removed upon FEMA approval. Complete documentation will be collected before and after the extraction.

Tree Trimming & Removal (Leaners and Hangers)

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

Demolition

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

**Derelict Vehicle Removal & Abandoned Vehicle Removal**

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

Removal & Disposal of White Goods & E-Goods

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

Waterway Debris Removal & Shoreline Restoration

CrowderGulf has completed numerous projects throughout the Southeast removing marine debris from storm water drainage ditches to large rivers and canal systems. Removal of debris from the rivers and canals can require the use of shallow draft boats and barges equipped with knuckle-booms or track-hoes with debris grapples. In shallow water areas with limited access and extremely sensitive areas, the debris will be removed by hand labor. CrowderGulf has also completed earthen fill repairs and restoration as well as armored shorelines consisting of rip-rap, (both stone and recycled concrete). Additionally, CrowderGulf has the capabilities and experience to install gabions, geo-web products and various types of bulkheads and retaining walls.

**Sonar Scanning**

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

Technical Disaster Recovery Assistance

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

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

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

Drone Capabilities

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



*Aerial footage of the
Hurricane Laura Debris
Removal Operation in
Calcasieu Parish, LA*

- September 2020 (left)

*Aerial Image of Debris
Management Site on in West
Lake, LA during the Hurricane
Laura Debris Removal
Operations*

- September 2020 (right)



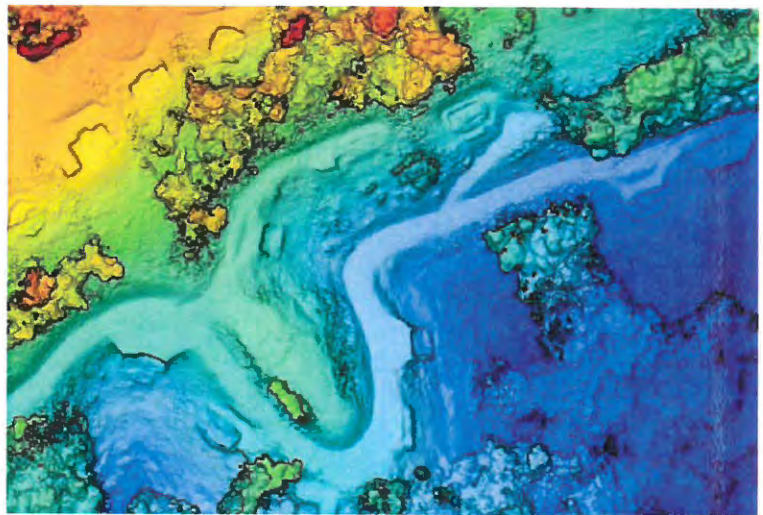
Benefits of Utilizing Drone Technology:

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



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

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



2018 Hurricane Michael – Franklin County, Apalachicola, and Carrabelle, FL

Time Period:

10/16/2018 - 01/04/2019

Volume Removed:

204,931 Cubic Yards

Location: Franklin County, FL

Amount Invoiced: \$2,215,778

Number of DMS Managed: 3

Airport Site:

Coe Rd. Site:

Franklin County Landfill:



Funding Source: FEMA/FDOT

Franklin County Contact Information:

Pamela Brownell, Emergency Management Director

28 Airport Rd, Apalachicola, FL 32320

850-653-8977 em1frank@gtcom.net

CrowderGulf Key Personnel:

Don Madio – FL Regional Manager

Dan Hayes – Project Manager

In October of 2018, CrowderGulf was activated by Franklin County for debris removal operations after Hurricane Michael impacted the County. Making landfall as a Category 5 storm, with winds in excess of 155mph, Michael's effects were felt across the entire Florida Panhandle. Despite the widespread devastation and the many challenges of a catastrophic event, CrowderGulf was able to respond to the County's need for assistance immediately. In addition to Franklin County, the inset coastal cities of Apalachicola and Carrabelle were also included in CrowderGulf's response.

Upon activation, CrowderGulf was tasked with the collection of both vegetative and construction and demolition debris (C&D) generated by the massive storm throughout the County. To accommodate Franklin County, Apalachicola, and Carrabelle, CrowderGulf utilized 3 DMSs for the staging and reduction of debris, ensuring that the debris from each area was tracked, stored, and reduced separately. Vegetative debris was collected and hauled to the 3 DMS facilities located within the County and reduced via grinding. C&D was hauled directly to the Franklin County Landfill. Along with the right-of-way collection and debris management efforts, CrowderGulf undertook a number of additional scopes of work to ensure both the safety of and recovery for the residents of Franklin County. CrowderGulf removed hazardous trees (including Leaners, Hangers, and Hazardous Stumps), Household Hazardous Waste (HHW), White Goods, Freon, and E-waste from City and County right-of-ways. Despite the catastrophic damage, and an immense debris field throughout the Florida panhandle, CrowderGulf was able to remove, reduce, and dispose of Franklin County's over **200,000 Cubic Yards** of debris in just over 2 months-time. The direct coordination between both CrowderGulf and County personnel resulted in an extraordinary joint recovery effort for Franklin County in the wake of Hurricane Michael.



CrowderGulf consolidating Construction and Demolition Debris (C&D) at the Franklin County Landfill post-Michael.



CrowderGulf staging resources for a coordinated response to Hurricane Michael's impact in the Florida Panhandle.



CrowderGulf loading reduced vegetation for final disposal at the Franklin County Landfill.

3. Experience Summary by Year

CrowderGulf has a proven track record of successful project management and the capability to simultaneously managing multiple contracts and many specialty debris projects such as waterway debris removal and demolition. CrowderGulf has at its disposal an extensive inventory of company-owned equipment coupled with a large pool of dedicated subcontractors to complete any project, large or small.

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

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

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

Over 98% of the 438 disaster projects listed in the table below were the result of pre-event contracts that were activated after a disaster. CrowderGulf successfully provided every Client all documentation FEMA required for Client to receive reimbursement.

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

SUMMARY TABLE OF SIMULTANEOUS DISASTER DEBRIS PROJECTS					
Year	Hurricane	# of DMS Managed	Simultaneous Contract Activations	Invoice Amt	Approx. Cubic Yards (CY)
2020	Hurricane Zeta	0	7	\$25,190,715+	1,923,883+
2020	Hurricane Sally	37	10	\$109,038,941+	8,657,766+
2020	Hurricane Laura	6	8	\$205,421,221+	13,436,727+
2020	Tennessee Tornadoes	4	2	\$10,557,993	812,812
2019	Hurricane Dorian, TS Imelda, Tornado, Misc. Projects	3	2	\$4,559,359	143,336
2018	Hurricane Michael	24	16	\$250,192,143+	16,902,944+
2018	Hurricane Florence	10	18	\$29,914,480	2,190,278
2017	Hurricane Nate	1	3	\$2,119,616	165,948
2017	Hurricane Irma	91	64	\$202,589,828	10,447,423
2017	Hurricane Harvey	15	27	\$93,763,082	6,015,594
2016	Hurricane Matthew	32	39	\$82,267,725	5,675,560
2016	Hurricane Hermine (2 Activations)	3	2	\$9,080,715	401,366
2016	Severe Storms, (Ice, Flood & Tornadoes)	1	12	\$9,153,193	648,612
2015	Severe Storms, (Ice, Flood & Tornadoes)	0	15	\$2,311,844	109,578
2014	Ice Storms Pax & Ulysses, Severe Storms (Flood & Tornadoes)	5	14	\$9,866,559	669,314
2012	Sandy	1	4	\$57,805,734	727,194
2012	Isaac	3	9	\$2,821,936	245,799
2011	Irene	13	31	\$14,754,641	1,673,821
2008	Ike	27	36	\$178,318,425	16,933,904
2005	Dennis, Katrina, Rita, and Wilma	41	67	\$279,764,959	19,441,656
2004	Charley, Frances, Ivan, Jeanne	61	36	\$292,426,233	16,800,678
2003	Isabel	19	16	\$66,344,733	5,447,815

Past Experience

For all activations, CrowderGulf Management teams have been led by disaster experienced and knowledgeable personnel well-versed in FEMA regulations, including eligible work, funding and reimbursement requirements. Several of CrowderGulf's personnel have held emergency management positions both locally, as well as state and federal positions. These individuals provide updates and training to CrowderGulf staff on a regular basis. Details of personnel qualifications are provided in the **Key Personnel Section** of this proposal.

The best way to demonstrate the qualifications, knowledge, and experience of CrowderGulf is to provide summaries of past performance and references to support our work, which we have provided below. CrowderGulf's ability to successfully manage multiple contracts, within client timelines and FEMA guidelines, is highlighted in the following excerpts of past experience following major natural disasters. A Summary Chart is included at the end of each year's work that shows the varied scopes of work that were completed.

2020 Hurricane Laura, Hurricane Sally, Tornado, Misc. – Projects ongoing

In 2020, CrowderGulf responded to nine major disasters (7 tropical events, 2 tornados), having 27 contract activations in six different states and utilizing 49 debris management sites. These debris activations have been simultaneous with multiple missions occurring within and across regions. The most notable attribute to the 2020 storm season thus far, is the consistent daily production rate. During the first 60 days CrowderGulf removed 12.26 million cubic yards of debris from the ROW after Hurricane Laura and Sally. This consistent daily production of over 204,000 cubic yards of debris per day demonstrates that CrowderGulf has unparalleled capabilities. No other debris mission to date has produced this type of removal rate for this many consecutive days. Moreover, these productions were achieved without sacrificing safety, quality, cost or schedule. CrowderGulf has repeatedly displayed the proven capabilities to manage the largest debris missions this nation has faced. All of this has been made possible by having qualified and experienced key personnel, reliable subcontractors, effective sectoring and an efficient staffing approach.

2020 Hurricane Laura, Sally, and Zeta												
25 Total Clients	Number of Clients in 2020 Utilizing Tasks											
Contract Amt	PUSH Ops	ROW Haul	NON-ROW Haul	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	E-waste	HHW	ADMS Utilized	Waterway Debris
\$350,208,870	5	25	6	20	25	23	13	10	8	9	24	2

2019 Hurricane Dorian, TS Imelda, Tornado, Misc. Projects

2019 Hurricane Dorian, TS Imelda, Tornado, Misc. projects												
7 Total Clients	Number of Clients in 2019 Utilizing Tasks											
Contract Amt	PUSH Ops	ROW Haul	ROE Hauling	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	E-waste	HHW	ADMS Utilized	Waterway Debris
\$4,586,145	1	2	0	2	4	1	0	1	1	0	4	1

2018 Hurricane Michael

Hurricane Michael plowed into the Florida Panhandle on October 10 as a major Hurricane. It is the first Category 5 storm on record to hit the Florida Panhandle. Tropical storm-force winds extended more than 320 miles from the center, devastating the entire region. CrowderGulf holds many pre-event contracts within the area so our Director of Operations and Florida Regional Manager were on the ground doing damage assessment within 2 hours of the storms passing. We immediately mobilized hauling units to begin right-of-way (ROW) debris operations.





CrowderGulf has removed, processed, reduced and disposed of approximately **10 Million Cubic Yards** of vegetative and construction/demolition debris at 26 Debris Management Sites and 13 Final Disposal Facilities. More than 83,000 hazardous trees have had falling hangers and leaners, to date and those limbs were cut to restore safe passage.
Ongoing

CrowderGulf operations continue in Bay County and Panama City, FL., with demolition of structures and Private Property Debris Removal (PPDR).

2018 Hurricane Florence

Hurricane Florence, a powerful and deadly Category 1 Hurricane took aim at the North Carolina coastline in September, 2018. This deadly hurricane claimed 55 lives as it swept across the state. Hurricane Florence brought devastating rainfall accumulations which caused flooding not only to the large stretch of coastline but also created widespread inland flooding. Many of the state's major rivers and tributaries reached record level height as 30+ inches of rainfall drenched the area and closed major interstates and roadways for weeks.

CrowderGulf was activated on 18 pre-event contracts across the state of North Carolina which involved the removal and reduction of over 2.1 million cubic yards of debris, the removal of approximately 50,000 leaners and hangers and the management and maintenance of 16 debris management sites. In addition, CrowderGulf provided sand and beach restoration to North Top Sail Beach, Oak Island and Bald Head Island.

While working in North Carolina, CrowderGulf experienced contract requirements which presented their own unique challenges. Damage assessments were hampered by non-receding floodwaters causing the closure of many roads and the isolation of communities. CrowderGulf assisted communities with damage assessment by providing drone flyovers into flooded areas and working with local officials to identify alternate debris management sites not affected by floodwaters.

The community of Bald Head Island had its own set of unique challenges. Bald Head Island is an island off the coast of North Carolina separated from the mainland by the Cape Fear River, accessible only by ferry boat. The challenge of this contract involved the access of equipment to the island and the means of disposal of storm generated debris. CrowderGulf worked with Bald Head Island to provide the debris collection and disposal services by setting up a debris reduction site on the island for the vegetative debris. At the vegetative debris site all material was reduced to mulch and then given back to the residents and local landscape businesses for residential use. CrowderGulf secured barges to transport the remaining materials, which included C&D and Household Hazardous Waste (HHW), across the Cape Fear River to final disposal sites.



Rising to the Challenge - During the Florence activation, the Florida Panhandle experienced the devastation of Hurricane Michael, a category IV storm. CrowderGulf had eleven additional contracts activated making a total of twenty nine simultaneous activated contracts.



In all 2018 activations, CrowderGulf provided each client with the needed assets, both personnel and equipment, to successfully meet all contractual obligations within the specified time. This included safety, quality assurance and documentation personnel.

Immediately after Hurricane Michael's destruction, CrowderGulf responded to Florida with urgency, providing each Florida Client with their own trained Project Management team. CrowderGulf did not downsize equipment and personnel in North Carolina to respond to Florida. Instead, equipment and manpower resources were doubled and in some cases tripled in our North Carolina contract activations. We strived to re-

assure our North Carolina clients that we would finish their projects strong and successfully. Simultaneously, we responded to our Florida clients with full resources and had damage assessment personnel on the ground within two hours of the storm's passing. CrowderGulf provided personnel, drones and helicopters for damage assessment and brought in our own professional videographer to capture storm damage and the debris removal process.

2018 Hurricanes Florence and Michael										
35 Total Clients	Number of Clients in 2018 Hurricanes Utilizing Tasks									
Contract Amt	PUSH Ops	ROW Haul	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	E-waste	HHW	ADMS Utilized
\$265,482,665	4	35	33	33	25	5	5	1	2	35

2017 Hurricanes Harvey & Irma

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

In Texas, CrowderGulf had 27 contracts activated and debris removal operations were in full swing. Then Hurricane Irma visited Florida, leaving behind great damage and devastation. As a result, CrowderGulf's resources had to be quickly expanded and adjusted to meet the needs of 65 clients in Florida. While the usual initial chaos and stress were present after these disasters, CrowderGulf focused on serving all affected clients in both states as quickly and efficiently as possible. As a result, all jobs were completed within the clients' timelines.



Hurricane Harvey

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

Hurricane Irma

Florida - On September 10, 2017, Hurricane Irma made two landfalls in the State of Florida. The first landfall was recorded in Cudjoe Key, Florida, with winds of 130 mph. The second landfall occurred in Naples, Florida, with sustained winds of 115 mph. This large hurricane impacted all of Florida as it moved north, causing 67 counties to be declared for FEMA Public Assistance.

Consequently, CrowderGulf had 65 contract activations and managed 92 DMS in Florida, while simultaneously managing the 26 contract activations in Texas, the result of Hurricane Harvey in August. Both projects included the removal of over **10 MILLION CUBIC YARDS** of debris and resulting in costs in excess of **200 MILLION DOLLARS**.

"I would like to thank you and your staff for the outstanding service provided to the County in 2017 due to Hurricane Irma"

*Russell A. Rowland, Assistant to
County Administrator,
Okeechobee County*

2017 Hurricane Harvey & Irma Projects and Tasks												
91 Total Clients	Number of Clients in 2017 Hurricane Harvey & Irma Utilizing Task											
Contract Amt	PUSH Ops	ROW Hauling	Private Rds. Hauling	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	E-waste	HHW	ADMS Utilized	Waterway Debris
\$281,720,975	7	91	15	49	91	36	12	18	15	15	79	2

2016 Hurricane Matthew

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

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

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

Florida - Following Hurricane Matthew impacting the east coast of Florida, CrowderGulf received 13 Florida contract activations from counties and cities as far south as Martin County and as far north as Duval County. Utilizing 18 Project Managers, and numerous field supervisors and equipment assets, CrowderGulf removed over 1.5 million cubic yards of debris and managed 13 DMS locations. Costs for the recovery efforts in Florida were \$30,358,208.

South Carolina - CrowderGulf was activated by Hilton Head Island (HHI) on October 7, 2016. CrowderGulf supplied over 125 pieces of equipment which included 6 grinders and a Trammel sand screen, plus an additional 300+ personnel to assist the HHI's 12 communities with recovery operations. Reduction operations consisted of chipping and mulching at both Debris Management Site (DMS) locations. CrowderGulf removed, reduced and disposed of over 3 million cubic yards of vegetative debris, over 10,000 cubic yards of C&D, removed 42,058 hangers and 5,301 leaners, and managed 2 DMS locations on the Island, for a total project cost of \$33,693,545.

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

2016 Floods & Storms

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

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

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

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

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

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

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

Waller County was also affected by the storms with flooding and straight lined winds. CrowderGulf was activated to remove a small amount of vegetative and C&D debris. Just over 1,000 cubic yards of debris was removed and disposed



of in 7 days. Along with working with the County, CrowderGulf also teamed with the monitoring firm Tetra Tech. The total cost of the project was \$19,674.

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

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

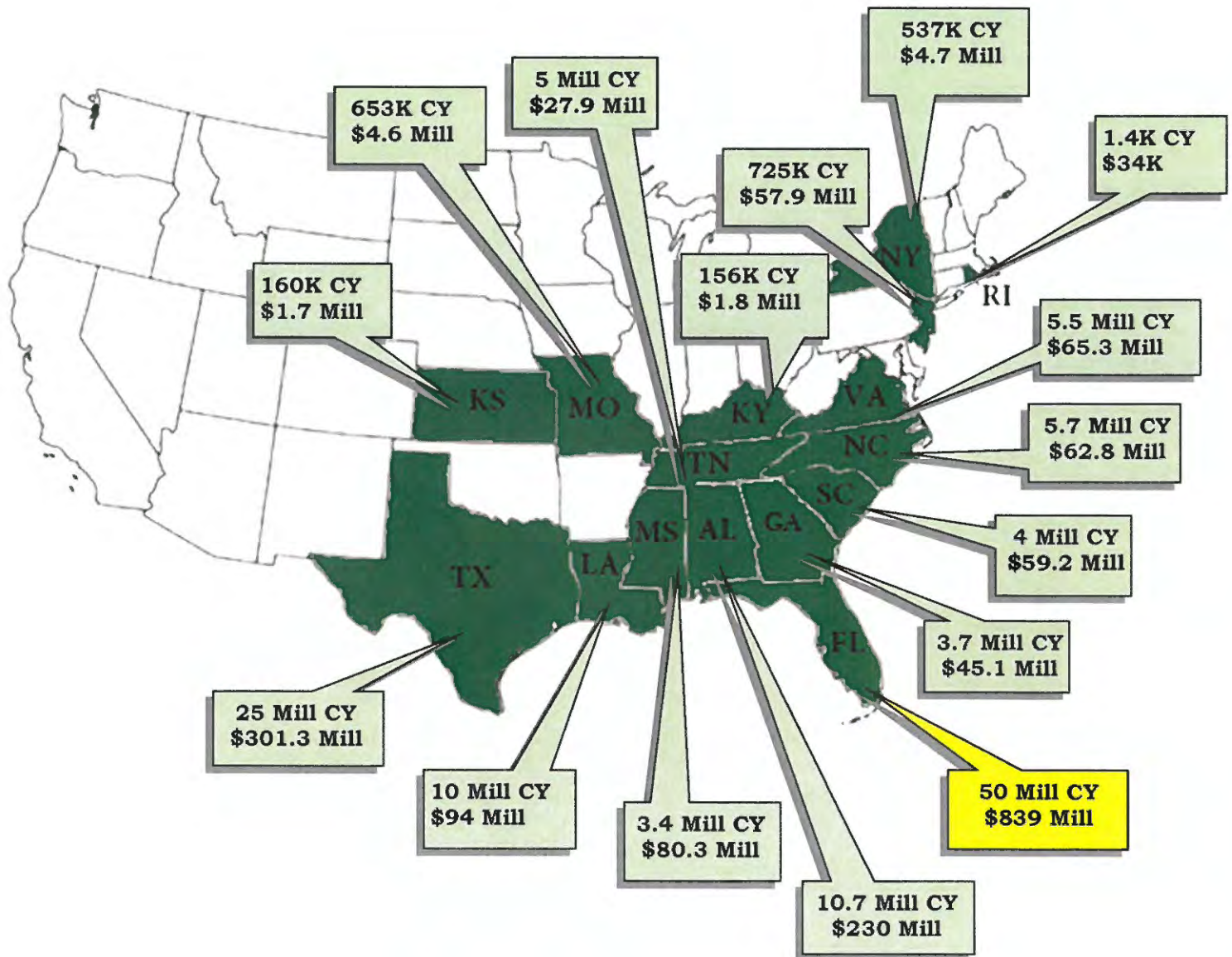
Waller County accumulated an additional 1,183 cubic yards of debris on this round of storms that was managed by CrowderGulf. The total cost for this project was \$18,402.

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

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

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

CrowderGulf's Historical Workload & Experience Across the U.S.



Availability and Assurances

Due to the uncertainty of disaster related events, it is difficult to predict when a contract activation will occur. Regardless of the number of contracts CrowderGulf has activated after a disaster, in 50+ years, we have never failed to meet a client's contract requirements for equipment resources and personnel. Having an experienced management team, a large pool of company owned equipment and operators, a nationwide data base of trusted and experienced subcontractors and agreements with national rental companies, allows CrowderGulf the ability to assure the City that we can and will meet your disaster response needs. We are committed to providing the City with priority service, quality performance and onsite management. We will work as a team with you and your representatives to successfully restore the City to some sense of normalcy, following all FEMA regulations and within the designated timeline established by the City's contract.

The severity of the disaster will determine how many employees will be assigned to a specific client. Depending on the scope of the disaster, CrowderGulf will use a combination of company crews and subcontractors to perform work. We will begin with CrowderGulf personnel and local resources and proceed to add additional manpower and subcontractors until we have a sufficient workforce in place to ensure the City that we can effectively manage and handle the disaster effort. CrowderGulf will adjust assets as required to optimize operations.

Hurricanes Harvey and Irma – Lessons Learned and Management Team Updates

During the 2017 Hurricane Season, Hurricanes Harvey and Irma became historic in the debris removal industry. The Category IV Hurricane Harvey, devastated the State of Texas and ten days later, Hurricane Irma made landfall in Florida, South Carolina, and Georgia. Most of the damage occurred throughout Florida. These two back-to-back major hurricanes presented several historical challenges for the Federal Government, local jurisdictions, and private contractors. Assets from around the Country, including CrowderGulf, were fully mobilized in Texas to assist with their recovery effort. However, after Hurricane Irma did her damage in Florida, CrowderGulf's management team immediately began responding to the needs of our Florida clients, while continuing to work throughout Texas. Although these two hurricanes created a national resource shortage, CrowderGulf never asked to re-negotiate our contract rates. We fulfilled all of our contractual obligations on time or ahead of schedule, both in Texas and in Florida.

After these historic events CrowderGulf's management team completed an after-action analysis, and we identified several lessons learned, and as a result, made strategic changes to our subcontractor requirements. CrowderGulf's management also implemented several measures to lessen the chance of having a resource shortage in future activations, including the purchase of additional company-owned assets listed in this proposal.

Subcontracting

Our Subcontractors Compliance Manager, Jenny Todd Weaver along with our Director of Operations, Nick Pratt worked diligently securing subcontractors to meet the heavy demand in Florida and Texas, during the 2017 Hurricane Season. They reviewed subcontractors past experience, debris specific equipment and mobilization times and they identified any underperforming subcontractors or subcontractors that defaulted on requirements that had signed master subcontracts. Those subcontractors have been removed from our database and will not work with CrowderGulf during future activations.

Monitoring Firms

CrowderGulf has an excellent working relationship with many of the monitoring firms across the United States. The 2017 Hurricane Season allowed us to extend many of those relationships, due to the number of contracts that CrowderGulf had activated and also allowed us to work with new monitoring firms. CrowderGulf found that there were many new monitoring employees / personnel, so in the beginning there were some challenges with the truck certification process and getting accurate data from the monitoring firms. Our Senior Project Managers and Project Managers worked to iron out any issues in the beginning of the project and things began to run much smoother. After the activations, our Management Team met and brainstormed the best way to tackle these issues in the future, should they arise and as a result, we have implemented a Quality Assurance / Quality Control (QA / QC) Field Team that is in charge of entering our data and working directly with the monitoring firms out in the field. We have found that this new process has been instrumental after Hurricane Michael devastated the Florida Panhandle in 2018 and most recently after a similar scenario after Hurricanes Laura and Sally in 2020.

Training

Although the 2017 Hurricane Season was challenging for the entire debris removal and management industry, we made several small additions to our Complete Debris Management Plan. We added Annual Training Sessions with Project Managers, Field Supervisors, Reservist Personnel, and Subcontractors in each of our Regions, including Florida. Reid Loper, Vice President, Leigh Anne Ryals, Emergency Management / Quality Control Supervisor and Brian Smallwood Regional Manager, led the trainings in Alabama and Texas. Barrett Holmes, Regional Manager led several trainings along the East Coast, including the Hilton Head Area and both the Carolinas. Don Madio, Regional Florida Manager, led several trainings in Florida. The topics discussed ranged from Project Management, Debris Management Site Selection and Setup, Senior Supervision, Teaming with Monitoring Firms and Communication with the Client and our Disaster Administrative Office. The training sessions were so successful that additional trainings are scheduled for after the Governors Hurricane Conference and after client trainings before each Hurricane Season. A copy of those presentations can be made available to the City, upon request.



2021 Eastern Regional Training Session in Laurens, SC

Hurricanes Florence and Michael – Implementation of After Action Items

It didn't take long for CrowderGulf's updated Management Approach, Annual Trainings, Selective Subcontracting Initiatives and New Monitoring Relationships to be put at the forefront of a 2 storm event and simultaneous contract activations. In **2018, Hurricanes Florence and Michael** struck the Coast of North Carolina and the Panhandle of Florida within one month of each other. Hurricane Florence was a Category 1 Storm and produced tremendous amount of rainfall and flooding. Hurricane Michael, once thought to be a Category 4 Hurricane was upgraded to a Category 5, and the first storm on record to hit the Florida Panhandle with sustained winds over 157+ miles per hour.

CrowderGulf had 18 pre-event contracts activated across the State of North Carolina and a month later 11 contracts activated in Florida. Due to our diligence after Hurricane Harvey and Irma, our team was prepared for these 2 events. The CrowderGulf Team 'Rose to the Challenge' and provided each client with the necessary assets, both personnel and equipment to successfully meet all contractual obligations within the specified time to include safety, quality, cost and schedule.

CrowderGulf responded to Florida with urgency, providing each Florida Client with their own trained Project Management team, consisting of a Senior Project Manager, Multiple Project Managers and Field Supervisors. CrowderGulf did not downsize equipment and personnel in North Carolina to respond to Florida. **Where necessary, we doubled and in some cases tripled our equipment resources in our North Carolina contract activations to re-assure our North Carolina clients that we would finish their projects strong and successfully.** Due to the widespread flooding, it took several weeks for those waters to recede but our Team was fully mobilized and ready to begin removal operations when safe to do so. We responded to our Florida clients with full resources and had damage assessment personnel on the ground within two hours of the storms passing. Our President, Vice President, Director of Field Operations and Florida Regional Manager were all on the ground surveying damage and reaching out to clients. CrowderGulf provided personnel, drones and helicopters for damage assessment and brought in our own professional videographer to capture storm damage and the debris removal process.

4. Experience Working with Monitoring Firms

CrowderGulf has vast experience working with most all of the disaster debris monitoring companies and we are familiar and compatible with their programs, processes and procedures. It is important that to the County that CrowderGulf and County representatives (i.e., monitoring company) establish and maintain a positive and professional rapport throughout the project. This is necessary in order for the communication flow to be open with the central focus of making sure all documentation for FEMA eligible work is accurate and complete. The chart below lists some of the past activations and the monitoring firms that we have successfully worked with to complete the projects:

MONITORING FIRM / CONTACTS	EVENT	OWNER	PROJECT VALUE	PROJECT CY
GMC Stephen Powell Engineer Project Manager stephen.powell@gmcnetwork.com Kiana Thomas Data Manager (c) 352-299-6639	2020 Hurricane Sally	Atmore, AL	\$673,070.70	99,810
Thompson Consulting Services Jon Hoyle, President 321.303.2543 (c), 407.792.0018 (o), 407.878.7858 (f) jhoyle@thompsoncs.net 1135 Town park Avenue, Suite 2101 Lake Mary, Florida 32746 www.thompsoncs.net Brent Sherman Data Manager (o) 407.792.0018 (c) 321.368.4778 bsherman@thompsoncs.net thompsoncs.net	2020 Hurricane Zeta	Jackson Co, MS	\$7,148,349	436,284
		Pascagoula, MS	\$286,302	20,888
	2020 Hurricane Sally	AL DOT	\$14,264	1,481,479
		Gulf Shores, AL	\$9,095,761	1,074,895
		Orange Beach, AL	\$11,569,525	974,318
		Spanish Fort, AL	\$1,124,437	93,337
	2020 Hurricane Hanna	TX, GLO	\$826,234	12,043
	2018 Hurricane Michael	Jackson Co, FL (Portion)	\$2,597,997	185,554
	2017 Hurricane Florence	Jacksonville, NC	\$5,245,708	346,145
		SCDOT	\$118,452	4,867
		Swansboro, NC	\$535,675	37,536
	2017 Hurricane Irma	Bonita Springs	\$6,536,117	539,271
		Chatham County, GA	\$460,049	76,639
		Flagler Beach, FL	\$320,363	27,398
		FT. Myers, FL	\$3,757,645	330,885
		Glades County, FL	\$397,294	42,414
		Lake Mary, FL	\$563,576	55,642
		Lakeland, FL	\$3,345,920	228,996
		Lee County, FL	\$29,612,788	2,239,845
		Miami Springs, FL	\$3,669,593	161,054
		Orlando, FL	\$1,316,790	79,114
		Palm Springs, FL	\$134,298	17,072
		Stuart, FL	\$181,132	16,535
		Sumter County, FL	\$1,391,971	101,187
		Venice, FL	\$110,342	12,543
		Vero Beach, FL	\$222,614	25,961
	2017 Hurricane Harvey	Aransas County, TX	\$33,525,076	3,462,863
		Newton, Texas	\$104,046	8,859
		Santa Fe, TX	\$374,484	22,580
	2016 Hurricane Matthew	Norfolk, VA	\$314,618	25,943
		Newton County, TX	\$291,653	30,637
		Ormond Beach, FL	3,660,393	490,672
		SC DOT	8,163,706	492,455
	2016 Flooding	SC DOT	\$698,227	33,163
	2015 Storms / Flooding	Rowlett, TX	\$680,036	70,738
True North aka Neel-Schaffer Jonathan Kiser, PE , Neel Schaffer, 228.374.1211, jonathan.kiser@neel-schaffer.com	2020 Hurricane Sally	Daphne, AL	\$4,570,398	734,567
		Fairhope, AL	\$1,290,709	564,853
	2018 Michael	Bainbridge, GA	\$1,407,790	67,467
		Decatur Co, GA	\$5,463,141	268,285
	2017 Hurricane Irma	Palm Coast, FL	\$162,855	22,007

Doug Amato Neel-Schaffer, Inc. True North Emergency Management, LLC 2501 Avenue J, Suite 120 Arlington, TX 76006 Phone: 817-548-0696 Fax: 817-265-8532 Cell: 908-278-2536 www.neel-schaffer.com damato@truenorthem.com	2017 Hurricane Harvey	Alvin, TX	\$252,613	12,446
		Baytown, TX	\$776,462	34,827
		Chambers, TX	\$205,138	10,533
		Clear Lake Shores, TX	\$51,977	1,813
		Ingleside, TX	\$4,256,037	366,990
		San Patricio County, TX	\$4,229,370	378,614
		Webster County, TX	\$46,606	2,140
	2016 Hurricane Matthew	Flagler, FL	1,172,253	68,151
	2016 Tornado	Biloxi, MS	\$289,191	25,001
	2012 Hurricane Isaac	Dauphin Island, AL	\$2,101,210	187,728
		Magnolia, MS	\$20,761	4,650
		McComb, MS	\$169,965	17,712
		Pascagoula, MS	\$123,910	10,708
		Hancock County, MS	\$360,000	Lump Sum
	2005 Hurricane Katrina	Jackson County, MS	\$1,679,944	119,996
		Pascagoula, MS	\$22,535,788	1,204,673
Compton Engineering	2005 Hurricane Katrina	Pascagoula, MS	\$337,000	41,367
	2004 Hurricane Ivan	Montgomery County, TX	\$259,567	19,088
Tetra Tech Previously Beck DR (BDR), Leidos & SAIC John Buri Director, Post Disaster Programs 832.251.5197 (o), 713.737.5763 (c), 832.251.5190 (f) john.buri@tetratech.com Oliver Yao , Deputy Director of Post Disaster Programs 321.441.8507 (o), 407.803.2522 (c) Oliver.Yao@tetratech.com	2020 Zeta	Iowa, LA	\$3,900	Current
	2020 Delta	Audubon Institute, LA	\$593,154	9,668
	2020 Hurricane Sally	Baldwin Co, AL	\$61,146,832	10,123,898
		Okaloosa, FL	\$338,471	57,119
	2020 Hurricane Laura	Alexandria, LA	\$3,643,509	497,644
		Calcasieu Parish, LA	\$120,752,862	16,378,008
		DeQuincy, LA	\$2,464,890	321,285
		Iowa, LA	\$1,336,030	174,083
		Lake Charles, LA	\$72,358,772	8,969,213
		Sulphur, LA	\$14,319,982	1,960,942
		Vinton, LA	\$2,591,105	336,871
		Westlake, LA	\$5,715,701	757,209
		Chattanooga, TN	\$6,687,929	788,391
		Nashville, TN	\$5,604,304	268,381
	2019 Hurricane Dorian	Dorchester Co, SC	\$408,086	45,905
	2018 Hurricane Michael	Apalachicola, FL	\$1,085,115	68,251
		Bay Co, FL Waterway	\$8,654,920	358,401
		Bay Co, FL Canals	\$2,095,797	15,043
		Carrabelle, FL	\$358,306	23,628
		Franklin County, FL	\$2,215,778	145,862
		Lynn Haven, FL	\$13,332,022	1,047,872
		Parker, FL	\$7,866,065	783,286
		Duplin County, NC	\$2,682,013	229,937
	2018 Hurricane Florence	Fayetteville, NC	\$1,991,072	153,445
		Holly Ridge, NC	\$156,380	13,951
		North Topsail Beach, NC	\$1,282,198	62,474
		Onslow Co, NC	\$6,349,681	567,036
		Richlands, NC	\$138,476	11,311
	2017 Hurricane Irma	Brevard Co, FL	\$2,370,624	172,031
		Casselberry, FL	\$364,046	30,629
		Charlotte Co, FL	\$1,032,094	6,193 Tons
		Cocoa Beach, FL	\$207,256	20,986
		Collier Co, FL	\$15,956,176	49,215
		Deltona, FL	\$3,257,453	292,339
		Jupiter, FL	\$370,420	43,668
		Kissimmee, FL	\$494,146	49,313
		Lake Co, FL	\$6,157,638	563,585

		Miami, FL	\$1,452,739	64,163
		Mount Dora, FL	\$638,400	32,907
		Ocala, FL	\$1,838,623	179,521
		Orange County, FL	\$5,698,934	375,219
		Polk County, FL	\$27,921,453	2,604,925
		Polk County School Board, FL	\$345,164	14,322
		Sarasota County, FL	\$2,819,743	319,296
		St Petersburg, FL	\$2,819,743	319,296
		Sunrise, FL	\$2,557,532	157,258
		Tarpon Springs, FL	\$675,255	59,407
		Wilton Manors, FL	\$222,614	25,961
	2017 Hurricane Harvey	Brazoria County, TX	\$3,380,670	257,397
		Dickinson, TX	\$4,381,408	349,469
		Friendswood, TX	\$4,096,828	135,952
		Galveston County, TX	\$573,170	33,261
		Lake Jackson, TX	\$20,548	4,281
		League City, TX	\$2,422,457	116,461
		Liberty County, TX	\$153,637	22,971
		Montgomery County, TX	\$2,172,773	240,311
		Nueces County, TX	\$84,568	8,540
		Seabrook, TX	\$39,904	1,592
	2016 Hurricane Matthew	Brevard County, FL	\$3,231,102	265,794
		Bunnell, FL	\$104,606	8449
		Cocoa Beach, FL	\$326,535	32,701
		Currituck Co. NC	\$28,444	2,805
		Deltona, FL	\$1,386,142	117,753
		Duplin, Co. NC	\$7,107	53,988
		Fayetteville, NC	\$946,967	81,449
		Flagler Beach, FL	\$306,837	23,926
		Flagler County, FL	\$2,752,630	152,610
		Florida DEP	\$6,901,500	36,776
		Hilton Head Island, SC	\$33,693,545	2,861,236
		Liberty Co. GA	\$1,736,692	182,467
		Port Wentworth, GA	\$84,022	6,282
		Raleigh, NC	\$59,612	8,516
	2016 Flooding, Tornados	Waller County, TX	\$19,674	1,186
		Friendswood, TX	\$140,516	8,782
	2015 Tornado	Blanco County, TX	\$48,033	2,495
	2015 Severe Storms, Tornadoes, Straight-line Winds, & Flooding	Blount County, AL	\$1,401,613	139,628
	2014 Severe Storms, Flooding & Tornados	Escambia County, FL	\$51,654	5,972
		Limestone County, AL	\$1,184,243	120,817
		Dorchester County, SC	\$1,976,944	98,119
	2014 Ice Storm Pax	Dare County, NC	\$3,590,997	292,738
	2011 Hurricane Irene	Duck, NC	\$62,738	3,138
		Kill Devil Hills, NC	\$188,899	24,849
		Kitty Hawk, NC	\$171,320	22,555
		Manteo, NC	\$48,419	6,375
		Nags Head, NC	\$40,052	5,269
		Newport News, VA	\$1,065,377	97,421
		Onslow County, NC	\$375,815	146,419
		Richlands, NC	\$32,741	5,038
		Alvin, TX	\$2,485,571	223,966
	2008 Hurricane Ike	Angleton, TX	\$999,317	79,163
		Bayou Vista, TX	\$798,580	41,602
		Beaumont, TX	\$11,948,522	988,690
		Brookside Village, TX	\$339,243	29,332
		Clear Lake Shores, TX	\$633,545	31,465
		Clute, TX	\$202,393	16,565

		Dauphin Island, AL	\$3,245,527	210,520
		Deer Park, TX	\$571,213	54,722
		Dickinson, TX	\$2,309,107	217,088
		Freeport, TX	\$208,215	17,411
		Friendswood, TX	\$4,054,033	482,978
		Galveston County, TX Demo	\$1,722,644	70,000
		Galveston County, TX	\$84,145,785	3,871,319
		Jefferson County, TX	\$1,275,233	93,263
		Kemah, TX	\$1,562,035	96,633
		LaMarque, TX	\$1,875,469	126,320
		League City, TX	\$4,108,866	335,140
		Manvel, TX	\$365,500	35,508
		Montgomery County, TX	\$16,323,086	1,087,991
		Pearland, TX	\$4,638,531	392,947
		Santa Fe, TX	\$996,034	120,731
		Texas City, TX	\$3,578,002	210,404
		Tiki Island, TX	\$917,649	39,225
		Webster, TX	\$187,227	13,220
		Leon County, FL	\$36,533	2,824
		2008 T.S. Fay	Union Concrete Constructors Erie County, NY	\$4,480,345
	2006 Ice Storm	Union Concrete Constructors Genesee County, NY	\$258,128	36,193
		Ft Lauderdale, FL	\$28,000,000	1,025,131
	2005 Hurricane Wilma	Jefferson County, TX	\$12,698,992	1,078,770
	2005 Hurricane Rita	Ft Lauderdale, FL	\$5,578,452	174,081
	2005 Hurricane Katrina	Gulfport, MS	\$10,867,616	269,587
		Escambia County, FL	\$66,433,000	4,240,192
	2004 Hurricane Ivan	Berkeley County Water & Sanitation, SC	\$3,381,880	179,382
Atkins aka PBS&J J. Michael Healy, PE, Senior Engineer III, Emergency Management, 813.267.7058 (c), mike.healy@atkinsglobal.com Jenni Edgar, PBS&J Risk & Emergency Management, 919.357.3301 (o), jedgar@pbsj.com	2016 Hurricane Matthew	Windmill Harbor, SC	\$339,975	22,235
	2014 Ice Storm Pax	West Palm Beach, FL	\$3,177,615	336,297
	2005 Hurricane Wilma	Charlestown, RI	\$34,378	1,499
Debris Tech Brooks Wallace, P.E. / President brooks@debristech.com DebrisTech / Office: 601-658-9598 / Cell: 601- 916-1113 925 Goodyear Blvd., Picayune, MS 39466 www.DebrisTech.com	2017 Tornado	Hattiesburg, MS	\$1,782,681	117,844
CDR Maguire Jeff Stevens, CDR Maguire, 401.536.8178 (o), Jeffrey.Stevens@cdrmaguire.com	2018 Hurricane Michael	Jackson County, FL	\$15,840,195	1,173,754
	2013 Blizzard Nemo	Ouachita Parish, LA	\$379,247	30,860
Volkert Kirby McCrary, P.E., Disaster Operations Manager, 251.406.0166 (o), kirby.mccrary@volkert.com	2020 Hurricane Zeta	Harrison Co, MS	\$8,468,767	1,063,831
	2017 Hurricane Irma	The Villages Community, FL	\$406,298	32,979
	2016 Flooding	AL DCNR Dept. of Conservation & Natural Resources	\$500,000	1,801
		2014 Severe Storms, Flooding & Tornadoes	Essex County, VA	\$138,739
Rostan Solutions, LLC aka Arcadis/Haul Pass Jeff Cousins, Operations Manager,	2017 Hurricane Irma	Estero, FL	\$30,998	1,595
		North Port, FL	\$737,413	63,542
		Tybee Island, GA	\$75,798	9,735
	2016 Hurricane Matthew	Berkeley Co., SC	\$931,731	75,610
		Garden City, GA	\$365,490	23,730

Rostan Solutions, LLC , 954.707.8637 (c), jcousins@rostan.com	2016 Winter Storm	New Jersey Dept of Environmental Protection	\$57,753,129	724,800	
	2012 Hurricane Sandy	James City County, VA	\$1,879,198	211,553	
	2011 Hurricane Irene	Williamsburg, VA	\$182,581	17,482	
		York County, VA	\$690,989	76,448	
		O'Brien's Response Management / SEACOR Management / BP Oil Exploration & Production	\$96,214,448	All Alabama Beaches Lump Sum & Hourly	
O'Brien's Bob Anderson, Project Manager 714.222.9922 (c), robert.anderson@obriensrm.com Duane Miller, Manager, Consulting & Response, 251.716.1620 (c), duane.miller@obriensrm.com	2010 BP Oil Spill Response	Moss Point, MS	\$450,924	38,278	
Diversified Consultants Stephanie Thompson, Diversified Consultants, 228.474.0017, mosspointci25605@bellsouth.net	2005 Hurricane Katrina				
Landfall Strategies Ryan Kelley Project Manager Landfall Strategies, LLC Cell: (321) 662-3738 cell Office: (941) 451-7472 rkelly@landfallstrategies.com www.landfallstrategies.com	2018 Hurricane Michael	Panama City	In Progress – 71,373,013	In Progress – 5,332,500	
		Bay Co, FL	In Progress- \$24,687,574	In Progress – 2,409,669	
	2017 Hurricane Florence	Bald Head Island, NC	\$1,383,280	38,327	
		Bolivia, NC	\$15,489	1,110	
		Brunswick Co, NC	\$6,106,287	412,569	
		Caswell Beach, NC	\$154,906	11,794	
		Leland, NC	\$1,527,900	132,975	
		Navassa, NC	\$184,994	17,724	
		Northwest, NC	\$29,944	2,097	
		Oak Island, NC	\$1,764,064	150,972	
		Sandy Creek, NC	\$14,986	1,889	
		Shallote, NC	\$151,947	11,863	
		Varnamtown, NC	\$68,260	4,938	
	2017 Hurricane Irma	Apopka, FL	\$2,108,037	150,294	
		Arcadia, FL	\$499,521	35,182	
		DeSoto County, FL	\$1,474,790	96,228	
		Edgewood, FL	\$214,703	15,547	
	2016 Hurricane Matthew	Clay County, FL	\$1,142,823	127,682	
		Orange Park, FL	\$19,604	1,976	
		Ocean Isle, Beach, NC	\$12,229	1,772	
Witt O'Brien's 1201 15th St., NW Washington DC 20005 Chris Denney Senior Debris Specialist, ERC 818 Town & County Blvd., Suite 200 Houston, TX. 77024 (985) 710-0629 www.wittobriens.com	2017 Hurricane Michael	Washington Co, FL	\$23,834,830	1,948,246	
	2017 Hurricane Irma	Edgewater, FL	\$214,703	15,547	
		Hardee County, FL	\$1,067,904	78,968	
		Lauderdale By the Sea, FL	\$71,211	6,748	
		Nassau County, FL	\$2,978,944	259,110	
		Plantation, FL	\$1,714,265	194,605	
		Sanford, FL	\$567,798	90,735	
	2017 Hurricane Harvey	Jones Creek, TX	\$62,579	3,532	
		Nassau Bay, TX	\$205,059	6,323	
		Port Arthur, TX	\$11,140,778	702,201	
		West Columbia, TX	\$53,922	2,351	
	2016 Hurricane Matthew	Edgewater, FL	\$2936,463	201,602	
		Thunderbolt, GA	\$108,789	7,505	
		Fripp Island, SC	\$111,040	3,967	
		Stuart, FL	\$109,356	10,085	
	2016 Hurricane Hermine	Leon County, FL	\$5,118,148	225,051	
		Tallahassee, FL	\$3,470,173	162,260	
	Culpepper and Terpening, Inc. 2980 South 25th Street Fort Pierce, FL 34981	2017 Hurricane Harvey	LaMarque, TX	\$396,255	21,993
	Eisman Russo	2018 Hurricane Michael	FL DEP	\$17,721,523	181,231



CrowderGulf
RFP for Disaster Debris Removal and Disposal Services
Franklin County, FL

John M Popovich, Jr. Project Manager – Emergency Operations Eisman & Russo, Inc. 6455 Powers Avenue Jacksonville, FL 32217 c: 850.525.7332 o: 904.733.1478 f: 904.636.8828 jpopovich@eismanrusso.com www.eismanandrusso.com		Mexico Beach, FL	\$12,527,617	NA
Metrics Richard P. David 361-800-2159 Emergency Management Services 1265 Church Ave, Chipley, FL 32428 richard.david@metriceng.com www.metriceng.com	2020 Hurricane Laura	TX GLO	\$89,106	
	2018 Hurricane Michael	Jackson Co, FL	\$40,141,024	5,628,282

5. CrowderGulf's Professional Staff Assigned to Franklin County

The names and biographical information of CrowderGulf's professional staff that may be called upon to assist the County in a debris generating event are summarized below. Each individual is highly seasoned in emergency debris management.

The following individuals will be assigned to the County's project management team:

Project Management Team for Franklin County

Name	Position	Email	Phone	Years' Experience
Nick Pratt	Director of Operations	npratt@crowdergulf.com	(251) 402-5566	16
Don Madio	Regional Manager - FL	dmadio@crowdergulf.com	(813) 285-8749	21
Wilber Ledet	Senior Project Manager -	wledet@crowdergulf.com	(228) 326-5915	12
Joe Hayes	Project Manager	jhayes@crowdergulf.com	(561) 315-1360	5
Margaret Wright	Documentation Director / PhD	mwright@crowdergulf.com	(251) 604-6346	23
Leigh Anne Ryals	Emergency Management & Quality Control Specialist	lryals@crowdergulf.com	(251) 751-8660	25
Jeff Zemlick	Safety Manager	jzemlick@crowdergulf.com	(251) 509-9422	12
Reid Loper	Vice President / Senior Project Manager	rloper@crowdergulf.com	(678) 477-3755	15

CrowderGulf Disaster Management brings a responsible and experienced organization to partner with Franklin County. CrowderGulf's extensive experience and personnel resources enables us to quickly assemble uniquely trained and experienced project teams and match specialized equipment and subcontractor resources with project execution requirements. All CrowderGulf officers, managers and supervisors have been involved in previous successful disaster related to debris operations and have been fully trained in quality control, safety, ethics and drug policies of CrowderGulf. Should we need their services we have additional management resources that include retired and semi-retired construction, City, County, FEMA, and Power Company professionals who are experienced in managing and inspecting disaster related work. We also have a standby agreement in place with various engineering companies to provide personnel for engineering services, if needed.

■ Project Management Team Member Bios

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

Nick Pratt – Director of Field Operations

Mr. Pratt serves as CrowderGulf's Director of Field Operations. His ability to coordinate our field assets and subcontractor resources has proved invaluable to the overall success of our many projects. Nick began his work at CrowderGulf in 2004 as an equipment operator and crew foreman following Hurricane Ivan. Having completed this large debris removal operation with great success, Nick's talents and abilities were used again to provide field supervision over crews in Pascagoula, MS following Hurricane Katrina in 2005 and in Texas after Hurricane Ike in 2008. Nick supervised and managed several hauling crews until the final cleanup work was completed in Bolivar, Texas. Nick was promoted to Project Manager in 2010 and was assigned project management duties for the BP Deep Water Horizon Oil Spill cleanup. He initially handled all of the logistics for the Oil Spill project, putting hundreds of pieces of CrowderGulf equipment in place and directing and training hundreds for CrowderGulf employees throughout the operation. Nick has continued to assist our team by providing his expert knowledge and leadership in the field to complete any assignment given to him on or ahead of schedule. Nick has played a vital role as project manager for our large waterway debris removal contract with the New Jersey Dept. of Environmental Services, as a result of Hurricane Sandy in 2012. From 2012- 2018, Nick has worked numerous disaster responses for CrowderGulf providing Project Management and asset coordination assistance for multi-state responses.



In 2017, Nick worked to secure subcontractors, field personnel, equipment and assets in 2017 after Hurricane Harvey struck the Texas Coast. Hurricane Irma devastated Florida two weeks later and he remobilized and oversaw the same task items along the Florida Coast. He managed to supply necessary subcontractors and equipment to all **91 activated contracts** in Texas and Florida after those two historical storms. **These two storms combined to require services from 683 Total Subcontractors throughout 2 States.** In addition, Mr. Pratt has been the Senior Project Manager in the field for the Florida Department of Environmental Protection waterway debris removal project that occurred after Hurricane Irma. Multiple Counties throughout Florida activated contracts and he worked with Project Managers to remove approximately **250,000 Cubic Yards** of waterway debris.

In 2018, Mr. Pratt provided leadership and resource assets for CrowderGulf's simultaneous activations in North Carolina following Hurricane Florence in which CrowderGulf had 20 contract activations and in the Florida Panhandle for 11 additional contract activations following the devastating Category V, Hurricane Michael. **Most recently**, Mr. Pratt worked to secure necessary subcontractors, field personnel and equipment to approximately **11 Clients after Hurricanes Laura and Delta struck Louisiana and Hurricane Sally severely damaged the Alabama Coast.** Mr. Pratt's ability to assess each project's needs and assign personnel and inventory assets has been instrumental in our ability to meet each contract activation with the necessary resources to quickly and efficiently respond to each client. Mr. Pratt attended the University of South Alabama. He also holds certificates in CPR and First Aid, 40 hour HAZWOPER and refresher and in 30 HR OSHA Construction.(NIMS Trained)

Don Madio – Regional Manager

Don Madio is a life-long resident of Florida and serves as CrowderGulf's Florida Regional Manager. Mr. Madio began his career in the disaster recovery industry in 1999. Since that time, he has served on more than 150 mid-to-large scale disaster recovery, waterway, and debris management projects, and found he enjoys the many challenges of working under pressure and problem solving the industry brings. Upon taking a position with CrowderGulf following Hurricane Mathew, Don oversaw seven debris removal and waterway projects that were successfully completed within the client's time frame and contract specifications. Shortly thereafter, in 2017, Don became Florida's Regional Manager following the devastation of Hurricane Irma, one of the most powerful and damaging Atlantic hurricanes ever recorded. His extensive management experience, multi-tasking and organizational skills served him well, as he was tasked to oversee operations throughout the state. He and his team of project managers and field supervisors successfully managed 64 debris management and waterway projects, helping to remove and dispose of over 11.8 Million Cubic yards of Hurricane Irma generated debris. In 2018, Don and his team managed six simultaneous projects on the West Coast of Florida after a historical Red Tide event generated millions of tons of putrefied marine life along Florida's shoreline. Shortly thereafter, Don supervised all of Hurricane Michael's debris management projects in the Florida Panhandle, where over 15 Million Cubic Yards have been removed and disposed. Recently, Don managed activations in Okaloosa County, FL and Harrison County, MS, following Hurricane's Sally and Zeta during the active 2020 hurricane season.



When he isn't in the midst of storm season, Don enjoys traveling the state and building relationships with clients, as well as providing contract maintenance, training, and technical assistance. A seasoned believer in pre-planning and operational improvement, Don also administers annual training to project managers, field supervisors, and regional subcontractors. Mr. Madio is a University of Florida graduate, holds multiple FEMA and USACE certifications and is NIMS trained.

Wilber Ledet – Senior Project Manager

Mr. Ledet's disaster experience with CrowderGulf began after Hurricane Ike with the managing of the wet debris targets identified by sonar from West Galveston Bay, Tiki Island and Omega Bay, TX. This project also included his expertise in managing the stored vessel reclamation program in which he assisted in the removal of hazardous substances from the vessel and coordinated its proper disposal. From 2010 to 2012, Mr. Ledet managed up to 800 Hazwoper certified responders and facilitated meetings with Environmental Teams and BP officials, serving as project manager, assigned to the Deepwater Horizon Oil Spill. In 2012, following Hurricane Isaac, Mr. Ledet was assigned as Project Manager to oversee the sand removal, sand screening and beach berm construction for the Town of Dauphin Island, AL. This project included sea oat replacement, and the management of the right of entry program for sand reclamation on private property.



Following Super Storm Sandy in 2012, Mr. Ledet was assigned as project manager to oversee the wet debris removal from Bamegat Bay, NJ, and successfully completed removal and disposal of over 700,000 yards of wet debris. Mr. Ledet has also served as Project Manager for Ice Storm Pax (NC), and 2014 Tornado Outbreak in Limestone County (AL). Mr. Ledet worked as the Project Manager after the 2015 Severe Floods that devastated Columbia County (SC) in early October, 2015. Most recently, Mr. Ledet managed the floods in Ouachita Parish (LA) and Brazoria County (TX). In late 2016, the City of Central (LA) suffered some severe flooding and Wilber lead the CrowderGulf Team during the removal operations within the City and East Baton Rouge Parish. Mr. Ledet also was the Senior Manager on Hilton Head Island (SC) which resulted in the removal and disposal of over **2.8 Million Cubic Yards** of debris. After Hurricane Matthew, he worked on the waterway debris removal project in Brevard and Volusia County (FL) for the Florida Department of Environmental Protection. In 2017, Mr. Ledet was deployed to **Aransas County, Rockport and Corpus Christi after Hurricane Harvey** caused extensive damage to the area. As Senior Project Manager, he was in charge of all 3 locations and he and the CrowderGulf Team removed and disposed of approximately **2.5 Million Cubic Yards** of debris.

Joe Hayes - Project Manager

Joe Hayes grew up around the storm relief and disaster management industry. Combined with a strong background in general contracting, he is accustomed to providing the leadership and oversight to complete projects expediently, efficiently, and to the clients' utmost satisfaction. In 2016, Joe joined CrowderGulf team as a field supervisor in the wake of Hurricane Matthew. In 2017, Joe was tasked as a project manager after Hurricane Irma tore through the state; successfully managing a number of projects in the South Florida area. Through these projects and the combined effort of the CrowderGulf team, **10 MILLION CUBIC YARDS** of Hurricane Irma related debris were managed and disposed of; facilitating an extensive statewide recovery. In 2018, following the devastation of Hurricane Michael, Joe was tasked with managing the removal and disposal of debris in Jackson County, FL. Mr. Hayes, along with his CrowderGulf team were able to mitigate the challenges of such a large scale disaster while employing innovative support and leadership to provide relief to the devastated county. He and his team of field supervisors oversaw hundreds of assets and personnel; providing the logistics that resulted in over **2.5 MILLION CUBIC YARDS** of debris being removed and disposed of in Jackson County alone. When Joe is not working in the field on an active project, he is the CrowderGulf representative for the South Florida area. Mr. Hayes is a South Florida native and an honors graduate of Florida Atlantic University.



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

Dr. Wright has over 25 years of professional training and managerial experience. As a vital member of CrowderGulf's Senior Management Team, her roles include technical proposal writing, training developer and facilitator, regulations compliance, management of record keeping, including day-to-day operations of work completed, communication and coordination with contracting entities during reconciling process, and conducting formal evaluations at completion of projects.



Dr. Wright has worked in field operations setting up and managing field offices, hiring and training personnel to work with all required documentation, and at CrowderGulf's Disaster Assistance Office (DAO) after all major disasters since 2003. In 2017, Dr. Wright worked **onsite** with our Client and their monitoring firm to assure that documentation and FEMA reimbursement went smoothly after Hurricane Hermine caused damage in the Florida. She worked to properly invoice and document approximately 9 Million Dollars for the City of Tallahassee and Leon County. Most recently, she and her team worked to invoice and reconcile over **180 Million Dollars** for Hurricane Irma and over **86 Million** for Hurricane Harvey. (NIMS Trained)

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

Mrs. Ryals has over 17 years of experience and training in Emergency Management. She has 11 years serving as an Emergency Management Director and 5 years serving as a Disaster Public Information Officer. She has worked 12 Presidential Disaster Declarations and one Incident of National Significance, the Deep Water Horizon oil spill, and of those disasters she served as Incident Commander for eight of those events prior to starting work with CrowderGulf. Mrs. Ryals joined CrowderGulf in 2011 and immediately began work in North Carolina following Hurricane Irene. She used her knowledge of the FEMA Public Assistance Reimbursement Program and experience to provide quality control and project oversight to assist our team and our clients in program policy and procedures. Since that time, Mrs. Ryals continues to provide quality control technical assistance and policy guidance to our staff and clients. Mrs. Ryals experience includes writing Debris Management and Mitigation Plans for County and Municipal Governments. She is extremely knowledgeable with FEMA's public assistance policies and procedures and has been successful in the FEMA appeals process. She has served as a member of the FEMA Hurricane Liaison Team and testified before the 110th and 111th U.S. Congress on Hurricane Katrina Preparedness and Response Initiatives – Best Management Practices. She obtained valuable knowledge in documentation proper damage survey, reports/technical writing, and extensive knowledge on FEMA policy and procedure. Mrs. Ryals learned first-hand the type of documentation and determination it takes to be successful in an OIG / FEMA audit. In addition, Mrs. Ryals has provided Project Management assistance to clients following Hurricane Matthew in Georgia, Hurricane Harvey in Texas and most recently, she served as Project Manager for the City of Daphne in Baldwin County, Alabama following Hurricane Sally. She is a Licensed and Certified Alabama Emergency Manager; and a NIMS 300 & 400 Course Instructor. She holds numerous FEMA and State Emergency Management Certifications.

**Jeff Zemlik – Safety Manager**

Mr. Jeff Zemlik graduated from Columbia Southern University, graduating with degrees in Occupational Safety and health as well as Organizational Management. Originally hailing from the Chicagoland area, Mr. Zemlik joined the CrowderGulf team in 2010 during the BP oil spill. During this cleanup effort, Jeff headed up the contractor safety program for the state of Alabama.



Every CrowderGulf activation requires Safety in the field, and Mr. Zemlik's field presence is one of his strongest qualities. Regardless of size, safety policy and procedure is strictly enforced, either by Jeff personally, or by the team of trained safety professionals managed by Mr. Zemlik. During Hurricanes Harvey and Irma, Jeff directed the safety program for over 1,500 hauling trucks doing work in 3 States without recordable injuries or fines. In addition, provided operational oversight for debris removal operations in Brazoria County, TX. 2018's Hurricane Michael saw Jeff taking lead in Panama City's "PUSH" operations, providing oversight for the City's leaner/hanger program and removal of trees from publically owned spaces, as well as providing safety leadership to the entire area of operations. During the hyper active hurricane season of 2020, Jeff spearheaded supplying PPE to various government agencies pertaining to COVID-19 protection. 2020 Project highlights include, removal of 60,000 yards of seaweed after Hurricane Cristobal, over 200 PUSH crews post Hurricane Laura, and working closely with the Audubon Society of New Orleans, LA for post Hurricane Zeta cleanup at several of their unique facility's housing common zoo animals and endangered species. **Since taking over the leadership of CrowderGulf Safety program, there have been zero OSHA recordable cases, zero fines or citations and CrowderGulf safety performance and modification rate have consistently been well below industry standards.**

In addition to his accredited degrees, Mr. Zemlik holds his OSHA 500, trains all HAZWOPER associates, USACE CQM and 385-1-1 training. He also has his Asbestos Inspector and Supervisor Certifications. Mr. Zemlik also manages the companies DOT program, and is trained in Fishbone root cause analysis, incident inception. Additional training and certifications include: SONS & TWIC, OSHA 10 hour General Industry, OSHA 510 & 500, Leadership & influence. Most recently, Jeff has obtained his ISA Certified Arborist classification and is a local ISA member of both Texas and Florida Chapters. (NIMS Trained)

▪ Corporate Management Team / Top Level Management Personnel

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

Ashley Ramsay-Naile – President

Mrs. Ramsay-Naile is a Graduate of the University of South Alabama. She has been involved in managing the day to day business of CrowderGulf operations since 1995 when Hurricane Opal impacted the Florida Panhandle. She has played a vital role in establishing the Disaster Administration Office (DAO) in which she has structured and managed since its acquisition. As Chief Operating Officer for CrowderGulf, her role has provided a liaison to clients, logistics coordination with our field operations, contract negotiations, preparation of proposals, subcontractor coordination, field supervisor, project management, and all aspects of back office activities including accounts payable, accounts receivable and human resources. Having served in both field and documentation management positions, Mrs. Ramsay-Naile is very knowledgeable in all aspects of the debris recovery business and a national leader in the field. **Due to Ashley's integrity and excellent leadership skills, CrowderGulf has continued to cultivate one of the most dedicated and capable teams in the disaster debris recovery business.** Mrs. Ramsay-Naile is involved with all aspects of decision making for CrowderGulf and is an authorized contract signer for the Company.



Reid Loper – Vice President

Mr. Loper graduated from Auburn University with a bachelor's degree in Aerospace Engineering while he worked as a research and design student. Mr. Loper started his career with CrowderGulf in 2010, as Senior Project Manager (SPM) after the BP Oil Spill. As SPM, his role was managing over 1,200 personnel and 600 pieces of equipment. Managing simultaneous projects is one of Mr. Loper's strong points and the BP project consisted of managing eight forward operating bases throughout the Alabama area of responsibility. In 2012, he took on the task to oversee CrowderGulf's Hurricane Sandy Response for the New Jersey Department of Environmental Protection Agency. Since 2012, he has been directly involved in overall company operations for all debris missions in which CrowderGulf has responded. During this time period, managing the removal and disposal of over **50 million cubic yards of debris**. In 2017, Reid was promoted to Vice President of CrowderGulf. As Vice President, he played an integral role after the unprecedented 2017 Storm Season. This involved the management of 93 simultaneous contract activations and over 150 project managers. In 2018, the Florida panhandle was devastated by Hurricane Michael, the first Category 5 hurricane to make landfall since 1992. Reid oversaw Hurricane Michael's debris missions, which resulted in the removal and disposal of **over 14 Million Cubic Yards of debris**. Mr. Loper also oversees CrowderGulf's Special Projects Division, which includes our waterway debris removal operations, including projects from New Jersey, Florida, Alabama, and Texas; making him nationally renowned as one of the leading experts for water borne debris removal. Mr. Loper bids and oversees various types of construction projects under this division. **Currently, Reid is managing the debris missions for Hurricanes Delta and Laura in Louisiana and Sally in Alabama and Florida.** Mr. Loper is a LEED Accredited Professional with certifications in NPDES and FEMA courses. Mr. Loper has a current OSHA 30 and Hazwoper 40 certification, is NIMS certified and holds general contractor licenses in the following states: Virginia, South Carolina, Georgia, Alabama, Mississippi, and Louisiana.



Raymond "Buddy" Young – Regional Director

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



Gary Jones – FEMA Specialist and Technical Assistance Manager

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

**John Campbell – Regional Director**

Mr. Campbell has experience in disaster response planning and management since 1968. He has a B.S. degree in Political Science from the University of Southern Mississippi and a Master's degree in Logistics Management from the Florida Institute of Technology. After retirement from the U.S. Army as a full Colonel with 30 years of service, he served for six years as Chief of Operations for Lee County Emergency Management in Fort Myers, Florida. He has direct experience in debris recovery operations from Hurricane Iniki in Hawaii and Hurricanes Charley, Ivan and Wilma that impacted Southwest Florida. He also provided mutual aide to Escambia County, Florida following Hurricane Ivan.



During his 36 years of public service, he amassed an extensive background in high-level management, disaster response and training. He also trains CrowderGulf clients in all facets of debris management, Incident Command System (ICS), National Incident Management System (NIMS) and the FEMA PA program process. Mr. Campbell was previously qualified as an accredited Professional Emergency Manager through the Florida Emergency Preparedness Association (FEPA) and remains active in the organization. (NIMS Certified Instructor)

Barrett Holmes – Regional Manager

Colonel Retired Holmes joined the CrowderGulf Management Team with more than 30 years of successful leadership and management experience with the United States Army. He is a combat veteran of the United States Army with a distinguished military career where he successfully led engineer units from the platoon to brigade level. He commanded the 20th Engineer Battalion, and was assigned to the First Brigade Combat Team of the First Cavalry Division, Fort Hood Texas. The Battalion was awarded the Army Valorous Unit Citation Award for their combat service during Operation Iraqi Freedom II. Under his leadership, the 20th Engineer Battalion supervised construction projects valued at over \$718 million in eastern Baghdad, Iraq under austere conditions.



Following his service in Iraq, Colonel Holmes was selected to command the Japan Engineer District in Tokyo, Japan. As the District Engineer, he led the design and construction agency for all United States forces and federal agencies in Japan and was responsible for a multinational construction program valued at over \$975 million. Colonel Holmes then served as the Defense Coordinating Officer (DCO), the Principal Department of Defense representative with the Federal Emergency Management Agency (FEMA) Region IV. He coordinated Department of Defense resources for numerous disasters to include Hurricanes Earl, Isaac, and Sandy, and provided extended support for the United States Coast Guard during the Gulf Coast clean-up following the Deep Water Horizon oil spill.

As Regional Manager for the East Coast, following Hurricane Matthew in October 2016, his team was responsible for **17 projects** and removal and disposal of over **4.3 Million Cubic Yards** of storm debris. When Hurricane Irma devastated Florida in September 2018, he was able to assist with the Florida recovery efforts and was responsible for numerous projects throughout a multi-state area. This was part of the team effort in Florida to remove and dispose of over **11.8 Million Cubic Yards of storm debris**. During Hurricane Florence in September 2019, he provided leadership and management expertise for 19 projects to remove and dispose of over 2.1 Million Cubic Yards of storm debris. Most recently,

Barrett is working to provide debris removal services for the Alabama Department of Transportation after Hurricane Sally caused significant damage to the Alabama Gulf Coast.

Brian Smallwood – Regional Manager, LEED AP

Mr. Smallwood graduated Auburn University in 2006 with a Bachelor's Degree in Building Science. After graduation, he worked as a Project Manager in Atlanta, GA for one of the largest general contracting firms in the nation. There he built a strong management foundation and obtained the necessary fundamentals to plan and coordinate with owners, engineers and government officials. Mr. Smallwood has the skills to estimate, propose, contract, coordinate, schedule, manage, budget, document and close-out a project from start to finish. Mr. Smallwood is often the first employee on the ground after a disaster. His fast mobilization time is of great benefit to clients as it generates an extremely quick start time. Mr. Smallwood has the ability to accurately assess damaged areas to help municipalities plan for a recovery effort. Most recently **in 2018 after CAT 5 Hurricane Michael made landfall in Bay County**, Mr. Smallwood managed the emergency road clearance, debris removal and disposal from rights of ways, storm water/ditch debris removal, waterway debris removal and the private property debris removal (PPDR) for Bay County. The previous year, Mr. Smallwood took on the role of Regional Manager during the activation that took place after Hurricane Harvey. He oversaw ALL 26 contract activations throughout the State of Texas. He and his team removed and disposed of approximately **4.7 MILLION CUBIC YARDS** of Debris. In 2016, he worked during Hurricane Matthew with the South Carolina Department of Transportation removing and disposing of approximately 500,000 Cubic Yards of Debris. He managed 6 separate Debris Management Sites for both State and County Roads and coordinated assets and resources for a population of over 315,000 residents. Mr. Smallwood serves as the Contract Representative for pre-event contracts in Alabama, Florida, Mississippi, Louisiana, Washington and California. His role in servicing contracts include conducting yearly training sessions, determining high risk areas within a community, locating debris storage sites, determining final debris disposal locations and discovering methods and options for recycling and reuse of debris. Mr. Smallwood is a LEED Accredited Professional with certifications in NPDES and FEMA courses. Mr. Smallwood has a current OSHA 30 and Hazwoper 40 certification. Mr. Smallwood also holds the General Contractors license for CrowderGulf in the State of Florida. (NIMS Trained)

**Drew Sprinkle - Regional Manager**

Mr. Sprinkle has a BSBA Degree from Auburn University in Supply Chain Management. He first worked with CrowderGulf in 2008 following Hurricane Ike on the Bolivar Peninsula in Texas as a field supervisor, and again during the BP Oil Spill in 2010 as a logistics supervisor. After receiving his degree from Auburn, he worked as an Account Manager for a third party logistics firm where he managed multiple high volume logistics accounts for customers in the construction and steel industries. Drew returned to the Debris Management industry as a Project Manager in 2017, when Hurricane Harvey struck the Texas coast. Mr. Sprinkle has served as a Project Manager on a wide variety of projects.



In 2018, Drew supervised over 200 employees and used innovative techniques to remove over 4,000 tons of dead marine life in south Florida following a massive Red Tide Fish Kill. Following flooding in Horry County, SC caused by Hurricane Florence, he was the Project Manager for the South Carolina Department of Transportation (SCDOT) and worked to remove flood debris from the 1,200 square mile county. Hurricane Michael hit the Florida Panhandle in the fall of 2018, and he served as the Project Manager for both the City of Parker and the City of Lynn Haven, Florida. During this activation, Drew successfully directed the removal and disposal of over **1.2 MILLION CUBIC YARDS** of debris. Most recently, Drew was Project Manager for the City of Gulf Shores, AL after Hurricane Sally caused widespread damage in the area. When not actively working in the field, he is also tasked with technical writing and the organization of proposals. He holds General Contractor License's in Alabama, North Carolina, and California. Drew also has certifications in OSHA 30, TWIC, and NIMS.

Clayton Young – Regional Manager

Mr. Young has been employed with CrowderGulf since 2010. He has served as the Texas and Louisiana client representative in that time, as well as project manager for a number of disaster activations. He spent parts of 2010-2011 in Galveston County Texas overseeing operations for a buyout mitigation program that turned 800 properties destroyed by Hurricane Ike, into green space on the Bolivar Peninsula. He was responsible for bidding and estimation of cost and reconstruction of these properties. After that project was completed, he spent time as a field supervisor in Alabama after the tornado outbreak in 2011. He was promoted to a project manager and oversaw debris removal efforts in North Carolina for the NC DOT after Hurricane Irene, Montgomery and Waller Counties in Texas after they were flooded on April 15, and Memorial Day in 2015. In addition, he was called to action in Central Louisiana for flood cleanup in 2016.



In 2017, Hurricane Harvey caused significant damage to the entire State of Texas and Clayton served as project manager for the Cities of Dickinson, Friendswood, La Marque, Santa Fe, Clear Lake Shores, Jones Creek, Lake Jackson and Galveston County. After completing those projects in 2018, he switched gears and managed waterway restoration projects under a contract with the Texas General Land Office on the Colorado, San Bernard, and Brazos Rivers, as well as Chocolate Bayou and Oyster Creek. In late 2018, after Hurricane Florence hit the East Coast and Carolinas, he managed the debris recovery operations in Duplin County North Carolina. In early 2019.

Mr. Young headed back to the City of Dickinson, TX as project manager for the Dickinson Bayou cleanup and de-snagging project under the Natural Resources Conservation Service (NRCS) Mr. Young has spent time studying and living abroad which has given him unique worldview and the ability to understand and communicate with a wide range individuals. He understands the bid process, contracting, mobilization, operation management, documentation and close out of disaster recovery projects. He excels at building close client relationships, business development and servicing pre-event contracts for Client's needs such as training and pre-planning. Clayton graduated from the University of North Texas where he focused on Entrepreneurial Management and International Business Practices. NIMS Trained

Wesley Naile - Contracts Manager

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



Freddie Willis - Project Manager

Mr. Willis brings over 26 years of professional experience to the CrowderGulf team. Prior to working for CrowderGulf, Freddie was tasked with overseeing site remediation of a closed oil refinery. He successfully managed the removal and disposal of more than 33,331,536 gallons of crude oil, gasoline, diesel and JP-5 jet fuel from leaking tanks with final approval from the EPA and ADM. Freddie began his career with CrowderGulf in 2017 where he worked as a field supervisor in Florida in response to Hurricane Irma. **Since that time, Freddie has managed multiple projects of varying scopes, ranging from sand screening, marine construction, shoreline restoration, and dredging and debris removal.** In 2018, Freddie successfully managed debris removal crews in a 1,200 square mile area in the Carolinas; managing multiple debris management sites and removing hundreds of thousands of cubic yards of debris. After completing the project in North Carolina, Freddie relocated to Florida and managed a marine debris project for the City of Mexico Beach, after the Cat 5 Hurricane Michael destroyed the Florida Panhandle. Mr. Willis takes great pride in exceeding the expectations of CrowderGulf's clients and establishing excellent working relationships from the start.



Isam Brisco - Project Manager

Mr. Brisco is a Graduate of the University of North Texas. He is currently managing the debris removal operations in Calcasieu Parish, Louisiana. He has overseen all of the day to day operations of a project that, at its peak had over 200 trucks removing over 98,000 cubic yards of debris from the ROW daily. He has located and permitted 12 Disaster Management Sites in strategic locations throughout Calcasieu Parish to more effectively remove debris from the ROW. He is the liaison between the subcontractors, monitoring company, and client to ensure all aspects of the job are running smoothly and the client's needs are met. He has seamlessly managed a project that has removed, reduced, and hauled to final disposal over 6,200,000 cubic yards of debris as of January 2021.



In Western Bay County, Florida, Mr. Brisco was the project manager following Hurricane Michael in October 2018. His responsibilities were: Running PUSH Operations to clear streets immediately after Hurricane Michael. Locating and permitting suitable temporary disaster management sites, mapping and plotting debris on all County roads. Debris estimations for the County, delegating debris zones to subs and ensuring they adhere to assigned zones. Supervising operations at Debris Management Sites. Removed 1,993,900 cubic yards of debris from ROW as of the end of 2020.

Managed Debris Removal Operation in Dickinson, TX after flooding from Hurricane Harvey, September 2017–March 2018. Found a suitable temporary Disaster Management Site for increased efficiency of haul in and reduction of C&D. Communicated with the City on a daily basis to update on progress and to prioritize areas for debris pickup. Mapped and plotted all of the roads in the City and relaying the maps to trucks. Zoned the City maps and assigned zones to trucks, worked with Monitoring Company to ensure the job ran smoothly. Oversaw haul out of compacted debris to final disposal, set up and supervised pick up and disposal of White Goods & HHW. Successfully removed, reduced, and hauled to final disposal over 230,000 cubic yards of C&D.

(NIMS Trained)

Matt Lucas- Project Manager

Mr. Lucas has over 25 years of extensive experience in debris clean up. He worked for the state of New Jersey and the New York Port Authority during the destruction of the world trade centers, and was instrumental in the construction of various logistical sites for the cleanup operations. In 2012 he was the Senior Project Manager managing clean-up operation for Hurricane Sandy and was instrumental in the right of way collections, PPDR, waterway debris removal, vessel recovery, and dredging ICW/marinas that were impacted. He also managed clean-up efforts in Raleigh, North Carolina and Fayetteville, North Carolina for hurricane Matthew this included right of way collection, set up and close out of temporary debris sites. Mr. Lucas was also involved in vessel recovery and salvage operations Beaufort, South Carolina. He managed the hurricane Harvey clean up in Port Arthur, TX, which resulted in **1 million cubic yards** of debris removed and properly disposed.



More notably Mr. Lucas was the Sr. Project manager for hurricane Michael which devastated Panama City, FL. Mr. Lucas had over sight of all right of way, ditches, PPDR clean up and managed six temporary debris manage sites, which resulted in **4 million cubic yards** of debris removed from the city. He has owned and operated several business through his career. He has held a New Jersey A901 disposal license, a New Jersey electrical license, 100 ton U.S. Coast Guard License, and a CDL

Robert Lewis Najor – Project Manager & Quality Control

Robert (Lew) began work for CrowderGulf in 2017 following a 25 year career with the United States Army Corps of Engineers (USACE). While at the USACE, Robert held such positions as Project Manager and Construction Quality Control (CQC) Manager. Robert worked USACE projects for debris management services from 1993 – 2016. Robert's industry knowledge of disaster and debris related projects with the USACE and civilian contracting companies has led to his in depth experience with removal and reduction, beach restoration, levee enlargement and buildup, operation Blue Roof projects, and flood control across the Gulf Coast.



In addition to his extensive industry background, Robert is certified by the United States Army Corps of Engineers for Construction Quality Management for Contractors, and he is also certified by the State of Florida Department of Business and Professional Regulation as an Underground Utility and Excavation Contractor. Furthermore, he holds a Class B certified driver's license, and is a heavy equipment operator.

Robert brings to CrowderGulf his strong understanding of the USACE Quality Assurance and Quality Control Program. His experience and ability to provide damage assessment has been critical for evaluating the aftermath of disaster events in order to help Clients. His training and experience with debris and project management and his understanding of the complexity of CQC Management has been instrumental in the successful completion of many of CrowderGulf's debris removal projects.

Howard Turner - Project Manager

Mr. Turner has a long career spanning over 2 decades experience in the debris management industry. He began his management career at Grind-all where he oversaw scheduling and operations of four grinders, three screens, mulch coloring plant, fifteen loaders, excavators, trucks, and miscellaneous equipment. He was also responsible for the operation of three dumping and grinding sites for preparation of mulch, topsoil and organic growing media. After Hurricane Isabel devastated the eastern portion of Virginia and the Carolina's in 2003, Mr. Turner utilized his experience in DMS and debris reduction management for CrowderGulf. Mr. Turner served as the Project Manager in Virginia Beach, Norfolk, Suffolk, Newport News, and the Counties of James City, Southampton, York, and Suffolk. He was responsible for all aspects of disaster debris collection, recordation, reduction, damage claims and client contact. In 2004, Mr. Turner served as the Project Manager for Lee County, Cities of Ft. Meyers and Cape Coral, Sanibel and Captiva Islands, and Upper Captiva Island after Hurricane Charley and Frances damaged the area. He was responsible for day-to-day management of all disaster recovery activities including collection crews and equipment, debris reduction and disposal, site restoration and acting as the Liaison with the municipalities, the Corps of Engineers and FEMA. Then in 2011, Mr. Turner managed York County, VA after Hurricane Irene effected the area. Most recently, Mr. Turner managed the Hurricane Irma debris management operation for numerous clients in the center portion of Florida.



Amber Ramsay – Public/Community Relations and Marketing Manager

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



Gina Walley – Accounts Receivable Manager / Documentation Specialist

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



Jenny Todd – Subcontractor SBE Compliance Manager

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



Resumes can be provided upon request.

No employee identified for anticipated assignment to the County's Site Management Team has ever been a defendant in any proceeding involving or arising out of debris removal services.

Additional Personnel

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

Full Time and DAO Personnel

Last Name	First Name	Position
Ramsay	John Aaron	Superintendent, Sub Contractor Crew Foreman
Ramsay	Lyman	Senior Project Manager
Wright	Kerry	Warehouse Manager
Simon	Paris	Accounting Clerk
Suters	Donna	Accounting, Documentation Management
James	Jenny	Accounting, Documentation Management
Turner	Mary	Logistics, Contract Management
Williamson	Kelley	Subcontractor Accounts Payable Mgr., DAO Office Manager
Edwards	Melinda	Executive Administrative Assistant
Noll	Kerrie	Proposal Manager
Snell	Brandi	Receptionist
Sprinkle	Aimee	Receptionist, Accounting Clerk

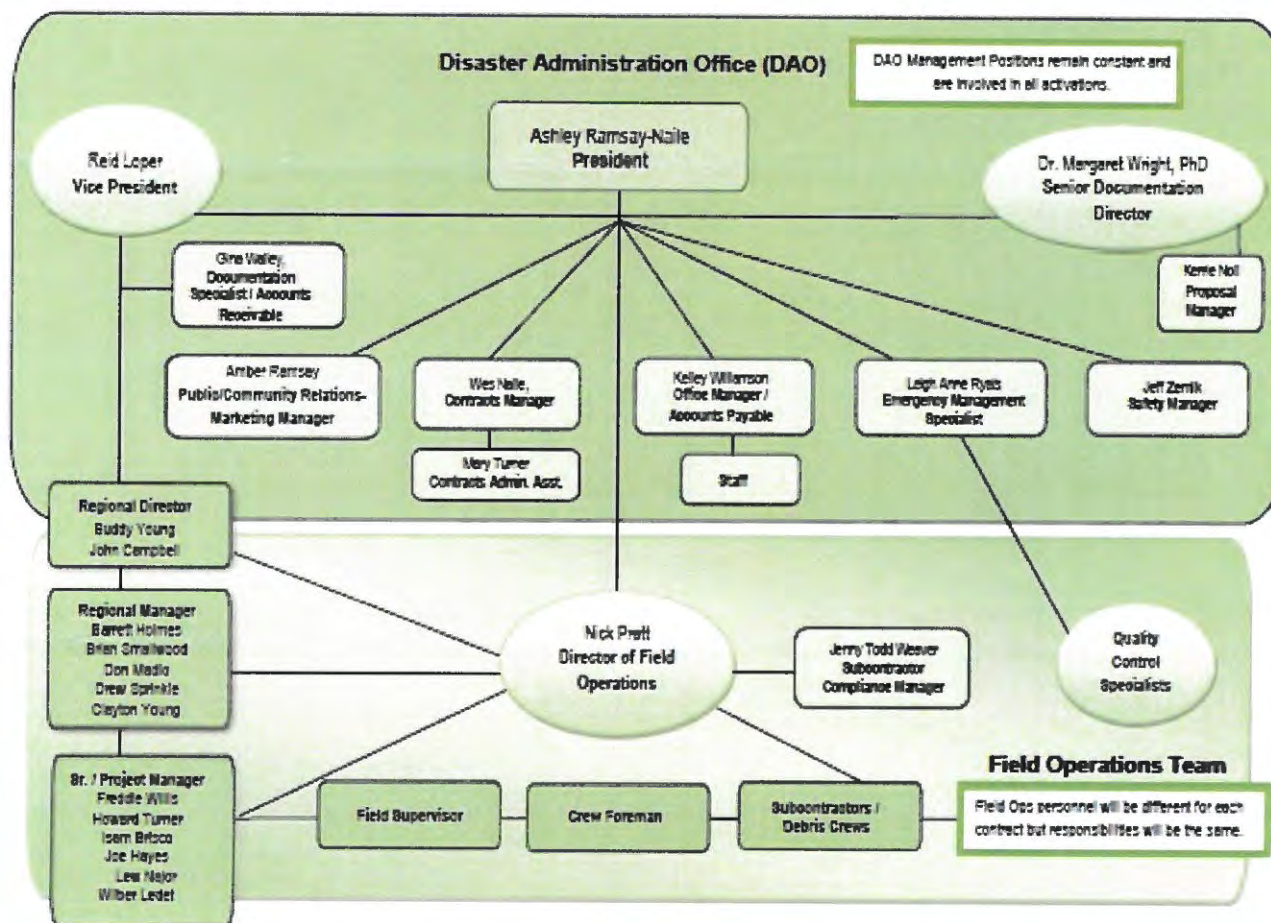
Additional Field Personnel

Last	First	Position	Last	First	Position
Anderson	Paul	Field Supervisor	Laurent	Zakiya	Field Supervisor
Baldwin	Lisa	Field Supervisor	Lee	Brandon	Field Supervisor
Bell	Maria	Field Supervisor	Leggett	Dee & Jan	Field Supervisor
Bell	Brad	Project Manager	Loper	Leigh	Project Manager
Bender	Jay	Project Manager	Loper	Mark	Field Supervisor
Bishop	Anthony	Project Manager	Lund	Barry	Project Manager
Brewer	James	Project Manager	Matlack	Desiree	Project Manager
Brewer	Lapa	Field Supervisor	Mosby	Jacob	Field Supervisor
Cade	Victor	Field Supervisor	Perkins	Megan	Field Supervisor
Campbell	Tony	Field Supervisor	Poore	Jim	Project Manager
Crigler	Eric	Field Supervisor	Powell	Mark	Project Manager
Cruz	Lisa	Field Supervisor	Rackley	Rodney	Field Supervisor
DeHart	Vance	Project Manager	Ransom	Jim	Field Supervisor
Drinkwater	Cliff	Field Supervisor	Rel	Gabriel	Field Supervisor
Duhon	Ronnie	Project Manager	Rich	Bud	Project Manager
Edge	Ron	Project Manager	Roberts	Sam	Project Manager
Fontenot	Dru	Project Manager	Roberts	Kadeem	Field Supervisor
Francisco	Ken	Field Supervisor	Robinson	Tom	Project Manager
Frye	Jim	Project Manager	Sabasia	Dalisia	Field Supervisor
Giffens	Brian	Field Supervisor	Scantlebury	Clement	Field Supervisor
Gill	Ray	Project Manager	Smith	Tim	Field Supervisor
Gittens	Margaret	Field Supervisor	Spann	Gregory	Field Supervisor
Hall	Eric	Project Manager	Thorson	Ron	Project Manager
Hayes	Dan	Project Manager	Tompkins	Alyssa	Field Supervisor
Hayes	Roy	Project Manager	Van Vactor	Joe	Project Manager
Henry	Curn	Field Supervisor	Whitten	Brent	Field Supervisor
Hill	Philip	Project Manager	Widgeon	Pam	Field Supervisor
Holiday	Richard	Field Supervisor	Widgeon	Paul	Field Supervisor
Hollman	Michael	Field Supervisor	Wimberly	Mike	Project Manager
Holmes	Barton	Field Supervisor	Wong	Tina	Field Supervisor
Hope	Gene	Field Supervisor	Wright	Charles	Project Manager
Iuteri	Rodney	Field Supervisor	Wright	Latasha	Field Supervisor

Organizational Chart

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

Franklin County, FL



Key Personnel Storm Chart

The chart below lists CrowderGulf's key personnel and the storms/activations since 2005. Additional information and resumes can be provided upon request.

Key Personnel Past Storm Experience	2005		2006		2008		2009		2010		2011		2012		2013	2014			2015	2016				2017		2018		2019	2020	2020					
	Hurricane Katrina	Hurricane Rita	Hurricane Wilma	Ice Storm	TS Ernesto	Hurricane Gustav	Hurricane Ike	Ice Storm	TS Ida	BP Oil Spill	Hurricane Earl	Hurricane Irene	Tomado	Hurricane Isaac	Hurricane Sandy	TS Debbie	Blizzard Nemo	Ice Storm Pax	Ice Storm Ulysses	Severe Storms & Flooding	Ice Storm	TX Severe Storms	LA Severe Storms	Hurricane Hermine	Hurricane Matthew	Hurricane Harvey	Hurricane Irma	Hurricane Florence	Hurricane Michael	Texas Tornado	Hurricane Laura / Delta	Hurricane Sally			
Ashley Ramsay-Naile, President	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Nick Pratt, Dir. of Operations	✓		✓	✓			✓			✓		✓		✓	✓			✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Reid Loper, Vice President										✓				✓	✓						✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Raymond “Buddy” Young, Regional Dir. **		✓	✓		✓		✓	✓		✓		✓	✓		✓		✓			✓		✓		✓	✓	✓		✓	✓	✓	✓	✓			
John Campbell, Regional Dir.			✓				✓					✓	✓	✓	✓			✓		✓				✓		✓		✓							
Margaret Wright, Ph.D., Documentation Dir.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Jeff Zemlik, Safety Manager										✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Leigh Anne Ryals, FEMA Specialist **	x					x	x		✓			✓		✓	✓			✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		
Gary Jones, FEMA Specialist **														✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		
Wesley Naile, Contracts Manager	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Brian Smallwood, Regional Manager												✓	✓	✓	✓					✓		✓	✓	✓	✓	✓	✓	✓	✓		✓		✓		
Barrett Holmes, Regional Manager **																		✓				✓	✓	✓	✓		✓	✓					✓		
Don Madio, Regional Manager **						x	x	x	x		x	x		x	x	x	x	x	x					x	x	✓	✓		✓					✓	
Clayton Young, Regional Manager												✓															✓	✓			✓	✓			
Wilber Ledet, Project Manager							✓	✓		✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓			
Howard Turner, Project Manager			x									x													✓	✓	✓	✓	✓	✓	✓	✓	✓		
Drew Sprinkle, Project Manager							✓			✓																	✓	✓	✓	✓			✓	✓	
Joe Hayes, Project Manager																										✓	✓		✓			✓			
Matt Lucas, Project Manager																									✓	✓		✓	✓			✓			
Isam Brisco, Project Manager **																												✓	✓	✓	✓	✓			
Lew Najor, Project Manager **																												✓	✓	✓	✓	✓			
Amber Ramsay, Public & Com. Relations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					✓					✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Gina Walley, Accounts Receivable Manager	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Jenny Todd, Subcontracts Manager	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

** These employees have additional experience with storms prior to 2005, FEMA, United States Army Corp. of Engineers, Emergency Management or other Companies

Personnel Certifications and Understanding of Governmental Programs

CrowderGulf's management team includes previous FEMA Directors, Emergency Managers and FEMA trained Debris Specialists. Numerous certifications are held by all of our key management staff as well as our field operations staff. This wealth of knowledge is used to assist our clients in complying with FEMA guidelines and completing any and all paperwork that they may be called upon to provide FEMA, FHWA or the Office of Inspector General. Our staff is well-versed in the Code of Federal Regulations (44 CFR), FEMA's Public Assistance Program and Policy Guideline (incorporating Debris Management Guide (FEMA 325), and Public Assistance Debris Monitoring Guide (FEMA 327). Today, the staff holds numerous FEMA course certifications and a number of OSHA Health & Safety and Hazardous Materials certifications. CrowderGulf employees are required to attend State and National conferences and training classes for continuing education credits and certification maintenance on a yearly basis.

Additional Courses that are relevant to Debris Management that are held by staff members include the following:

Course No.	Course Name	Course No.	Course Name
IS 1	Emergency Program Mgr.	IS-75	FEMA Military Resources and EMA
IS-2	Emergency Preparedness in the USA	IS-101/102	Deployment Basics
IS-5	Intro to Hazardous Materials	IS-111	Livestock in Disaster
IS-10/11	Animals in Disaster	IS-120	Introduction to exercises
IS-27	Orientation to FEMA logistics	IS-139	Exercise Design
IS-30/31	Mitigation eGrants training	IS-208	State Disaster Management
IS-45.11	FEMA Safety Orientation	IS-230	Principals of Emergency Management
IS-55	Household Hazardous Materials	IS-235	Emergency Planning
IS-240	Leadership & Influence	IS241	Decision Making and Problem Solving
IS-242	Effective Communications	IS-250	Emergency Support Functions
IS-324	Community Hurricane Preparedness	IS-403	Individual Assistance
IS-630	Intro to Public Assistance Process	IS-631	Public Assistance Operations
IS-632	Intro to Debris Ops in FEMA's PA Program		Oil and Hazardous Materials Response
G202	Debris Management	G363	Hurricane Readiness
G 385	Disaster Response and Recovery Operations	FEMA	EMI Professional Development Series
	Debris Management Planning Course for State Tribal and locals		Side Scan Sonar Systems Introduction and Side Scan Sonar Systems Operators Course
OSHA	HazWoper Training	ICS 363	Hurricane Readiness
	Asbestos Contractor Supervisor	L449	ICS Incident Command Train the Trainer
IS 100	Intro to ICS	IS 200	ICS for single resources & Initial Action Incidents
IS300	Intermediate ICS	IS 400	Advanced ICS
IS 700	Intro into the National Incident Mgt. System	NIMS 800a	National Response Plan
NIMS 700/701a	Multi Agency Coordination System (MAC)	NIMs 702	NIMS Public Information System
703	NIMS Resource Management	IS 803	Emergency Support Functions PW

CrowderGulf's Certifications & Training

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



FEMA | Emergency Management Institute

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course

IS-00700 is a National Incident Management System (NIMS) An Introduction

Approved for 2004 Use of March 2004



Signature of the individual who has completed the course
Name (Last, First, Middle Initial)
Title (Last, First, Middle Initial)
Organization (Last, First, Middle Initial)

IS-00100 - Intro to Incident Command Systems

Ashley Ramsay-Naile	Donna Suters	Margaret Wright
Amber Ramsay	Gary Jones	Mark Loper
Andrew Sprinkle	Gina Walley	Mike Moulder
Barrett Holmes	Jenny Todd	Nick Pratt
Barry Lund	Jeff Zemlik	Reid Loper
Brian Smallwood	Joe Hayes	Ronald Thorson
Buddy Young	John Campbell	Vance DeHart
Charles Clark	Kerrie Noll	Wes Naile
Clayton Young	Leigh Anne Ryals	Wilber Ledet
Desiree Matlack	Lisa Baldwin	
Don Madio		

IS-00200 - ICS for Single Resources & Initial Action Incidents

Ashley Ramsay-Naile	Donna Suters	Margaret Wright
Amber Ramsay	Gary Jones	Mark Loper
Andrew Sprinkle Barrett	Gina Walley	Mike Moulder
Holmes	Jenny Todd	Nick Pratt
Barry Lund	Jeff Zemlik	Reid Loper
Brian Smallwood	Joe Hayes	Ronald Thorson
Buddy Young	John Campbell	Vance DeHart
Charles Clark	Kerrie Noll	Wes Naile
Clayton Young	Leigh Anne Ryals	Wilber Ledet
Desiree Matlack	Lisa Baldwin	
Don Madio		

IS-230 - Principles of Emergency Management

Leigh Anne Ryals Joe Hayes

IS-00242 - Effective Communication

Reid Loper Mike Moulder
Leigh Anne Ryals Barry Lund

IS-00700 - Intro to National Incident Management System (NIMS)

Ashley Ramsay-Naile	Donna Suters	Margaret Wright
Amber Ramsay	Gary Jones	Mark Loper
Andrew Sprinkle	Gina Walley	Mike Moulder
Barrett Holmes	Jenny Todd	Nick Pratt
Barry Lund	Jeff Zemlik	Reid Loper
Brian Smallwood	Joe Hayes	Ronald Thorson
Buddy Young	John Campbell	Vance DeHart
Charles Clark	Leigh Anne Ryals	Wes Naile
Clayton Young	Lisa Baldwin	Wilber Ledet
Desiree Matlack		
Don Madio		

IS-00235 - Emergency Planning

Leigh Anne Ryals Barry Lund Joe Hayes

IS-00632 - Intro to Debris Operations in FEMA's Public Asst. Program

Reid Loper Donna Suters Mike Moulder
Leigh Anne Ryals Barry Lund

IS-00800 - Intro to National Response Plan (NRP)

Ashley Ramsay-Naile	Donna Suters	Margaret Wright
Amber Ramsay	Gary Jones	Mark Loper
Andrew Sprinkle	Gina Walley	Mike Moulder
Barrett Holmes	Jenny Todd	Nick Pratt
Barry Lund	Jeff Zemlik	Reid Loper
Brian Smallwood	Joe Hayes	Ronald Thorson
Buddy Young	John Campbell	Vance DeHart
Charles Clark	Leigh Anne Ryals	Wes Naile
Clayton Young	Lisa Baldwin	Wilber Ledet
Desiree Matlack		
Don Madio		

IS-300 - Intermediate ICS










IS-300 Instructors: John Campbell and Leigh Anne Ryals

Reid Loper Jeff Zemlik

IS-400 - Advanced ICS Command & General Staff IS-400

Instructors: John Campbell and Leigh Anne Ryals

Reid Loper Jeff Zemlik

OSHA 30 Hour – Construction			Hazwoper – Hazardous Waste Operations and Emergency Response		
Andrew Sprinkle Barrett Holmes Brian Smallwood Buddy Young Charles Clark Clayton Young Eric Hall Jeff Zemlik John Campbell	Lew Najor Lisa Baldwin Mark Loper Mike Moulder Nick Pratt Ronald Thorson Reid Loper Vance DeHart Wes Naile Wilber Ledet		Brian Smallwood Jason Zirlott Jeff Zemlik John Campbell Nick Pratt Reid Loper	Ronnie Duhan Mark Loper Wilber Ledet Vance Dehart	
OSHA Misc.			Watershed Management Training		
OSHA 10 Hour General Industry	Brian Smallwood Jeff Zemlik Lew Najor Reid Loper		Barry Lund Brandi Snell Brian Smallwood Clayton Young	Jeff Zemlik Leigh Anne Ryals Reid Loper	
OSHA 500 – Train the Trainer	Jeff Zemlik		T.W.I.C. Card		
U.S.A.C.E. – Q.C.M (Construction Quality Management)					
Amber Ramsay Andrew Sprinkle Barret Holmes Barry Lund Brian Smallwood Clayton Young Don Madio Jason Zirlott	Jeff Zemlik John Campbell Leigh Anne Ryals Lew Najor Margaret Wright Nick Pratt Reid Loper		Andrew Sprinkle Barry Lund Brian Smallwood	Jeff Zemlik Nick Pratt Reid Loper Wilber Ledet	
First Aid/CPR			Misc. Training		
Ashley Ramsay Amber Ramsay Andrew Sprinkle Barrett Holmes Barry Lund Brian Smallwood Buddy Young Charles Clark Clayton Young Desiree Matlack Donna Suters Eric Hall Gary Jones Gina Walley	Jeff Zemlik Jenny Todd John Campbell Leigh Anne Ryals Margaret Wright Mark Loper Mike Moulder Nick Pratt Reid Loper Ronald Thorson Vance DeHart Wes Naile Wilber Ledet		Asbestos Supervisor Asbestos Inspector	Jeff Zemlik Jeff Zemlik	
Underground Utility and Excavation Certification			USACE 385-1-1 40 hour	Jeff Zemlik	
Lew Najor					



C. FINANCIAL INFORMATION

TAB C - FINANCIAL INFORMATION

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

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

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

AGGREGATE BONDING CAPACITY	\$ 500,000,000
SINGLE BONDING CAPACITY	\$ 250,000,000
OTHER AVAILABLE FUNDING	\$ 150,000,000

Bonding

Sterling Seacrest Partners
Mr. Jim Congelio
3111 W. Dr. Martin Luther King Jr Blvd., Suite 350
Tampa, FL 33637
813-489-1183

Insurance

Pathway Insurance Group
Mr. Robbie Farmer
753 Nicholas Avenue
Fairhope, AL 36532
251-279-6373

See "Bank and Bonding Reference Letters" attached.

Our latest Dunn and Bradstreet Report and Audited Financial Statements can be provided upon request, per Page 22 of the RFP Requirements.

Equal Opportunity Employer

CrowderGulf is an **Equal Opportunity Employer**. It is our policy to provide an employment and work process free of any unlawful discrimination. We will promote the value of a diverse work force, which fosters fair treatment of all individuals based on knowledge, skill, ability and performance.

Drug Free Work Place

CrowderGulf is a participant in the **National Drug Free Work Place Program**. Our policy prohibits drug distribution, possession or use while in the employment of CrowderGulf. This policy applies to all subcontractors and/or consultants that support or assist in any work conducted. Employee training, counseling and/or employee assistance programs bolster the drug free policy.



January 8, 2021

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

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

The company currently maintains balances in the mid seven figures and a line of credit in the amount of \$75,000,000.00 and we are currently working to increase it to \$150,000,000.00

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

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Esfeller", written over a horizontal line.

Christopher Esfeller
Senior Vice President
Commercial Banking
christopher.esfeller@regions.com

11 N Water Street, Mobile, Alabama 36602



January 8, 2021

RE: CrowderGulf Joint Venture, Inc.
Status of Bondability

To Whom It May Concern:

Sterling Seacrest Partners is proud to represent CrowderGulf Joint Venture, Inc. We consider them to be a premier contractor in their field and we do not hesitate to recommend them for your project needs.

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

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

Sincerely,

Sterling Seacrest Partners

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

James C. Congelio

Surety • Insurance • Risk Management • Employee Benefits

3111 W Martin Luther King Jr Blvd., Suite 350, Tampa, FL 33607 - 813-498-1183 • sterlingseacrest.com

ATLANTA • SAVANNAH • COLUMBUS • LITTLE ROCK • HILTON HEAD ISLAND - TAMPA

Welcome
Kelley JamesUserID
KJAM1088Last Login
12:27 PM - 11/11/2010

Log Out

[Home](#)[My Cases](#)[New Case](#)[View Cases](#)[My Profile](#)[Edit Profile](#)[Change Password](#)[Change Security Questions](#)[My Company](#)[Edit Company Profile](#)[Add New User](#)[View Existing Users](#)[Close Company Account](#)[My Reports](#)[View Reports](#)[My Resources](#)[View Essential Resources](#)[Take Tutorial](#)[View User Manual](#)[Contact Us](#)

Company Information

Company Name: CrowderGulf Joint Venture.

[View / Edit](#)

Company ID Number: 312220

Doing Business As (DBA)
Name:

DUNS Number:

Physical Location:

Address 1: 5629 Commerce Blvd E

Address 2:

City: Mobile

State: AL

Zip Code: 36619

County: MOBILE

Mailing Address:

Address 1:

Address 2:

City:

State:

Zip Code:

Additional Information:

Employer Identification Number: 10626019

Total Number of Employees: 20 to 99

Parent Organization:

Administrator:

Organization Designation:

Employer Category: None of these categories apply

NAICS Code: 562 - WASTE MANAGEMENT AND REMEDIATION SERVICES

[View / Edit](#)

Total Hiring Sites: 1

[View / Edit](#)

Total Points of Contact: 3

[View / Edit](#)

CrowderGulf

Disaster Recovery and Debris Management

5629 Commerce Blvd. East
Mobile, AL 36619

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

EQUAL EMPLOYMENT OPPORTUNITY

AFFIRMATIVE ACTION PROGRAM

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

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

Ashley Ramsay-Naile
President

D. REFERENCES



PROFESSIONAL REFERENCES

Please provide three (3) current and correct references from clients for similar services.

1. Company Name: City of Panama City, FL
Contact Person: Shane Daugherty, Solid Waste Superintendent
City, State: Panama City, FL
Telephone Number: 850-872-3172 / 850-814-5396
Email Address: sdaugherty@pcgov.org
Description of goods or services provided: 2018 Hurricane Michael Debris Removal Operations
Contract Amount: \$81,636,958
Start/End Date of Contract: 10/2018-09/15/2020

2. Company Name: Baldwin County, AL
Contact Person: Terri Graham, Solid Waste
City, State: Robertsdale, AL
Telephone Number: 251-972-6878
Email Address: TGraham@baldwincountyal.gov
Description of goods or services provided: 2020 Hurricane Sally Debris Removal Operations
Contract Amount: \$61,443,088
Start/End Date of Contract: 09/2020-04/07/2021

3. Company Name: Calcasieu Parish, LA
Contact Person: Alan Wainwright, Public Works Operations Manager
City, State: Lake Charles, LA
Telephone Number: 337-721-3700
Email Address: awainwright@calcasieuparish.gov
Description of goods or services provided: 2020 Hurricane Laura Debris Removal Operations
Contract Amount: \$123,977,243
Start/End Date of Contract: 08/2020-05/31/2021

Additional Information on these References has been provided on the following pages.

This document must be completed and returned with your Submittal

TAB D - REFERENCES

See attached Reference Form for the three required references.

1. **Client:** City of Panama City, FL **POP: 36,986 / Bay County**
Address: 9 Harrison Ave, Panama City, FL 32402
Contact: **Shane Daugherty** Solid Waste Superintendent, 850-872-3172 Ofc. 850-814-5396 cell, sdaugherty@pcgov.org
Project Title: **2018 Hurricane Michael (10/2018-09/15/2020)**
 - PUSH Operations
 - Removed & Disposed: vegetation, C&D, C&D Compaction, L&H, Stumps
 - Special Projects – Waterway, Drainage Ditches, Cemeteries, Parks
 - Provided satellite phones
 - Reduction by Grinding**2004 Hurricane Ivan (9/2004-10/2004)**
 - Removed & Disposed: vegetation, C&D, Stumps (12)
 - Reduced by burning
 - Provided generators**1995 Hurricane Opal**
 - Removed & Disposed: vegetation, C&D
 - Reduced by grinding

Contract Value:	CY Recovered & Reduced:
Michael \$81,636,958	9,830,340+
Ivan \$264,161	22,165
Opal \$2,000,000	300,000

2. **Client:** Baldwin County, AL **Population: 212,628**
Address: 22070 Hwy 59, Central Annex II 3rd & 4th floor, Robertsdale, AL 36567
Contact: **Terri Graham**, Solid Waste, 251-972-6878, TGraham@baldwincountyal.gov
Joey Nunnally, Pre-Construction Manager, Public Works, 251-972-8557, jnunnally@baldwincountyal.gov
Project Title: **2020 Hurricane Sally (09/2020-04/07/2021)**
 - Removed & Disposed: vegetation**2014 Severe Storms, Flooding & Tornadoes (5/2014)**
 - Removed & Disposed: vegetation**2010 BP Oil Spill (5/2010-7/2010)**
 - Implemented proactive measures to contain oil spill by providing & installing containment & absorbent boom along the Coastal Waters of Baldwin County**2005 Hurricane Katrina (9/2005-3/2006)**
 - Removed & Disposed: vegetation, C&D, concrete, reduced by grinding**2005 Hurricane Dennis (7/2005-8/2005)**
 - Removed & Disposed: vegetation, C&D, concrete, reduced by grinding**2004 Hurricane Ivan (9/2004-4/2005)**
 - Removed & Disposed: vegetation, concrete, stumps
 - Reduced by burning

Contract Value:	CY Recovered & Reduced:
Sally \$61,443,088	5,656,293
Severe Storms \$12,897	1,066
BP Oil \$4,280,107	Lump Sum
Katrina \$3,748,310	309,998
Dennis \$564,552	44,563
Ivan \$33,164,762	1,967,622

3. **Client:** Calcasieu Parish, LA **Population: 202,445**
Address: 1015 Pithon St, 4th Floor, Lake Charles, LA 70602
Contact: Alan Wainwright, Public Works Operations Manager, 337-721-3700, awainwright@calcasieuparish.gov
Project Title: **2020 Hurricane Laura (08/2020-05/31/2021)**
 - Removed & Disposed: vegetation, C&D, Mulch, Hangers, Leaners, Stumps, White Goods, Refrigerator Contents
 - Reduced by Grinding, Burning & Compacting
 - 12 Sites**2008 Hurricane Ike (9/2008-10/2008)**
 - Removed & Disposed: vegetation, C&D**2005 Hurricane Rita – Subcontractor for Ceres (USACE) (9/2005-8/2006)**
 - Removed & Disposed: vegetation, C&D, ash, mulch, white goods (44,432), e-goods (2,484), leaners (9,698) /hangers (26,741), stumps (5,333), small engines (110)
 - Reduced by burning & grinding (14 disposal sites)
 - Special Projects: Surveyed houses for asbestos demo & proper disposal of asbestos

Contract Value:	CY Recovered & Reduced:
Laura \$123,977,243+	6,951,227
Ike \$78,350	7,891
Rita \$81,506,090	9,463,080

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

Contract Value:	CY Recovered & Reduced:
Irma \$26,000,276	2,024,742
Wilma \$7,995,412	451,948
Jeanne/Charley \$14,000,000	902,555

5. **Client:** City of Fayetteville, NC **Population: 204,759 / Cumberland County**
Address: 433 Hay Street Fayetteville, NC 28301
Contact: Jackie Tuckey, Management Analyst, 910-433-1854 jtuckey@ci.fay.nc.us
Project Title: **2018 Hurricane Florence (09/2018-11/30/2018)**
Removed & Disposed: vegetation
2016 Hurricane Matthew
Removed & Disposed: vegetation

Contract Value:	CY Recovered & Reduced:
Florence \$1,991,073	153,445
Matthew \$ 980,259	81,449



CrowderGulf
RFP for Disaster Debris Removal and Disposal Services
Franklin County, FL

6. Client: **Aransas County, TX** POP: 25,721
Address: 301 N. Live Oak Street, Rockport, TX 78382
Contact: Valerie Gonzalez, Dir. Environmental Health Ofc: 361-790-0121 Cell: 956-330-6322
vgonzalez@aransascounty.org
Rick McLester, Emergency Management Coordinator, 361-790-0100, mclester@aransascounty.org
2017 Hurricane Harvey (9/5/2017 – 06/05/2018)
▪ Removed & disposed of vegetation, C&D, C&D compacted, mulch, leaners/hangers (14,938 trees), white goods (6,039) and HHW (22,760 lbs)
▪ Reduction by grinding (3 - sites)
Contract Value: **CY Recovered & Reduced:**
Harvey \$33,521,254 3,242,505
7. Client: **City of Chattanooga, TN** POP: 179,000
Address: 101 E. 11th Street Chattanooga, TN 37402
Contact: Maura Sullivan, Chief Operating Officer 423-643-7230 purchasing@chattanooga.gov
Project Title: **2020 Severe Storms – Easter Tornado (04/27/2020-06/09/2020)**
▪ Removed & Disposed: vegetation
Contract Value: **CY Recovered & Reduced:**
Tornado \$5,008,139 382,183
8. Client: **Metro Government Nashville & Davidson County, TN**
Address: 750 South 5th Street, Nashville, TN 37206
Contact: Phillip Jones Operations Manager 615-862-8769 or 615-533-2377, phillip.jones@nashville.gov
Project Title: **2020 Severe Storms – March Tornado (03/08/2020-05/30/2020)**
▪ Removed & Disposed: vegetation
Contract Value: **CY Recovered & Reduced:**
Tornado \$5,549,854 430,629

2018 Hurricane Michael – Franklin County, Apalachicola, and Carrabelle, FL

Time Period:

10/16/2018 - 01/04/2019

Volume Removed:

204,931 Cubic Yards

Location: Franklin County, FL

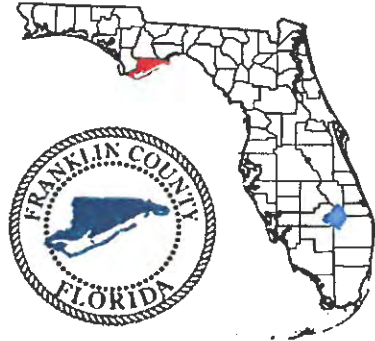
Amount Invoiced: \$2,215,778

Number of DMS Managed: 3

Airport Site:

Coe Rd. Site:

Franklin County Landfill:



Funding Source: FEMA/FDOT

Franklin County Contact Information:

Pamela Brownell, Emergency Management Director

28 Airport Rd, Apalachicola, FL 32320

850-653-8977 em1frank@gtcom.net

CrowderGulf Key Personnel:

Don Madio – FL Regional Manager

Dan Hayes – Project Manager

In October of 2018, CrowderGulf was activated by Franklin County for debris removal operations after Hurricane Michael impacted the County. Making landfall as a Category 5 storm, with winds in excess of 155mph, Michael's effects were felt across the entire Florida Panhandle. Despite the widespread devastation and the many challenges of a catastrophic event, CrowderGulf was able to respond to the County's need for assistance immediately. In addition to Franklin County, the inset coastal cities of Apalachicola and Carrabelle were also included in CrowderGulf's response.

Upon activation, CrowderGulf was tasked with the collection of both vegetative and construction and demolition debris (C&D) generated by the massive storm throughout the County. To accommodate Franklin County, Apalachicola, and Carrabelle, CrowderGulf utilized 3 DMSs for the staging and reduction of debris, ensuring that the debris from each area was tracked, stored, and reduced separately. Vegetative debris was collected and hauled to the 3 DMS facilities located within the County and reduced via grinding. C&D was hauled directly to the Franklin County Landfill. Along with the right-of-way collection and debris management efforts, CrowderGulf undertook a number of additional scopes of work to ensure both the safety of and recovery for the residents of Franklin County. CrowderGulf removed hazardous trees (including Leaners, Hangers, and Hazardous Stumps), Household Hazardous Waste (HHW), White Goods, Freon, and E-waste from City and County right-of-ways. Despite the catastrophic damage, and an immense debris field throughout the Florida panhandle, CrowderGulf was able to remove, reduce, and dispose of Franklin County's over **200,000 Cubic Yards** of debris in just over 2 months-time. The direct coordination between both CrowderGulf and County personnel resulted in an extraordinary joint recovery effort for Franklin County in the wake of Hurricane Michael.



CrowderGulf consolidating Construction and Demolition Debris (C&D) at the Franklin County Landfill post-Michael.

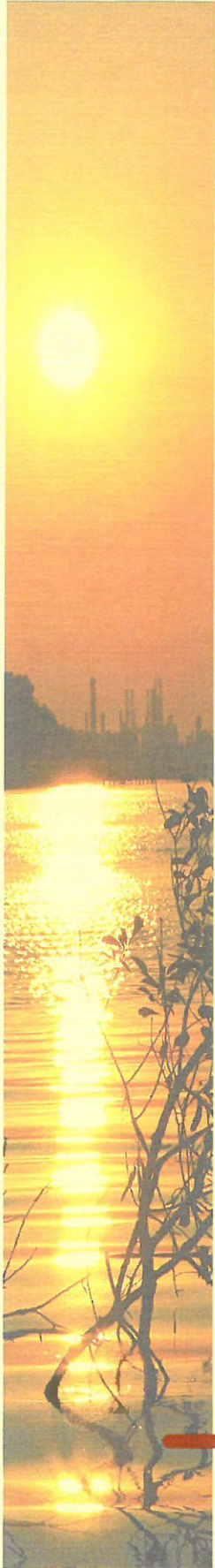


CrowderGulf staging resources for a coordinated response to Hurricane Michael's impact in the Florida Panhandle.



CrowderGulf loading reduced vegetation for final disposal at the Franklin County Landfill.

E. PROPOSAL MATRIX



TAB E – PROPOSAL MATRIX

1. Project Management Approach

Standards

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

Responsiveness

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

Reimbursement Assistance

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

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

Corporate Support On-Site Operations

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

On-Site Project Management

CrowderGulf employs National Incident Management Systems (NIMS) principles in our command structure, planning, operations, logistics and administration. This will not only facilitate an easy interface with the County's Emergency Operations Center, but also ensures maximum quality control by limiting the span of supervision for individual field managers.

Pre-Planning - Readiness Planning and Training

On at least an annual basis, CrowderGulf specialists will provide training and pre-planning sessions. In addition, our Debris Reduction specialists will be available to review and advise on potential Debris Management Sites. Preparedness training will be tailored to Franklin County needs and requests.

Audio/Visual Presentations

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

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

We Know Disaster Recovery & Debris Management

CrowderGulf has decades of experience providing disaster recovery, debris removal and coastal restoration services throughout United States. CrowderGulf has helped communities and local governments recover from some of the worst disasters to hit the U.S., ranging from natural disasters like powerful hurricanes and tornadoes to the BP Deepwater Horizon Oil Spill and more.

Need to speak to a CrowderGulf representative immediately? Email us at info@crowdergulf.com or call us at 800-992-6207.

Interested in becoming a Subcontractor for CrowderGulf?

Complete our **Subcontractor Registration form** and email it info@crowdergulf.com or fax it to 251-459-7433.

What We Do



2. Debris Operations Plan

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

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

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

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

Essential Support Functions

(support functions for Critical Operations)

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



The **Debris Operations Plan** was developed with only one objective – to assist Clients that have suffered the effects of a disaster return to normal as quickly, as efficiently and as inexpensively as possible. The Plan's components have been the cornerstone of all of CrowderGulf's disaster relief efforts for the past 50 years. When an event is likely to occur, all stakeholders are put on alert and resources are marshaled. Immediately after the event occurs, Mobilization of personnel and equipment resources begins in anticipation of the initial Debris Emergency Response or "PUSH" period. As additional resources flow to the impacted areas, Debris Recovery Operations – the most demanding phase - is initiated. This is the phase in which CrowderGulf delivers what it has promised and makes certain that debris is removed and reduced as quickly and as efficiently as possible. Throughout the operation, the Documentation of all work must be completely and accurately documented in order for Reimbursement to occur.

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

CRITICAL OPERATIONS

➤ Mobilization

Alert and Team Notifications

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



The CrowderGulf Director of Operations will assess the information received from the National Weather Service and in consultation with Franklin County's Debris Manager will determine the necessity for a full notification action. If it is determined that notification is needed, he will direct activation of the CrowderGulf Calling Plan with stand-by instructions for individual contractors/subcontractors to be notified.

Preparation

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



Mobilization of Resources

CrowderGulf shall contact the County's Debris Manager a minimum of 96 hours prior to a hurricane event or immediately upon the occurrence of a major disaster or debris generating event in which there is no advance warning.

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

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



Staffing the Emergency Operations Center

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

Staging of Resources

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

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

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

Communications/Mobile Command Center

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

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

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

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



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

Operational Support

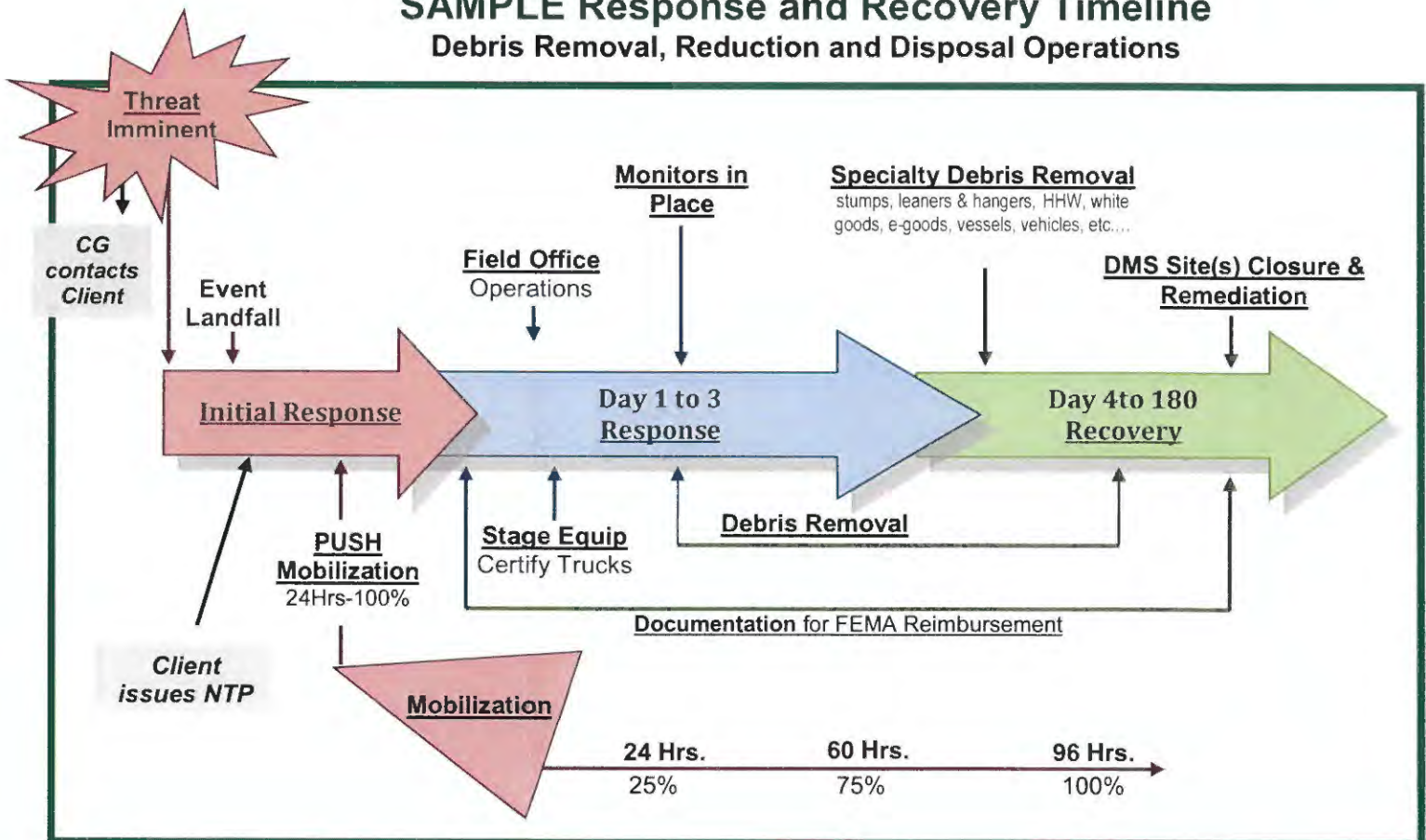
CrowderGulf's main office will serve as headquarters for "back-office" operational support and documentation center. Throughout the project, this office will support field operations on all levels and maintain backup files and records for reimbursement.

Sample Mobilization Parameters

Below are CrowderGulf's anticipated mobilization timelines for debris removal work. CrowderGulf has never failed to meet the end timelines for completing all projects and remain committed to meeting all timelines.

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

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



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

➤ Debris Emergency Response

Debris Response activities occur immediately after an event in order to clear emergency access routes. This initial phase of operations normally consists of clearing debris that may hinder immediate lifesaving actions within the disaster area and/or pose an immediate threat to public health and safety. The Debris Response phase includes immediate actions for the removal of debris in order to facilitate search and rescue efforts, allow access to critical facilities, and prevent flooding. Actions required during the response phase are usually completed within a matter of days following a disaster event. During Debris Response, CrowderGulf will conduct an emergency "PUSH" of critical streets and roads sufficient to allow for the movement of emergency vehicles. "PUSH" crews can be on-site and working within hours of an event. County staff shall determine priorities for "PUSH" activities with primary emphasis on major thoroughfares. Multiple crews will be conducting emergency "PUSH" activities within 12 hours of receipt of a NTP.

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

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

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

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

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

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

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

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

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

The following is an example a Debris Response priority list:

- Fire, police, and ambulance service routes
- Access routes to trauma centers, hospitals, critical care units and jails
- Major arterial routes
- Roads and streets to the emergency operations center
- Supply routes to emergency supply distribution centers
- Roads and streets to government facilities
- Communication towers and systems access
- Utility access routes
- Routes to shelters
- Routes to the debris management centers

All other roads and streets are normally cleared as soon as the emergency and major access routes are opened and the County transitions to the recovery operations.



➤ Debris Recovery Operations

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

Important Operational Considerations: At this point in the operation, decisions regarding the movement, storage, reduction and disposal of the debris will have a huge impact on the efficiency and effectiveness of the overall project. As in all CrowderGulf debris operations, we apply a set of standard principles to managing debris operations which include but are not limited to the following:

- Never load debris on a truck before the dump site has been identified.
- Handle only debris that meets FEMA's eligibility criteria.
- Sort debris before initial loading, whenever possible, to increase efficiency.
- Clean streets/roads thoroughly at each pass, i.e., "Clean As You Go" policy.
- If at all possible, load debris only once and deliver directly to the final disposal site.
- Use temporary debris management sites (TDMS) only when they increase operational efficiency.
- Use the most efficient reduction method approved by the client.
- Recycle if costs to benefits are favorable.
- Use privately-owned or if available, publicly-owned landfills for final disposal.

Collection Methods

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

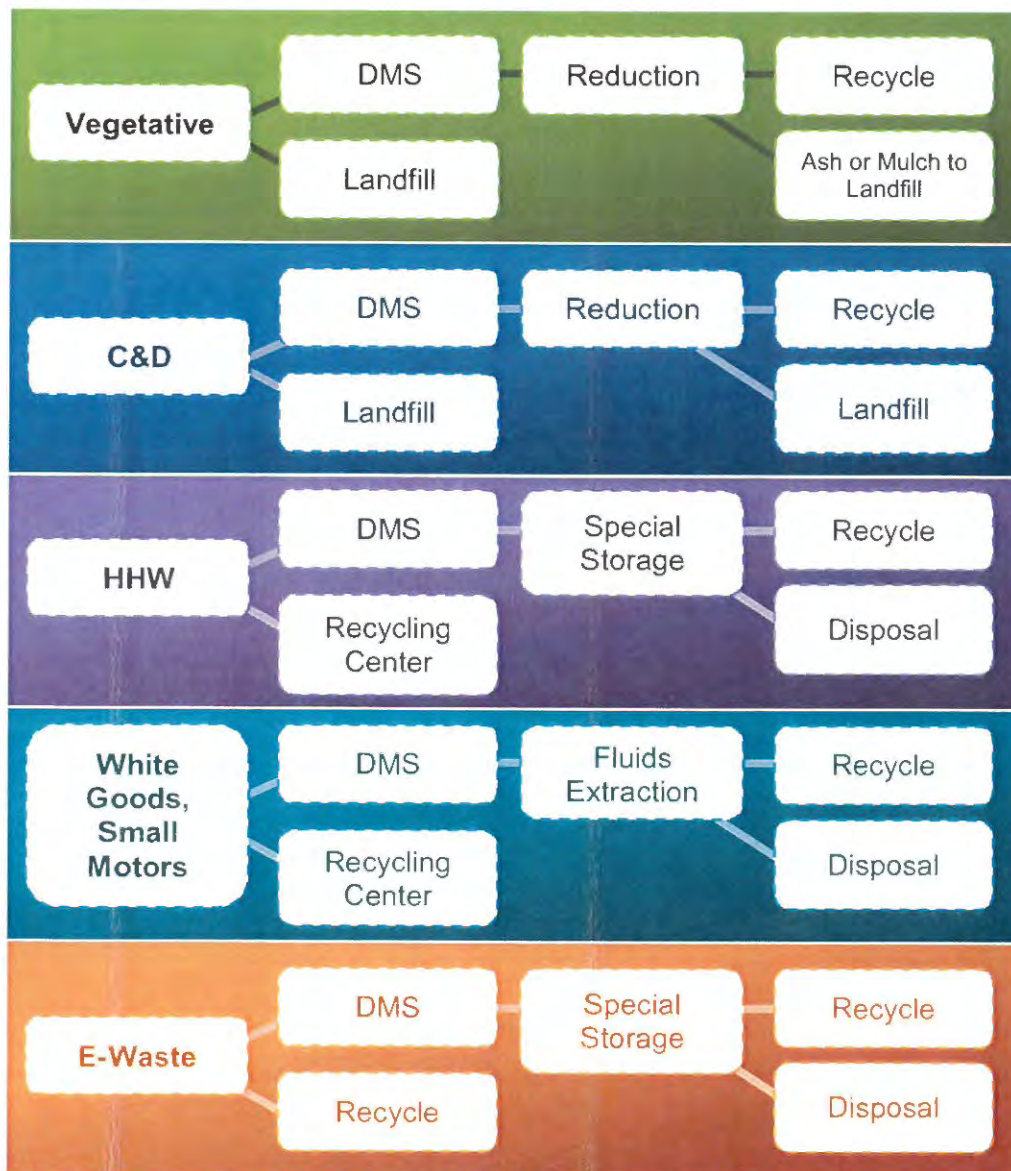
Curbside collection requires that only storm related debris be placed at the curb or public rights-of-way. *Source-segregated debris collection* offers the potential of high salvage value and efficient recycling/reduction processing. This method is important when collecting hazardous and environmentally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

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

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

Debris Types

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



Truck Certification

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

Sectioning and Crew Assignments

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

Loading Debris

Prerequisites for Loading Debris:

- Truck certification and safety inspections completed on all trucks hauling debris
- Identification of disposal site
- If needed for efficiency, identification and preparation of debris management sites
- Sectioning of County with subcontractor assignments
- Quality Control organization operational
- Load ticketing and data management process operational
- Accident Prevention Plan (APP), Site Safety and Health Plans (SSHP), Activity Hazard Analyses (AHAs)
- Initial safety and health briefing for all personnel complete
- Specific training on traffic control complete for all debris crews
- Preparatory inspections of each worksite by Quality Control staff and debris crew foreman
- Work area cleared of safety and health hazards such as downed power lines and hazardous materials
- Inspection of work area for water meters, fire hydrants, utility pedestals and other infrastructure components that could be damaged by equipment
- FEMA debris eligibility criteria communicated to all Crew Foremen, Superintendents, Quality Control staff, Project Managers, and Equipment Operators
- Overhead power lines and other utility lines identified for safe clearance of loading equipment

Crew Composition

CrowderGulf matches equipment to the requirements of the task. Crew composition varies depending on the type of equipment used in performing the loading operation. For example, crews with self-loading trucks do not need separate loading equipment that is required to support a crew consisting of dump trucks or trailers. However, every crew requires traffic control personnel, a foreman and a designated quality control person. Also, each crew requires a chain saw operator and laborer(s) to assist in the ground support work. Usually each piece of loading equipment (self-loading truck or separate loader) is supported by one saw operator, two laborers and two flaggers. At a minimum, debris separation crews will consist of two laborers, one chain saw operator with saw, one skid steer loader with operator and implements, all equipment necessary to transport personnel and equipment from one work site to another. When necessary, ground crews will separate and sort the debris by type, saw fallen trees and vegetative debris at the public rights-of-way, and be constantly alert for water meters, fire hydrants, utility pedestals and other infrastructure components that could be damaged by equipment.

Crew Sizes

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

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

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

Truck and Equipment Considerations

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

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

Truck Drivers will not be issued a load ticket until:

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

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

Hauling Debris

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

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

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

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

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

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

Debris Hauling Prerequisites:

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

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

Safety Measures

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

Truck and Equipment Maintenance

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

Traffic Control

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

Hours of Operation

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

Number of Passes

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

Daily Coordinated Issue Management Meetings

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

Accurate Record Keeping

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

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

Documenting and Resolving Damages

During the debris removal process there will always be some minor damage situations that occur regardless of the care taken during the work. CrowderGulf will respond quickly to all damage claims by the County or its citizens and will work diligently to resolve such claims to the satisfaction of all involved. We are well aware of the trauma and disruption to normal lifestyles that result from a natural disaster. Our personnel are thoroughly indoctrinated regarding our policy to always be caring, courteous, polite, and responsive to the needs of the citizens of the community.

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

Citizen, High Island, TX

Citizens will be provided an avenue to report damages. One option will be a citizens' hot line. The County, the monitoring company or CrowderGulf may provide the hot line. Regardless of the method chosen to provide the information, CrowderGulf is committed to resolving the damage complaint as quickly as possible to the satisfaction of the County and its citizens.

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

Debris Management Site Development

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

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

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

DMS Site Selection

Site selection is probably the most important decision effecting DMS operations. CrowderGulf will work closely with Franklin County to identify and secure suitable locations. Specific Site Plans will be developed for each DMS either upon activation or upon request by the County, and will be in compliance with FEMA Public Assistance Program and Policy Guidelines for site plan development.

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

Site selection should be based on the following criteria:

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

DMS Design and Operational Features

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

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

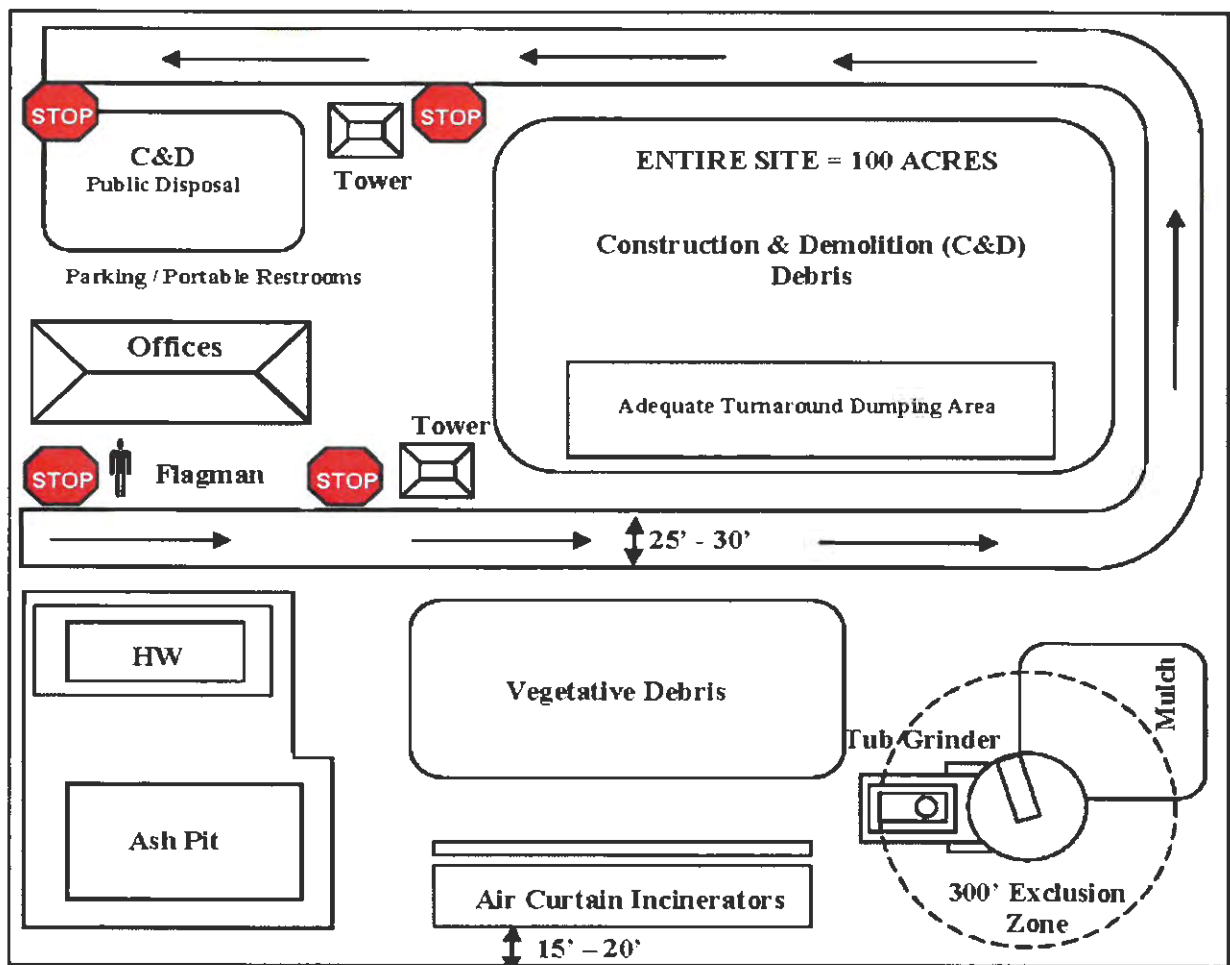
- Portable toilet facilities will be conveniently located to serve the inspection towers, crews working on the site, and office facilities
- Perimeter chain-link fencing, erosion and sediment control fencing, and other necessary drainage control methods
- Site traffic flow will provide for orderly movement of vehicles and equipment to avoid crossing traffic lanes with the construction of two entrances/exits with lockable gates
- At the request of Franklin County, the DMS(s) may be restricted to County and Contractor vehicles only
- Safe and ready access of fire safety and rescue equipment will be provided to all functional sections of the site and to debris stockpiles
- A Safety Zone of at least 200' will be established around the grinder
- Air Curtain Incinerator (ACI) or Open burning safety zone will be established and will be 1,200' from any structure (other than inspection tower) and no less than 250' from any other pile or type of debris on site
- Ash storage pit will be adjacent to ACI units
- Compacted crushed rock and/or mulch will be used on ingress/egress road surfaces
- Designated personnel parking area for 30 vehicles will be established
- Space for two 12'x50' office trailers will be established
- Development of a lined Hazardous Materials Containment Area surrounded by a berm
- Two vegetative debris piles for grinding operations
- Sufficient area for chip piles to minimize pile height to prevent spontaneous combustion
- C&D debris area will be separate from other debris areas
- Adequate area maintained at each site for truck maneuverability and a level stable surface for equipment to complete the dumping process
- Site orientation will provide for ACI operations and grinding operations to be located downwind from offices and inspection towers (i.e., prevailing winds will be considered when setting up site)
- If necessary, separate areas/sites for the public to use for dumping vegetative and C&D debris will be provided. Depending on the process prescribed for allowing this, a separate tower may be required to facilitate accounting for the material entering the public section. If off site citizen collection areas are developed in accordance with the County's Debris Management Plan, CrowderGulf will remove debris from those sites on a regular basis as directed by the County's Project Manager.

DMS Site Plan

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

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

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

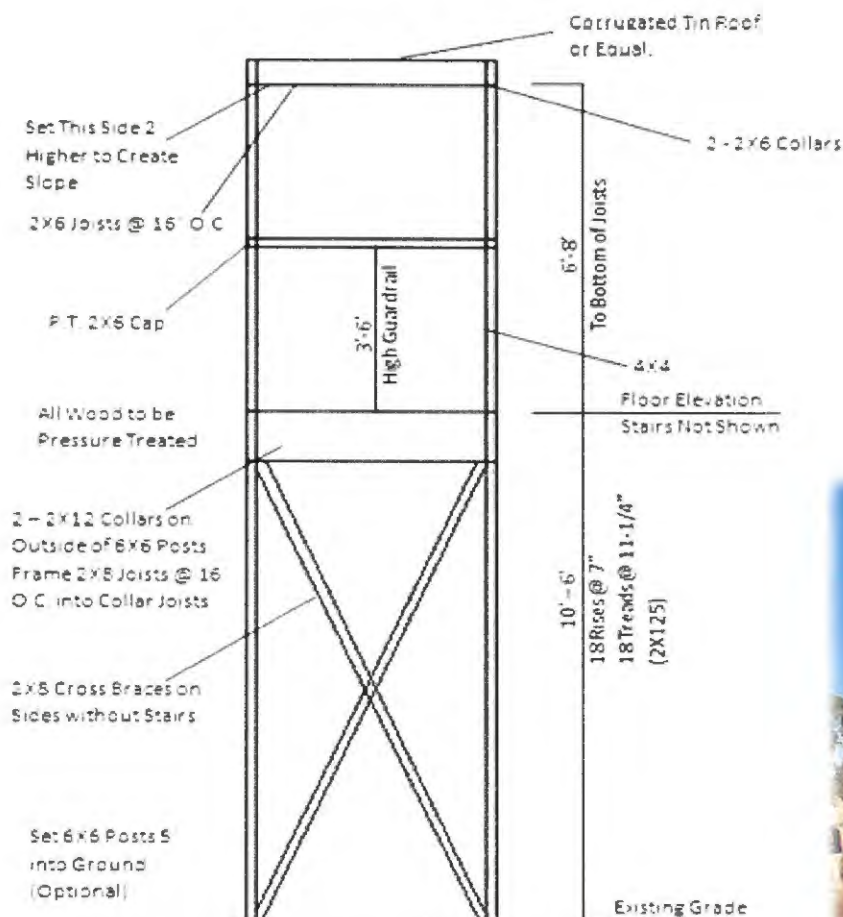


Inspection Towers

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

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

Inspection Tower

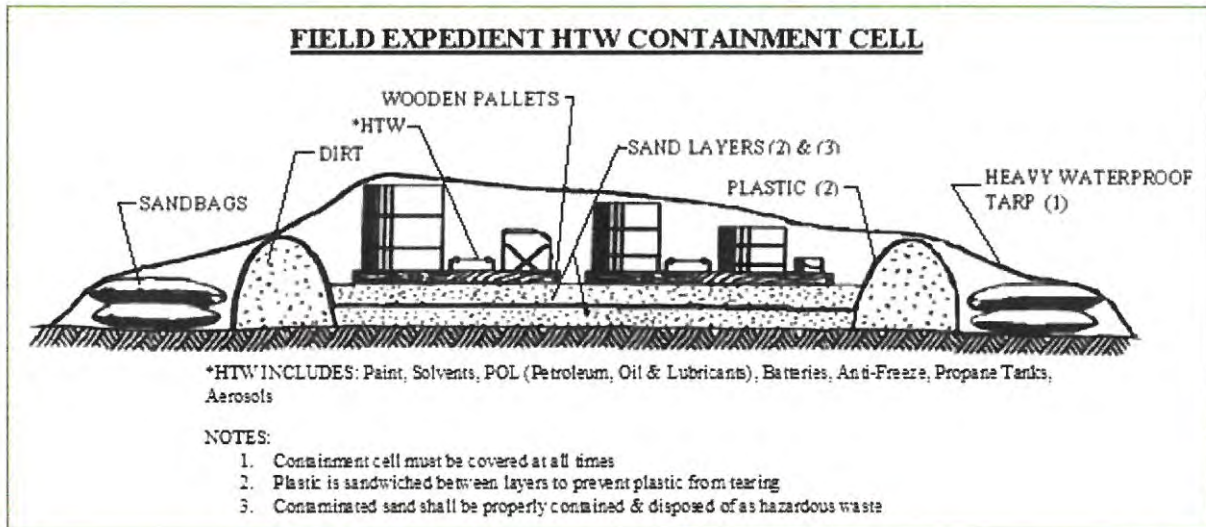


Hazardous Materials Containment Area

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

Minimum Design Criteria for the Hazardous Materials Containment Area:

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



Debris Separation and Reduction

Debris Separation

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

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

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

Methods of Debris Reduction

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

- **Chipping and Grinding**

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

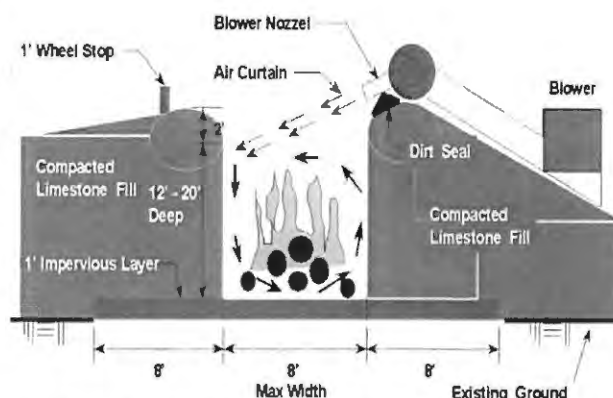
has used this method in the majority of our disaster contracts for the past ten years. When grinding/chipping is utilized as the reduction method, all safety and compliance regulations are enforced throughout the operation.



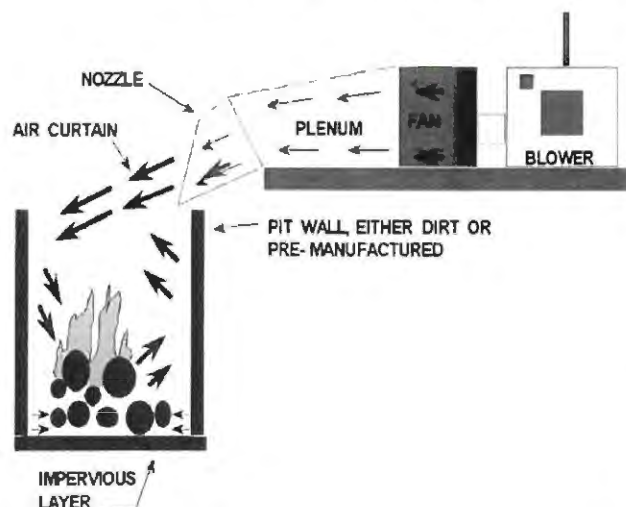
- **Incineration**

There are several incineration methods available for volume reduction. These include uncontrolled open-air incineration, controlled open-air incineration, air curtain pit incineration, and portable air curtain incineration. Portable air curtain incineration is the most efficient incineration system available because the pre-manufactured pit is engineered to precise dimensions to complement the blower system. Any burning method used will only be conducted with concurrence from the County. Burning vegetative debris can produce up to a 95% reduction rate. In those situations where air curtain incineration may be approved by the County, all environmental compliance and safety, concerns will be addressed within the site specific plan. Setbacks and buffer zones will be established within and around the reduction sites not only for the public safety but also for the safety of the debris operations.

Air Curtain Pit Burner



Overview of an Air Curtain Operation



A setback of at least 100' will be maintained between the debris piles and the incineration area. There will be a buffer of 1,000' between the incineration area and the nearest building in order to create a zone for emergency vehicles, if needed. The fire will be extinguished two hours before anticipated removal of the ash mound. The ash mound will be removed before it reaches two feet below the lip of the incineration pit. To prevent explosions, hazardous or contaminated flammable material will not be placed in the pit. Finally, fencing and signage are simple and effective means to keep the public away from the incineration area. The CrowderGulf **Environmental Protection Plan** address and provides detailed guidance on DMS environmental concerns such as dust, smoke, erosion, storm water plus hazardous and toxic wastes. If the DMS is near an environmentally sensitive area or has historical sites in close proximity, special environmental

consideration will be taken to protect and preserve such areas.

Debris Reduction Time Lines

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

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

Basic Debris Reduction Crews		
Personnel / Equipment	Task Responsibility	Number per Crew
DMS Reduction Project Mgr.	Supervise set up & daily ops of debris reduction site; Ensure all safety regulations enforced	1 / Site
Day Foreman	Monitor incoming trucks, direct separation of materials; Supervise reduction crews; Monitor for safety regulations being followed and report infractions to Foreman	1 / Site
Night Foreman (if burning)	Supervise crews & secure site; Monitor safety regulations & report infractions to Foreman	1 / Site
Spotters	Monitor incoming debris types; Ensure drivers drop loads in proper locations at stockpiles; Direct clean loads of recyclable material to storage areas; Follow all safety requirements & report any infractions to Foreman	2 - 4 / Site
Flagmen	Direct flow of incoming & outgoing trucks at site; Follow all safety requirements & report any infractions to Foreman	2 - 4 / Site
Laborers	Separate recyclable materials from incoming debris & move it to designated storage areas; Assist other workers with debris separation	2 - 4 / Site
Tower Monitor	Check all ticket copies for legibility & accuracy; Alert monitor writing tickets of errors; Monitor for safety infractions & report to Foreman	1 / Site
Water Truck w/spray nozzles & high pressure hose	Spray nozzles used for dust control; High pressure for hose for fire control	1 / Site
Road Grader w/Operator	Maintain rds. & site	1 / Site
Onsite Fuel & Oil Storage Tanks	Replenish equipment as needed	2 - 4 / Site
Track Hoe w/grapple w/Operators	Build burn pit according to Ops Manual; Clean ash from pits & pile in designated areas; Supply debris to burn pit & grinder	2 - 4 / Site
Bulldozer &/or Rubber Tire Loader w/Operator	Stockpile material; Push debris with Trackhoe	2-4 / Site
Burner Technician / Mechanic	Initial burner set-up; Assist starting fires according to Ops Manual; Daily maintenance & care of burner & loader equipment	1 / Site when burning
1000-1200hp Tub or Horizontal Grinder	Grind vegetative debris	1 / Site when grinding
Grinder Operator	Fuel tub grinder & control grinder operation.	1 / Grinder

Debris Disposal

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

Vegetative Debris

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

Construction and Demolition Debris

All C&D material shall be disposed of in facilities approved by Franklin County in accordance with all federal, state and local laws.

Specialty Debris

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

Debris Recycling Plan

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

Vegetative Debris

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

Specifically, our plan involves the following:

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

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

C&D Debris

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

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

Site Closure and Restoration

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

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

➤ Documentation and Reimbursement

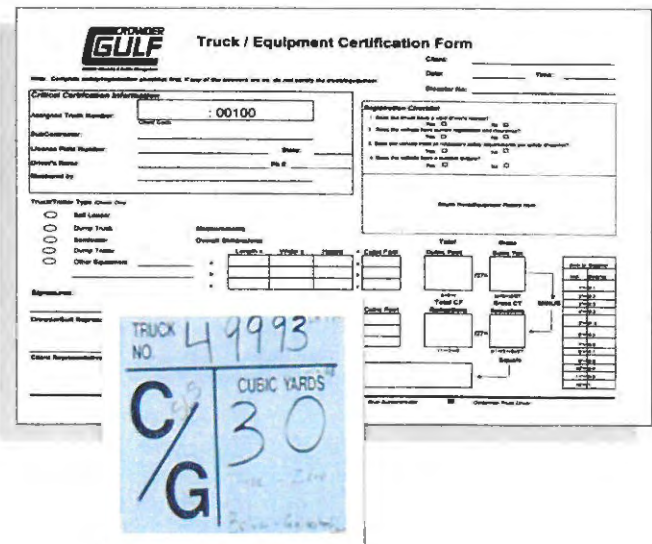
CrowderGulf has been successful in the past in supporting our Clients with accurate and complete documentation records. This documentation is readily available to the County, FEMA, FHWA and any other agency that provides reimbursement. Superior record keeping using the best available technology from the beginning to the end of the project is critical. Financial accountability is maintained throughout the process by using a system of checks and balances that are tied directly to the quantitative documentation originating in the field. Throughout the project, FEMA Public Assistance Program and Policy Guidelines are followed and serve as the foundation of our documentation and accounting systems.

Documentation for Debris Hauling

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

Phase 1 - Truck Certification

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



The image shows a 'Truck / Equipment Certification Form' from CrowderGulf. The form includes sections for 'Critical Certification Information' (with fields for Assigned Truck Number, Subcontractor, License Plate Number, Driver's Name, and Signature), 'Registration Checklist' (with checkboxes for various safety and equipment requirements), and a table for recording debris removal data. A blue sticker with 'C/G' and '30 CUBIC YARDS' is placed over the bottom part of the form.

Documentation procedures include:

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

Phase 2 - Debris Load Ticket Completion

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

This process includes the following procedures:

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

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

Documentation of Special Projects

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

Data Management

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

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

Load Ticket Form
7/21/2020 2:16 PM
Dump All Documents

Debris Load Ticket Form

% CY Ticket

Ticket Number: 50134-20181029085927

Disposal Date: 10/29/2018

Load Information

Truck No: 2064

Sub-Contractor: Gaston

Load Time: 8:59 AM

Project: 10-Bay Co

Disposal Information

Disposal Site: Bay Co - Frankford Rd DMS

DebrisType: Veg

Disposal Time: 9:20 AM

Truck Cap: 115

% Load: 70

Calc Load: 80.5

Scale Ticket No:

Tons: 0

Time - 1 pm - 1300 3 pm - 1500 5 pm - 1700 7 pm - 1900

2 pm - 1400 4 pm - 1600 6 pm - 1800 8 pm - 2000

Comments:

Administrative Use Only:

Document: WCG-FS1\imaging\Access\0004F0DF

Attach
Remove

EnteredBy: ANB

[Get Next Document](#)

☒ Finished

☐ FHWA Road

STORM

strategic tracking of recovery material

Cubic Yard Load Ticket

Ticket Number	50134-20181029085927
Project Number	10
Project Name	Bay County
Hauler Information	
Truck Placard ID	2064
Load Information	
QC Monitor ID	50134
Latitude	30.19607
Longitude	-85.60289
Date/Time	10/29/18 8:59 AM
Disposal Information	
Site Name	Bay Co - Frankford Rd
QA Monitor	Robert Jackson
Date/Time	10/29/18 9:20 AM
Debris Type	c&d
Max Capacity	115.0
Percent Full	70%
Calculated Quantity	80.5

Authorized Signature _____

Contractor Copy

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

Monitoring Companies and Electronic Ticketing

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

Reports and Information

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



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

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

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

CROWDERGULF DEBRIS MANAGEMENT Debris Removal Daily Debris Removed Report Bay Co, FL					FEMA-DR-4399-FL Hurricane Michael		
DEBRIS REMOVED ON 12/22/2018				REPORT DATE	Tuesday, July 21, 2020		
Date	Truck #	Delivered To	Debris Type	Capacity	% Load	Load (CY)	
12/22/2018	50116-20181222065058	2038	Bay Co - Pete Edwards DMS	Veg	71.00	90	63.60
12/22/2018	50116-20181222065120	2039	Bay Co - Pete Edwards DMS	Veg	69.00	70	48.30
12/22/2018	50116-20181222074743	2038	Bay Co - Pete Edwards DMS	Veg	71.00	78	53.28
12/22/2018	50116-20181222074822	2039	Bay Co - Pete Edwards DMS	Veg	69.00	80	54.80
12/22/2018	50116-20181222090938	2038	Bay Co - Pete Edwards DMS	Veg	71.00	80	56.80
12/22/2018	50116-20181222091008	2039	Bay Co - Pete Edwards DMS	Veg	69.00	65	44.65
12/22/2018	50116-20181222104607	2038	Bay Co - Pete Edwards DMS	Veg	71.00	70	49.70
12/22/2018	50116-20181222104632	2039	Bay Co - Pete Edwards DMS	Veg	69.00	58	37.95
12/22/2018	50149-20181222062737	2016	Bay Co - Pete Edwards DMS	Veg	76.00	80	60.80
12/22/2018	50149-20181222062789	2017	Bay Co - Pete Edwards DMS	Veg	72.00	65	46.80
12/22/2018	50149-20181222071228	2016	Bay Co - Pete Edwards DMS	Veg	76.00	80	60.80
12/22/2018	50149-20181222071250	2017	Bay Co - Pete Edwards DMS	Veg	72.00	75	54.00
12/22/2018	50149-20181222074656	2016	Bay Co - Pete Edwards DMS	Veg	76.00	70	53.20
12/22/2018	50149-20181222074722	2017	Bay Co - Pete Edwards DMS	Veg	72.00	60	43.20
12/22/2018	50149-20181222084647	2016	Bay Co - Pete Edwards DMS	Veg	76.00	80	60.80
12/22/2018	50149-20181222084708	2017	Bay Co - Pete Edwards DMS	Veg	72.00	70	50.40
12/22/2018	50149-20181222093947	2016	Bay Co - Pete Edwards DMS	Veg	76.00	85	64.60
12/22/2018	50149-20181222094004	2017	Bay Co - Pete Edwards DMS	Veg	72.00	78	54.00
12/22/2018	50149-20181222103120	2016	Bay Co - Pete Edwards DMS	Veg	76.00	70	53.20
12/22/2018	50149-20181222103141	2017	Bay Co - Pete Edwards DMS	Veg	72.00	50	36.00
12/22/2018	50149-20181222110613	2016	Bay Co - Pete Edwards DMS	Veg	76.00	85	64.60
12/22/2018	50149-20181222110634	2017	Bay Co - Pete Edwards DMS	Veg	72.00	70	50.40
12/22/2018	50615-20181222062607	2279	BC HO CG Steel Field	C&D	100.00	95	95.00
12/22/2018	50615-20181222063501	2283	BC HO CG Steel Field	C&D	105.00	95	99.75
12/22/2018	50615-20181222064450	2285	BC HO CG Steel Field	C&D	95.00	95	90.25
12/22/2018	50615-20181222064717	2284	BC HO CG Steel Field	C&D	110.00	95	104.50
12/22/2018	50615-20181222070302	2284	BC HO CG Steel Field	C&D	100.00	95	95.00
12/22/2018	50615-20181222070328	2274	BC HO CG Steel Field	C&D	94.00	95	89.30
12/22/2018	50615-20181222072510	2278	BC HO CG Steel Field	C&D	94.00	95	89.30
12/22/2018	50615-20181222072630	2277	BC HO CG Steel Field	C&D	100.00	95	95.00
12/22/2018	50615-20181222074013	2287	BC HO CG Steel Field	C&D	115.00	95	107.35
12/22/2018	50615-20181222078454	2273	BC HO CG Steel Field	C&D	98.00	95	90.25
12/22/2018	50615-20181222081025	2237	BC HO CG Steel Field	C&D	101.00	95	95.95
12/22/2018	50615-20181222082609	2238	BC HO CG Steel Field	C&D	102.00	95	96.90
12/22/2018	50615-20181222091647	2279	BC HO CG Steel Field	C&D	100.00	95	95.00
12/22/2018	50615-20181222093858	2286	BC HO CG Rtr PD5	Mulch	110.00	95	104.50
12/22/2018	50615-20181222095296	2274	BC HO CG Rtr PD5	Mulch	94.00	95	89.30
12/22/2018	50615-20181222100330	2284	BC HO CG Rtr PD5	Mulch	100.00	95	95.00
12/22/2018	50615-20181222100614	2237	BC HO CG Rtr PD5	Mulch	101.00	95	95.95
12/22/2018	50615-20181222101807	2277	BC HO CG Rtr PD5	Mulch	100.00	95	95.00
12/22/2018	50615-20181222102446	2238	BC HO CG Rtr PD5	Mulch	102.00	95	96.90
12/22/2018	50615-20181222103813	2278	BC HO CG Rtr PD5	Mulch	94.00	95	89.30
Bay Co, FL							
Loads this Report: 42				Avg. Load Factor: 82.6		Daily Cu Yds	
						3,051.55	

Reconciliation and Invoicing

An important aspect of the documentation process is the reconciling of all the truck certifications and load tickets prior to invoicing. CrowderGulf has earned a solid reputation with clients and monitoring firms by working closely with them to ensure that data reconciling is completed before invoicing. Whether reconciling with a monitoring company or with our clients direct, our database has all the information needed to expedite this process.

After reconciliation is complete, it is time for invoicing. All invoices are fully supported by load tickets and other required documentation. CrowderGulf is very flexible in generating invoices. Invoices can be provided in different ways such as a dollar amount limit per invoice, designated work period on an invoice (i.e. one week per invoice) or single task invoices. CrowderGulf strives to accommodate by adapting to preferred formats and preferences. Having reconciled the data prior to invoicing makes the invoicing documents easier to read from FEMA's standpoint and speeds up the audit or reimbursement process. Schedules for invoicing are usually outlined in the contract. Many times, due to the severity of the disaster and the available resources by the County the payment schedule may be modified to allow more time to pay the invoices. CrowderGulf is able to accommodate these situations due to our strong financial stability.

Documentation Maintenance

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

FEMA Requirements and Assistance in the Reimbursement Process

CrowderGulf works closely with all regulatory agencies to assure minimum issues in our disaster management efforts. Over the past 20 years, **98%** of CrowderGulf's work has been with Cities, Counties, States and Agencies that received reimbursement from FEMA under the Public Assistance (PA) Reimbursement Program. As a result of our success in documenting all aspects of the debris management process to support reimbursements, CrowderGulf has established itself as one of the most respected debris contractors in the United States.

As an example of our commitment to Clients, in June, 2010, a CrowderGulf Client requested assistance with a FEMA audit for work completed in 2005, after Hurricanes Katrina and Wilma. Consequently, one of our senior managers spent four weeks working onsite with the Client, as well as 1,000 plus hours of work time on the project researching and preparing documentation requests for FEMA. All of our time and assistance was provided to the Client at no cost. This is how every client is treated. CrowderGulf is committed to 'going to the mat' with them to make sure that our documentation is complete, accurate and provided in whatever format FEMA requests.

CrowderGulf's former FEMA Directors, Emergency Managers and FEMA trained Debris Specialists are available to assist in complying with FEMA guidelines and completing all documentation required by FEMA, FHWA or the Office of Inspector General. **Our Staff is well versed in the Code of Federal Regulations (44 CFR), FEMA's Public Assistance Program and Policy Guidelines (incorporating FEMA Debris Management Guide (FEMA 325), and the Public Assistance Debris Monitoring Guide (FEMA 327).**

CrowderGulf will share its knowledge and experience concerning reimbursement matters. The goal is to obtain maximum reimbursement by utilizing extremely accurate record keeping and exacting quality control measures. Specifically, CrowderGulf will assist the County with the following:

- Developing Project Worksheets
- Estimating debris volumes for initial damage assessment
- Identifying eligible and ineligible reimbursements
- Documenting every element of the recovery process
- Reviewing all records to assure that they meet federal and state reimbursement guidelines
- Providing various levels of training for County employees
- Documenting all facets of work to support the claim process
- Maintain all documents for 7-10 years

Reimbursement

CrowderGulf is committed to completing any emergency management and recovery project for the County in the minimum amount of time and at the best price possible. We work in full regulatory compliance with all agencies involved in disaster recovery including but not limited to:

- Federal Emergency Management Agency (FEMA)
- Federal Highway Administration (FHWA)
- Environmental Protection Agency (EPA)
- Florida Department of Environmental Protection
- United States Coast Guard (USCG)
- United States Corps of Engineers (USACE)
- Florida Department of Health
- Florida Department of Transportation

Maximizing Reimbursements under the Sandy Recovery Improvement Act (SRIA) / Pilot Program

FEMA's SRIA program is intended to increase the effectiveness of debris removal by providing incentives to sub grantees (counties/municipalities) who take advantage the program. CrowderGulf's Management Team are very experienced in working within the guidelines of FEMA's Public Assistance program. Currently, FEMA has removed the majority of the initiatives that made up the Alternative Procedures for Debris Removal Pilot Program however, FEMA continues to promote the use of Straight Time and Force Account Labor incentives. CrowderGulf is prepared to work with our clients to partner in the debris removal initiative.

<i>SRIA Program Incentives for Subgrantees</i>	<i>CrowderGulf's Capabilities and Commitment to Clients(sub grantees)</i>
Straight Time and Force Account Labor: When a sub grantee has elected to participate in the Straight-Time Force Account Labor Procedure to perform all or part of the debris removal operations, FEMA will reimburse the base wages with associated fringe benefits as well as any overtime labor costs and the hiring of additional staff.	CrowderGulf will work directly with clients to augment the client's staff. This may be accomplished by dividing the client's damaged area into segregated or zone areas. Specific zones can be assigned to CrowderGulf crews for debris removal. Other zones will be designated for the client to use force account labor to remove debris. This partnership can expedite debris removal and allow for client crews to remain active and working when normal work could be delayed or be non-existent, due to disaster conditions. CrowderGulf has always maintained that our relationships with clients are invaluable. No job is too small and we have never failed to fulfill any contractual obligations.

ESSENTIAL SUPPORT FUNCTIONS

➤ Readiness Support and Training

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

Joint training and pre-planning with the County will be an important part of Readiness Planning. **On at least an annual basis, CrowderGulf specialists will provide training and pre-planning sessions.** In addition, our Debris Reduction specialists will be available to review and advise on potential DMSs. Preparedness training will be tailored to the County's needs and requests.

Usually, training will consist of all or some of the following topics:

- General understanding of the disaster declaration process
- Understanding the importance of thorough documentation in all processes
- Contract scope of work & scope of work timeframe
- FEMA debris removal eligibility & FEMA required documentation
- Responsibilities of the County & the contractor for debris management
- Pre-event actions
- Management team roles & responsibilities
- Initial response & recovery operations
- Debris removal & monitoring functions
- Truck certification process
- Documentation
- Close out & reimbursement

Training and pre-planning sessions are designed by the needs of each individual Client. For example, if our Client is preparing their own session and would like CrowderGulf to prepare material for discussion for a particular time slot, material such as handouts and PowerPoint presentations are created to present to the attendees based on the discussion topic provided by the Client. This type of involvement is usually requested by Clients who have knowledgeable staff who are experienced in the debris removal process and only need a quick overview of a particular topic.

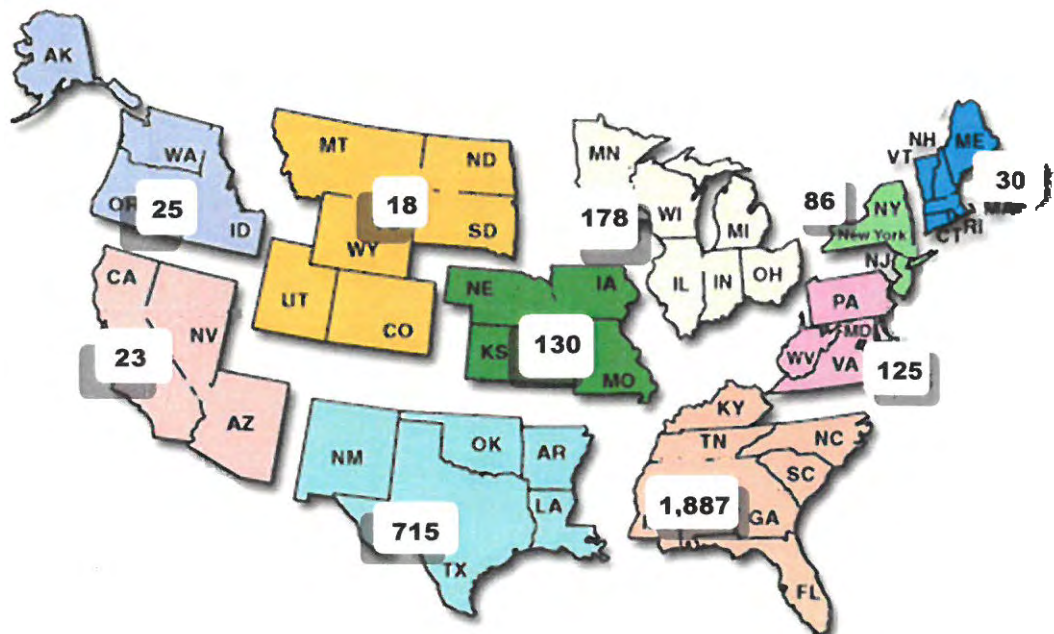
CrowderGulf also provides a more in depth session for the Clients who need training and plan development specific to their geographical location. CrowderGulf is experienced in assessing the needs of each Client and providing the knowledge and training needed for a successful event. In these situations,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

➤ Subcontracting

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

In addition, we maintain a national subcontractor **database of over 3,200 pre-qualified subcontractors**, which allows us to identify companies by size, equipment and geographical location. Prospective subcontractors may visit our website, www.crowdergulf.com, to register or may fax information to the Disaster Administration Office for review. Due to CrowderGulf's reputation of always treating our subcontractors fairly and paying them on a weekly basis, we have a surplus of subcontractors throughout the nation ready to work at a moment's notice.

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



Subcontracting Practices

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

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

Subcontracting Policy

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

1. Enroll in the E-Verify program and provide acceptable evidence of enrollment at the time of subcontract execution. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company. It shall be the **Subcontractor's** responsibility to familiarize themselves with all rules and regulations governing this program.
2. Read and formally acknowledge by signature the CrowderGulf Contract for subcontractors and Safety Manual as provided by CrowderGulf.
3. Provide satisfactory evidence of bonding and licensing that complies with contract and jurisdictional requirements.
4. Provide assurances that no current owner, principal or officer of the firm is or has ever been debarred by the state and/or federal government.
5. Obtain and furnish satisfactory evidence of required insurance from a responsible insurer.
6. Give all notices and fully comply with all local, state and federal laws – including, but not limited to, social security, workers compensation and unemployment insurance, DOT, etc.
7. Begin work to be performed within two full workdays after a subcontractor is notified of a subcontract award, unless otherwise stipulated in the subcontract arrangements. The subcontractor will pay for all materials, equipment and labor used in the performance of the subcontract(s).
8. In the event a subcontractor makes an untimely start, or is unable to supply sufficient skilled workmen, equipment or materials to satisfy the subcontract arrangements, CrowderGulf may terminate the employment/contract of the subcontractor for cause.
9. Take all reasonable safety precautions with respect to contracted work, complying with all safety, workplace standards and environmental measures as directed by CrowderGulf.
10. Furnish periodic progress reports on the work as directed by CrowderGulf, plus use the debris reporting system selected by CrowderGulf.
11. Provide CrowderGulf with progress payment billings (as agreed in the respective subcontracts).
12. Final payments to subcontractor(s) may be deferred pending receipt of contractual or statutory lien waivers, releases, closeout documents or other encumbrances.
13. Other stipulations may apply as may be required by unique local conditions.

Understanding Requirements

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

Steps in the Process:

1. Before any subcontractors are solicited, CrowderGulf compiles a list of local subcontractors from our Database of pre-qualified subs. These companies have either worked for CrowderGulf and are in good standing, have registered with us through our website, www.crowdergulf.com, or have been previously solicited by CrowderGulf. All subcontractors must meet the following requirements to be considered for prequalification:
 - a. Verification through one or more of the following websites:
 - The **System for Award Management (SAM)** is a **Federal Government owned and operated** free web site that consolidates the capabilities in CCR/FedReg, ORCA, and EPLS. SAM is used to review all subcontractors' debarred status prior to approval as a prequalified subcontractor(<https://www.sam.gov/>)
 - SBA HUBZone Search-confirmation, (http://dsbs.sba.gov/dsbs/search/dsp_searchhubzone.cfm)
 - Dun and Bradstreet, (<https://sso.dnbi.com>)
 - b. Enroll in the E-Verify program and provide acceptable evidence of enrollment at the time of subcontract execution. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company. For additional information regarding the Employment Eligibility Verification System (E-Verify) program visit the following website: <http://www.dhs.gov/E-Verify>. It shall be the **Subcontractor's** responsibility to familiarize themselves with all rules and regulations governing this program.
 - c. Obtain and furnish satisfactory evidence of required insurance from a responsible insurer.
2. If specific directories are to be used, CrowderGulf will check the Client website for directory access or contact the M/WBE Office for a list of potential M/WBE firms to be utilized then compare this list to our current list of local prequalified subcontractors to find possible matches.
3. Contact is then made with M/WBE firms that offer services similar to our scope of work. Initial contact is made by phone then followed up by fax and/or email, confirming the phone conversation.
4. Emailed and/or faxed correspondence provides MBE firms with specific details regarding the request, i.e., scope of work directly from the RFP documents, registration and requirements information, and specific deadlines for submittal of these documents to the CrowderGulf M/WBE Subcontracts Manager.
5. Should letters of intent from interested firms and further proof of M/WBE certifications be required by the Client, CrowderGulf will compile the received documentation and review for completeness.
6. Only those firms that have met set deadlines and returned all requested documentations will be considered for inclusion in final proposal to the Client as a responsive M/WBE Firm.
7. All contacted firms are listed in proposal and delegated either responsive or non-responsive and the reason for this status.

"CrowderGulf has developed a seamless process which allows for the rapid deployment of essential workers, maintained vital communication lines with all parties involved in the cleanup efforts and has strategically allocated resources to the areas of greatest need...They maintain the highest standards in the industry and operate with a level of integrity that is difficult to match."

Mark Claypoole
Gotus Trucking, LLC

"CrowderGulf is a company with great integrity, is extremely dedicated to their customers and their work, and is entirely one of the best contractors we have worked for...there is not a project or request by CrowderGulf we would ever turn down."

Steve St. George
President
St. George Enterprises,

8. Should the appropriations assigned to the responsive M/WBE firms not meet the Client's percentage goal, firm percentages will be adjusted and executed by both parties upon mutual agreement.
9. Once the RFP evaluation process is complete and award notices are received, these M/WBE firms are notified of results and any additional documentation is requested to keep in the Client's file.
10. Current CrowderGulf client folders are updated yearly with current local pre-qualified subcontractors as well as M/WBE firm confirmations.
11. Upon Client activation, if any of the proposed local M/WBE firms are no longer able to fulfill assigned goals, CrowderGulf will identify other certified M/WBE firms to replace inactive M/WBE firms to maintain our proposed percentage goals. CrowderGulf will provide a detailed explanation as well as further commitments from other M/WBE certified subcontractors to perform scope of work in lieu of previously committed Subcontractors.

Reporting

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

Good Faith Effort

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

Affirmative Steps Include:

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

Subcontractor Oversight

In the past, CrowderGulf has mobilized over **400** subcontractors with as many as **5,000 people, 2,600 trucks, and 800 pieces of loading equipment.** To assure the same quality control and efficient operations for the County, CrowderGulf's management team will rely on NIMS management protocols to identify the proper number of supervisors for each debris management operation. CrowderGulf is fully prepared to marshal as many Field Project Managers and Debris Supervisors as needed to meet the County's debris management requirements. Project Managers and Field Supervisors will have the direct responsibility to ensure all workers have received the proper safety training and education on Federal Rules and Regulations as they pertain to debris removal operations.

Subcontractors to Include M/SBE

See enclosed a partial list of qualified Subcontractors including M/SBE. A current qualified subcontractor list will be provided to the County for pre-approval prior to an event upon request.

2021 Potential FL Region 1 Subcontractors	Address	City	ST	Zip	SmBus	MWBEs
814 Sand Inc.	12030 Hwy 77	Panama City	FL	32409	1	2
A & K Septic Tank & Portable Toilets	4720 Minnetonka St.	Pensacola	FL	32526	1	
A.2.B. Trucking	241 Quebec Ave.	DeFuniak Springs	FL	32433		1
Aardvark Debris Removal LLC	200 Hervey Ave	Pensacola	FL	32507		1
AARK Enterprises, Inc.	P.O. Box 510	Vernon	FL	32462		
Abaco Restoration	P.O. Box 15414	Panama City	FL	32406	1	
Aerotech (Florida)	100 West Garden St	Pensacola	FL	32502		
AK Triple E, Inc.	1610 Woodlawn Way	Gulf Breeze	FL	32563	1	
AW Tree and Landscaping Service, LLC	8250 Briese Lane	Pensacola	FL	32514		1
Axis Maintenance Services, LLC.	970 Gulf Shores Dr.	Destin	FL	32541	1	
Azland C&D And Recycling	520 County Clay Pit Road	DeFuniak Springs	FL	32435	1	1
Beachway Contractors, LLC.	365 Campbells Rest Rd	DeFuniak Springs	FL	32433	1	
BEK Group, LLC.	404 North West Street	Pensacola	FL	32505	1	
BKW, Inc.	8132 Pittman Ave	Pensacola	FL	32534	1	1
B-Line Services, LLC. (d.b.a. Brian's Hauling)	4997 Damascus Church Road	Greenville	FL	32440		
Brown's Tree Service and Land Clearing LLC	6514 Cortez St	Panama City	FL	32404	1	
Byrd Enterprise	13536 Hwy 77	Panama City	FL	32409	1	
Capt. Eric's Services, LLC.	3930 Venetian Circle	Panama City	FL	32405		2
Cinch Underground, Inc.	751 Kirkland Rd.	Chipley	FL	32428	1	
Coastal Clearing, LLC.	815 Linda Lane	Panama City Beach	FL	32407		
Construction Materials of NW Florida, Inc.	501 Eglin Parkway NE	Fort Walton Beach	FL	32547	1	
Creek Waste and Recycling LLC	2560 S Hwy 95a	Cantonment	FL	32533	1	1
Cronin Construction, Inc.	913 Gulf Breeze Pkwy, Ste 12	Gulf Breeze	FL	32561		3
Diamond C Debris Removal, LLC.	PO Box 36262	Pensacola	FL	32516	1	
Disposal Services, LLC.	3634 HWY 231	Panama City	FL	32404	1	
Dwight Hicks, Inc.	500 Harrison Ave.	Panama City	FL	32401		
Eager Beaver Professional Tree Care, LLC	2170 Longleaf Dr	Pensacola	FL	32505		1
ESA South, Inc.	1681 Success Dr	Cantonment	FL	32533	1	2
Florida Home Masters, LLC.	1246 Brake Road	Westville	FL	32464		
GB Green Construction Management & Consulting, Inc.	1720 W. Fairfield DR, Ste 507	Pensacola	FL	32501	1	3
Grahams Welding & Fabrication, Inc.	94 Ready Ave. B#7	Fort Walton Beach	FL	32548	1	1
Guide	17119 Perdido Key Dr. #E33	Pensacola	FL	32507	1	
Gulf Coast Landscape	902 Santa Rosa Blvd	Ft. Walton Beach	FL	32548		
Gulf Coast Utility Contractors, LLC	13938 Hwy 77	Panama City	FL	32409		
Gulf Marine Construction, Inc.	1232 N. Pace Blvd.	Pensacola	FL	32505	1	1
H & H Trucking and Tree Service, LLC	4695 N. Hwy.71	Wewahitchka	FL	32465	1	
Harvest Restoration, Inc.	2689 Bear Circle	Deford	FL	32420	1	1
HighSteele Landscaping and Home Improvement LLC	5113 Bradford Dr	Milton	FL	32571		
Iron Dog, Inc.	10483 NW Gray Rd	Clarkesville	FL	32430	1	2
Keith H Fendley	7310 W Jackson St	Pensacola	FL	32506	1	
Kelly Services	5401 Corporate Woods Dr., Ste. 200	Pensacola	FL	32504		
Kevin D. Pugh, Site & Dozer Works, LLC	5731 Stewart Rd	Walnut Hill	FL	32568		2
L&A Logging, Inc.	50 Loggers Lane	DeFuniak Springs	FL	32435		
Landrum Staffing Service	6723 Plantation Rd.	Pensacola	FL	32504		
Long Shot Transporting	13970 State Hwy 20 W	Niceville	FL	32578	1	
Lumber Locators LLC	12 Marlin Court	Santa Rosa Beach	FL	32459	1	
M&J Land and Marine LLC	1016 Buena Vista Blvd	Panama City	FL	32401	1	
Mark Kirkland Construction Services, LLC.	3680 Charmaine Dr. B	Pensacola	FL	32526	1	
Matthews Land Solutions	2846 Merritts Mill Rd	Marianna	FL	32446		
MDX Services LLC	1396 Hwy 71	Marianna	FL	32448	1	
Mike Turner's Vinyl Siding Inc.	5261 Crowson Rd	Pensacola	FL	32526		1
Morgan Marine Salvage & Recovery, LLC	288 Marsh DR	Freeport	FL	32439	1	
Mr. Trash, LLC.	1108 School Ave.	Springfield	FL	32401		
New View Land Clearing	1609 Deer Ave	Panama City	FL	32401	1	
North Florida Land Prep Inc.	11407 Hwy 2301	Youngstown	FL	32466	1	
OCDS 2018, LLC.	2207 East 6th Street	Panama City	FL	32401		
Pate Farms	2331 Horseshoe Loop	Bonifay	FL	32425	1	1
PBrown Builders, LLC	4231 Cherry Laurel DR	Pensacola	FL	32504	1	1
PCE Disaster Contractor, LLC.	4019 Riverside Drive	Panama City	FL	32404	1	1
Pensacola Environmental Services, Inc.	P.O. Box 34450	Pensacola	FL	32507	1	1
Pensacola Tree Service	7085 Frank Reeder Rd	Pensacola	FL	32526	1	
Plant Welding Service Inc.	5774 W. Spencer Field Rd	Pace	FL	32571	1	
Precision Emergency Response LLC	3218 Hwy 98	Mexico Beach	FL	32456		1

2021 Potential FL Region 1 Subcontractors	Address	City	ST	Zip	SmBus	MWBEs
Prestwood All-Pro Services, Inc.	8485 Eight Mile Creek Rd	Pensacola	FL	32526		
Prince Contracting, LLC.	10065 W. Emerald Coast Pkwy., Ste. B201	Destin	FL	32550		
RBM Contracting Services	PO Box 2174	Santa Rosa Beach	FL	32459	1	
RCG Enterprises, Inc.	1504 W. Intendencia St	Pensacola	FL	32501	1	5
Redmonds, Inc.	8606 Laird St.	Panama City Beach	FL	32408		
Register's Enterprises of Bay County, LLC.	9323 N. Hwy 231	Panama City	FL	32404	1	
Revelation Construction, LLC.	1907 E. 9th St.	Panama City	FL	32401	1	2
Rimax Contractors	108 W. Mallory St.	Pensacola	FL	32501		
River Bend Trucking	2355 Horseshoe Loop	Bonifay	FL	32425	1	1
RME-Diver Commercial Diving LLC	109 Oak Ridge Place	Panama City	FL	32408	1	1
Robbins Contracting, LLC.	309 Elm Ave.	Panama City	FL	32401		
Rouse Stump Grinding LLC	841 Springtime St.	Wewahitchka	FL	32465		
Ryles Grassing, LLC.	PO Box 711	Baker	FL	32531		
Sean McKnight & Sons Landscaping & Tree Service	4200 Langley Ave.	Pensacola	FL	32504		
Smith & Associates, LLC	P.O. Box 1084	Gulf Breeze	FL	32562	1	1
Snelling Personnel Services	1613 St. Andrews Blvd.	Panama City	FL	32405	1	1
Solar Recycling	7508 Klondike Rd	Pensacola	FL	32526	1	
Sound Off Audio	15176 NW Magnolia Church Rd.	Althea	FL	32421	1	
Sterling Tree Services, Inc.	8500 Lillian Hwy.	Pensacola	FL	32506	1	2
Superior Waste & Land Clearing	8804 Sonnyboy Ln	Pensacola	FL	32514		
TDT Land, Properties & Equipment, LLC.	2545 Commercial Park Dr.	Marianna	FL	32448	1	
Thom Co Enterprises, Inc.	745 Hollywood Blvd., N.W.	Fort Walton Beach	FL	32548	1	4
ThomCo Enterprises, Inc.	745 Hollywood Blvd. NW	Ft Walton Beach	FL	32548	1	1
Tindle Enterprises, Inc.	P.O. Box 969	Freeport	FL	32439		1
Top Flight Mowing, LLC	2243 Cricket Ridge Dr	Cantonment	FL	32533	1	1
Turn Key Marine Services, LLC	646 Anchors St NW #2	Fort Walton Beach	FL	32548		
Walts Landscaping	2601 Wild Lake Blvd	Pensacola	FL	32526		
					54	52

CrowderGulf Letters of Commitment from Subcontractors

CrowderGulf maintains full compliance with current procurement regulations, specifically **44 CFR 206.10** and **2 CFR 200.321**. Currently, we have subcontracts or Letters of Commitment with interested Subcontractors. Copies of the subcontracts or Letters of Commitment can be provided upon request at contract award. CrowderGulf will continue to solicit local subcontractors including M/WBEs from the local area for potential participants.

In addition to Local and MWBE Subcontractors, CrowderGulf has a group of Major Subcontractors that we have worked with for many of our previous activations. These subcontractors meet all FEMA requirements and we consider them an extension of the CrowderGulf Team. Below is a list of the activations that our Major Subcontractors have been involved with over the past 10 years.

Summary of Major Subcontractor Activations for the past 10 Years with CrowderGulf, LLC

Subcontractor	Storm Event	Work Location	
ABC Hauling Services / RAL Services Corp. (Miami, FL) (Haul Outs) 26 Activations Master Subcontract # 16_915	2020 Laura	Lake Charles, LA Dequincy, LA West Lake, LA	Calcasieu Parish, LA Iowa, LA Vinton, LA
	2020 Tornado	Nashville, TN	Chattanooga, TN
	2018 Michael	Bay Co, FL Jackson Co, FL Lynn Haven, FL	Panama City, FL Panama City Beach, FL
	2018 Florence	Duplin Co, NC	
	2017 Harvey	Aransas Co, TX Aransas Co, TX (PPDR)	Corpus Christi, TX San Patricio, TX
	2016 Matthew	Hilton Head Island, SC	Thunderbolt, GA
	2011 Tornado (MO)	Joplin, MO	
	2011 Irene	Dare Co, NC	
	2008 Ike	Bolivar Peninsula, TX League City, TX	Manvel, TX
	2005 Wilma	Ft. Lauderdale, FL	
All Florida Tree & Landscaping (Coral Springs, FL)	2018 Michael	Panama City, FL	
	2017 Irma	Aventura, FL	Miami Springs, FL

Subcontractor	Storm Event	Work Location	
(PUSH, ROW Hauling, L & H, ROE Hauling, Stumps, Beach/ Sand) 18 Activations Master Subcontract # 12_9	2016 Matthew	Jupiter, FL	Stuart, FL
	2012 Sandy	Hilton Head Island, SC	Stuart, FL
	2012 T.S. Isaac	Ft. Lauderdale, FL	
	2011 Irene	Key West, FL	
		Newport News, VA	
	2005 Wilma	Ft. Lauderdale, FL	Wellington, FL
		Lazy Lakes, FL	Wilton Manors, FL
		Sanibel, FL	
	2005 Rita	Ft. Lauderdale, FL	
	2005 Katrina	Ft. Lauderdale, FL	Pompano Beach, FL
Ault Enterprises LLC (Bark River, MI) (ROW Hauling, Waterway Debris Hauling) 12 Activations (Master # 16_794)	2004 Frances	Pompano Beach, FL	
	2020 Zeta	Gulfport, MS	
	2020 Laura	Sulphur, LA	
	2018 Michael	FL Dept. of Enviro. Protection	Panama City, FL
	2018 Florence	Onslow Co, NC	Swansboro, NC
	2017 Irma	FL Dept. of Enviro. Protection	(Clay/Putnam, Duval, Volusia/Brevard)
	2017 Harvey	Corpus Christi, TX	
Barnhart Debris Removal (Magnolia, AR) (PUSH, ROW Hauling, Site Work, Haul Outs, L&H, White Goods) 10 Activations Master Subcontract # 17_1217	2016 Matthew	FL Dept. of Enviro. Protection	Hilton Head Island, SC
	2020 Laura	Lake Charles, LA	Calcasieu Parish, LA
		Iowa, LA	Vinton, LA
	2018 Michael	Apalachicola, FL	Panama City ,FL
		Carrabelle, FL	Washington Co, FL
Beeghly Tree (Somerset, PA) (ROW Hauling, L&H) 6 Activations Master Subcontract # 20_1871		Franklin Co, FL	
	2017 Harvey	Brazoria Co, TX	
	2020 Zeta	Biloxi, MS	D'Iberville, MS
	2020 Sally	AL DOT Baldwin Co, AL	Fairhope, AL Gulf Shores, AL
Buckeye Landscaping and Sod (Groveport, OH) (ROW Haul, L & H) 10 Activations Master Subcontract # 12_73	2018 Michael	Bay Co, FL	
	2017 Irma	Orange Co, FL	Orlando, FL
	2016 Matthew	Chesapeake, VA	Fripp Island, NC
		Edgecombe Co, NC	Ocean Isle Beach, NC
	2011 Irene	Dare Co, NC	Nags head, NC
	2008 Ike	Montgomery Co, TX	
C & W Trucking, Inc. (Winter Garden, FL) (Haul Outs) 16 Activations Master Subcontract # 17_1292	2017 Irma	Casselberry, FL	Edgewood, FL
		Lake Mary, FL	Lake Co, FL
		Orlando, FL	Polk Co, FL
		Sanford, FL	
	2017 Harvey	Brazoria Co, TX	Montgomery Co, TX
	2012 Tornado	Polk Co, FL	
	2008 T.S. Fay	Brevard Co, FL	
	2005 Wilma	Aventura, FL	West Palm Beach, FL
	2004 Charley, Frances, Jeanne	Brevard Co, FL	Orange Co, FL
		Jupiter, FL	
Central MN Hardwood Sales, LLC (St Peter, MN) (ROW , Stumps, PUSH) 9 Activations Master Subcontract # 17_1048	2017 Irma	Lake Co, FL	
	2008 Ike	Bolivar, TX	Montgomery Co, TX
		Galveston Co, TX	Tiki Island, TX
	2006 Nor'easter	Erie Co, NY	
	2005 Wilma	Aventura, FL	Pembroke Pines, FL
	2005 Katrina	Pascagoula, MS	
Congo Corporation (Redmond, OR) (White Goods) 3 Activations Master Subcontract # 17_1025	2017 Harvey	Friendswood, TX	Montgomery Co, TX
		LaMarque, TX	
Crooked River LLC (Trimble, MO) ROW Hauling 2 Activations	2018 Michael	Panama City, FL	
	2017 Harvey	Dickinson, TX	