TAB E

PROPOSAL MATRIX

PROPOSAL MATRIX

The following is an 'at-a-glance' project outline to provide an overview of our approach. We can provide training on all aspects of disaster management and FEMA assistance if this is required. Full technical detail for each stage can be found below.

Project Initiation Phase	• At the point of award of contract, we will arrange a joint team integration meeting to develop relationships and understand roles and responsibilities across both organizations. • The Project Manager for your Project will lead this meeting and will become available to you 24/7.
Planning and Training Phase	• The newly formed project team will develop mutually agreed pre-disaster plans to include emergency response plans, TDSRS site selection and all other aspects of the recovery plan. • This process will be led by your allocated Project Manager and will be supported by the wider KDF management and support functions. • As agreed in the terms of the contract, we can offer disaster recovery specific training as part of our services and an annual plan for this would be developed and commence at this time for your organization. This will include, at a minimum, preliminary TDSR site selections, review and update debris collection zone maps, review and update of primary road clearance routes, local subcontractor coordination, and items such as hazardous waste handling, beach and shoreline restoration, and current Federal, State and Local guidelines and regulation.
Active 'Watch and Wait" Phase	• A project team member will be allocated to monitoring your project for environmental/weather changes. • Any potential challenges will be highlighted during this phase in collaboration with your own personnel to ensure early mobilization of our recovery plans.
Pre-Disaster Phase	• The Project Manager will be on site where possible in advance of the disaster and will be available to join with your teams to help prepare for disaster impact. • The project team will be mobilized to the nearest geographical point along with all equipment in advance of the disaster to minimize any delay in the beginning of the recovery process. • The Mobile command center will be mobilized and at the nearest geographical position ready to start operations. • Teams and equipment required for push services will be on stand-by ready for emergency clearing.

	• Personnel will be stationed at the **County**'s Emergency Location where possible during the anticipated storm.
Post-Disaster Phase	• Full Project team and all field personnel will be on site within 24 hours of notification to proceed (or immediately following storm impact) including pre-arranged sub-contractors. • Close liaison between the KDF project manager and local officials is essential at this point to ensure coordination of the disaster response efforts. • If required the support team will provide and distribute ice, water, food, temporary utilities, sanitary facilities, and other services. • Mobile command center will be set up and functioning within 12 hours.
Cut and Push Phase	• Emergency push services will ensure that all roads agreed with the client are clear and passable within 70 hours. • Cut and push crews will be available 24/7. • The number of cut and push crews will be determined by the client and the project.
Development Phase TDSRS **(Temporary Debris Management Site)**	• Pre-agreed sites will be developed determined by the size of the disaster. • Detailed site plans will be developed for each site and will include individual plans for debris separation, debris reduction, inspection, truck routes and access, traffic control, dust control, disposal of hazardous waste, environmental, safety and fire prevention. • Each site will be designated a site manager with full accountability for the site plans including site restoration at project completion. • TDSRS will be operational within 48 hours and will be operational 24/7 (collection crews daylight hours only for safety, debris processing crews 24/7).

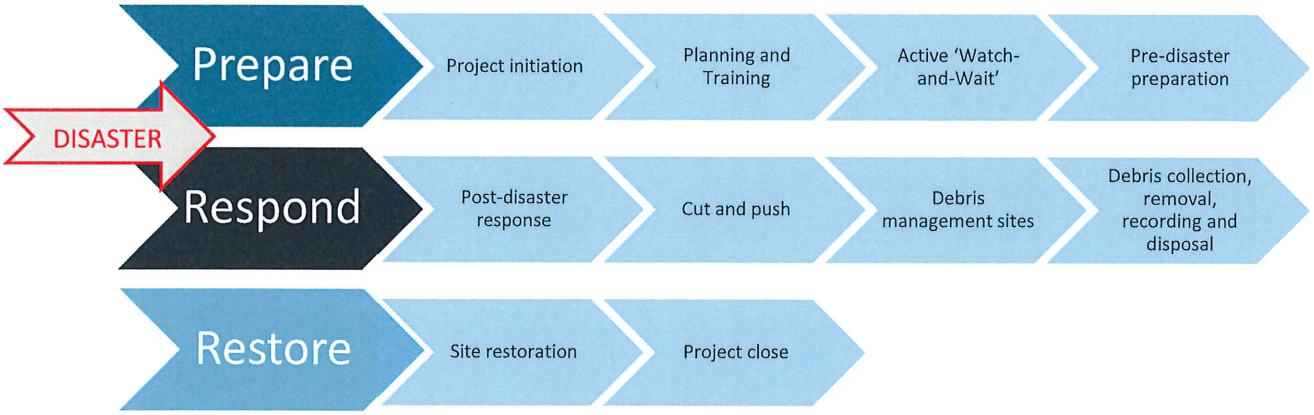
Debris Removal, Collection, Recording and Disposal Phase	• This is a crucial part of the recovery strategy and full details of all stages of this can be found in the next section. This overview aims to highlight the key components.
	• Debris collection will begin within 48 hours in line with local priorities. Prior to loading Debris, the following will have been actioned and completed:
	  o Fully operational debris management sites inspected by QC and debris crew foreman
	  o Area zoned and prioritized (KDF and subcontractors)

	○ Inspection and certification completed on all trucks ○ Quality control plan and all safety plans fully operational (accident prevention, health and safety, Hazard analyses) ○ Health and safety briefing to all staff and contractors ○ Training on traffic control for all debris crews ○ All field-based staff to receive training on FEMA debris eligibility. ○ Hazard team to have identified and/or removed downed power lines and other safety hazard ○ Ticketing process and database management to be tested and operational • KDF performs clearing and removal of FEMA eligible disaster debris from roads/streets/public rights-of-way, canals/lakes/other waterways. • Daily planning meetings between KDF/Client will ensure that appropriate zone/sections are prioritized, and that the area is serviced by priority and in full. • Each load of debris will be recorded and verified as agreed within the joint plan and tickets available to the client in daily/weekly reports. Databases will be closely maintained and reconciled to ensure they are accurate and available to the client. Once final reconciliation of the truck records has been made a final invoice will be provided. • Once first pass, second pass and final pass are completed the site reclamation plan will be put into effect ensuring appropriate restoration of the site. • All debris, including reduced debris, will be disposed of in line with Federal, State, and local laws and regulations. Any tipping fees can be paid by KDF at the time of disposal and invoiced if required.
Project Close	• Once all field work, ticket reconciliation and invoicing are completed KDF can continue to support FEMA reimbursement if required. • An After-Action Review will be completed across the project team in collaboration with the client and the results shared across both organizations to support further joint working.

SCOPE OF WORK

This bid is for Emergency Debris Clearance (Push), complete Debris Removal from ROW and private property (within **County** guidelines), Temporary Debris Staging and Reduction Site Management and processing of debris, debris disposal and Tree and Limb Removal with the potential for additional services dependent on the size and degree of any disaster that may affect **Franklin County.** This contract requires that KDF is capable of assembling, directing, and managing a workforce that can complete the debris management operations as well as preparing and ensuring complete documentation for acceptance in line with FEMA requirement for reimbursement.

There are a number of aspects to this and in the previous section we provided an 'at-a-glance' project plan and in following section 'Project APPROACH' we have given an example to include all aspects of a potential disaster recovery project. This includes areas that fall outside the scope of this project to illustrate previous experience we have at KDF and how we apply this. **We have split these into 3 key areas: PREPARE, RESPOND and RESTORE.**



In summary the core 'RESPOND' services provided by KDF in order to meet the needs of **Franklin County** shall consist of removing any and all "eligible" debris, primarily from the public Right-Of-Way (ROW) of streets and roads, as directed by **Franklin County**.

This will include:
-Examining debris to determine whether the debris is eligible vegetative debris
-Loading the debris
-Hauling the debris to an approved dumpsite or landfill
-Dumping the debris at the dumpsite or landfill.

No ineligible debris will be loaded, hauled, or dumped under this contract and mixed loading of debris will be avoided as much as is possible.

Debris removal will include all eligible disaster related debris found on the ROW within the area designated by **Franklin County** and eligibility of debris will be in line with most current FEMA regulations and agreed by **Franklin County**. This will involve numerous passes throughout an area, dependent on the size and scale of the disaster, and debris which extends from private property and enters the ROW will be

cut at the point it enters the ROW. Removal of debris from private property will only be permitted in agreement with **Franklin County.**

When loading and hauling we will only use rubber-tired equipment and will not also use this equipment for private work during the working hours of this contract, in addition we will not solicit work from private citizens or others with manpower and equipment designated under this contract.

All debris will be mechanically loaded and compacted, and any hand loading will only be carried out with prior approval from **Franklin County's** Debris Management consultant.

As part of this contract, we will repair and will fill to grade with like material all surface damage, such as rutting and pavement damage, caused by our equipment during debris removal. We will repair all damage to existing grade, road shoulders, sidewalks, drainage structures, trees, shrubs, grassed areas, etc. caused by our equipment or personnel.

We will make all the necessary provisions to preserve and protect all existing structures, infrastructures, vegetation, etc., on or adjacent to the area of work and will repair or replace with like materials all damaged mailboxes on the same day, which the damage occurred.

In the instance that there is a claim we will contact the person(s) making claims regarding damages within 2 days of receiving said claim; information such as method of repair and timeline for completion will be discussed. We will ensure that all damages be repaired no later than thirty (30) days after the completion of the debris removal. We will provide **Franklin County** with a weekly report outlining the status of all damage concerns.

All stump remnants which are fully disengaged from the ground will be considered normal vegetative debris regardless of size for this contract and we will remove all disengaged stump remnants from the assigned load site area before moving to another work area unless approved by **Franklin County**.

Through site restoration we will aim make good on the sites we have used. In general, this will involve final removal of all debris and debris storage areas, environmental assessment of any potential hazards and introduction of measures if required and removal of structures such as site offices and monitoring towers.

In addition, restoration of ground cover typically through topsoil and seeding is carried out, all with the aim of returning the area to its pre-disaster condition as far as is possible.

Another important access of ensuring we meet the needs of **Franklin County** is through the documentation processes and support for FEMA reimbursement.

KDF has many years of experience in successful FEMA reimbursement work and no client has ever been denied reimbursement for work KDF has performed.

Our FEMA liaison officers are fully versed in this process, including FEMA documentation, eligibility and compliance and are available to provide as much support and assistance as required before, during and after the recovery process to ensure full reimbursement for our clients.

All our management team and our FEMA liaison officers have taken formal FEMA certified training and are also able to provide in-house training if required.

Accurate documentation and reporting management are critical functions of each project, ensuring that **Franklin County** is provided with data required for receipt of federal funds.

At KDF we have developed processes to ensure high quality documentation is captured and available to our customers. We typically utilize industry leading **OCR software** (optical character recognition software) which enables us to convert hand-written/scanned printed tickets directly onto the KDF servers. This improves capture time and accuracy and can be used with our own or customer field tickets. At our initial meeting with **Franklin County,** we will formalize our reporting and monitoring processes to ensure they meet the needs of both organizations and are established prior to project initiation.

As part of this process daily progress and quality control reports will be submitted to you which specify the extent and achievements of the current day as well as the schedule for the next day. Reports will include a list of roads that were cleared, number of Crews to include level of equipment, daily and cumulative totals of debris removed by type, daily and cumulative totals of debris processed, daily estimate of hazardous waste debris segregated, cumulative amount of hazardous waste stored, number of hazardous trees and hanging limbs removed as well as current or potential issues highlighted with solutions and a schedule of work completed/work planned for the following day. Each daily report should give a clear snapshot of daily and cumulative progress of all deliverables of the project as well as a projected completion date.

Invoicing is typically done weekly and can be scheduled to meet **Franklin County** requirements, bi-weekly/bi-monthly/monthly. Our invoicing team are experienced in federal reimbursement and FEMA requirements to ensure all documentation will meet not only your requirements but also federal requirements.

Load tickets are received and recorded daily. The tickets are uploaded directly onto our database using OCR software. An invoice is then generated and once the ticket data and invoice has been completely reconciled, the invoice is then recommended to FEMA for payment.

Reimbursement assistance can be provided by KDF to **Franklin County** if required**.** We have extensive experience in providing the necessary documentation and support in preparing reimbursement claims and will agree at the outset of the project what level of support is appropriate.

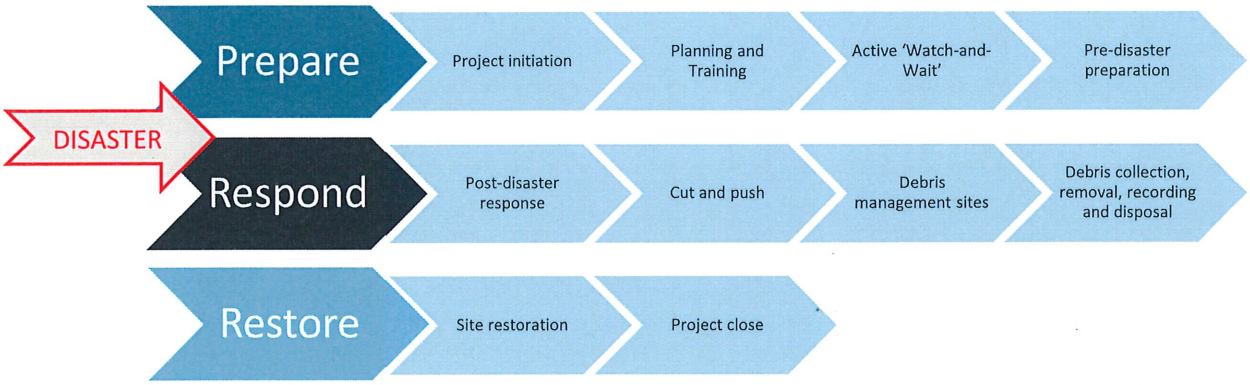
An individual project is not closed until this process is complete and we are able to offer as much support as is required as part of this contract. To close out the project, KDF will submit a detailed final report summarizing all the disaster activities performed. This will include logs of debris hauled by volume and type, final disposal locations and the amount of debris for each, and all relevant financials for the project. KDF will continue to work with **Franklin County** and submit any other requested information until everyone is satisfied that the project is closed out and final approval is given.

In addition to ongoing reviews throughout the life of the project, a detailed After Action Review (AAR) will be carried out at the close of the project to ensure all key learnings and success are captured for ongoing development across KDF and **Franklin County.**

PROJECT APPROACH

Our belief at KDF is that the key to great emergency management is preparation and planning, however sometimes the ability to plan well in advance for a project is not possible and so flexibility and experience is essential. At KDF we have huge wealth of experience in terms of both projects we have completed and the experience of our staff which ensures that our technical approach to this project is has been practiced multiple times to great success. **The County** can be confident that we will work simultaneously and seamlessly to protect lives, protect communities, protect resources, and recover communities as quickly as possible should the worst happen. KDF personnel will be stationed at the City/County's Emergency location where possible during the anticipated storm.

In the previous section we provided a topline overview of some of the key steps in preparing pre-disaster as well as responding post-disaster and in this section, we will give greater insight into the technical detail of the post-disaster phase.



PROJECT INITIATION PHASE

- *Once the contract is awarded, your assigned project team will reach out to make contact, affirm communication lines, and answer any further questions you might have.*

- *We will immediately start scouting and securing the necessary staging and disposal sites, local subcontractors, and suppliers to ensure everything is in place and ready to go.*

KDF will make contact and begin coordinating pre-disaster preparations as soon as we are notified of a winning bid. We believe that having open, established communication channels between our team and yours is key to an effective disaster response. You will be provided with the personal contact information (cell phone numbers/email addresses) for everyone on your assigned project team. Multiple members of the team will reach out and begin establishing working relationships on the very first day.
Our comprehensive planning before an emergency streamlines the response and helps everything run smoothly.

Sites. We will research and secure sites for equipment staging, debris management and disposal. Accomplishing these tasks early allows us to focus on critical issues during the response.

Subcontractors and Suppliers. KDF maintains robust relationships with subcontractors and suppliers throughout the U.S. When establishing a response team, we will focus on finding and using local companies. Using local subcontractors and suppliers facilitates a quicker response, as resources are already in place when needed, and drives money back into the area's economy.

PLANNING AND TRAINING

- *The newly formed project team will develop mutually agreed pre-disaster plans to include emergency response plans, TDRS site selection and all other aspects of the recovery plan.*

- *This process will be led by your allocated Project Manager and will be supported by the wider KDF management and support functions.*

- *As agreed in the terms of the contract, we can offer disaster recovery specific training as part of our services and an annual plan for this would be developed and commence at this time for your organization. This will include, at a minimum, preliminary TDSR site selections, review and update debris collection zone maps, review and update of primary road clearance routes, local subcontractor coordination, and items such as hazardous waste handling, beach and shoreline restoration, and current Federal, State and Local guidelines and regulations.*

At KDF we believe that planning and training are both critical parts of any successful project and as such these run deeply through all that we do. Flexibility is key in both areas enabling us to adapt to an ever-changing environment and to produce successful project completion for our customers. At the outset, your KDF project manager will outline the available training options that can be utilized by your teams and will put in place an annual training plan to meet your needs. Examples of the kind of training we can offer are as follows: Disaster planning and evaluation, field operations, FEMA eligibility and processes, Force account capabilities, Debris volume estimation based on USACE, ticketing and Truck/trailer measurement. We can also carry out an initial training needs analysis with you and develop bespoke training for your locality on all aspects of disaster recovery if required.

Cross functional disaster planning is embedded in the way we work at KDF and our project teams draw on experience from all aspects of our business as well as critical functions of our customers. This ensures that the project team is agile and adaptable with a plan that allows KDF to respond quickly and effectively supporting successful disaster management for your locality. At the outset, this process will be led by your KDF project manager who will be accountable for development and delivery of your project plan. This plan will encompass sub-plans, emergency response plans, safety plans, quality control plans, DMS plans, traffic control plans.

The interaction between the KDF project Manager and extended Project team the **County's** Debris Management Consultant is crucial to the success of the recovery operation. Prior to the beginning of each storm season, we will meet with the Debris Management Consultant and their team to finalize and test the processes for inspection and documentation that are to be used during the response and recovery phase of debris removal. We can adapt our plans to match the tracking and accounting systems required by the **County's**. We will also refine our scenario planning to ensure that we have robust plans for every level of potential storm or disaster.

ACTIVE 'WATCH AND WAIT' PHASE

- *KDF tracks all hazardous weather and will actively monitor the reports for your region for the entire duration of the contract.*

- *Upon forecasts of inclement weather, the Project Manager will contact your representative to update all contact information and provide a plan going forward.*

- *For forecasted disasters, we will have a representative on site 72 hours before impact, and for sudden impact disaster, we will have a representative on site within 24 hours of impact.*

KDF subscribes to various special weather advisories and tracks all hazardous weather in the U.S. region as well as specifically following the reports for the regions of our clients. We will be aware of any atmospheric events forecasted to strike **Franklin County.**

Our response will be tailored to the timeline, severity, and type of atmospheric event. As soon as an issue arises on the radar, we will act. A KDF team member will reach out to re-confirm important contact information and notify **Franklin County** that we are aware of any potential hazard. Disasters can be broken into two groups: forecasted impact and sudden impact.

Forecasted Impact

Forecasted impact is mainly hurricanes but can also include some winter storms. Hurricanes are broken into categories based on their sustained wind speed, with categories ranging from 1-5. Hurricanes reaching Category 3 and higher are considered major hurricanes because of their potential for significant loss of life and damage. KDF will increase preparation, resources, and time allowed as the severity of a hurricane increases.

120 Hours from Impact

When a storm's cone of influence is 120 hours from impact, KDF will again communicate with the **County** to convey our plan and help the **County** coordinate their team. At this point, we will verify our TDSR site, reach out to our team of subcontractors and suppliers to make sure everyone is aware and on notice, and begin facilitating logistics for our team including: hotels, gas, repair shops, emergency medical services, food and water, office space, and other necessary services. Our disaster recovery team will begin making travel preparations so they can be in place when the storm strikes.

72 Hours from Impact

At 72 hours before impact, your Project Manager will be available and in discussion with the **County** the appropriate level of response based on severity and forecasted impact. We will secure emergency road clearing crews and equipment and position them in secure locations around the **County**. Subcontractors will be marshalled to be in place to begin working as soon as the weather clears.

Sudden Impact

Sudden impact disasters include earthquakes, tornados, ice storms, floods, and various man-made issues that can occur. As soon as we learn of a sudden impact disaster, we will reach out to the **County** and have a project manager on site within 12 hours. Our team will initially go into an emergency response mode to address and mitigate any issues before implementing recovery plans.

PRE DISATER PREPARATION

- *The Project Manager will be on site where possible in advance of the disaster and will be available to join with your teams to help prepare for disaster impact.*

- *The project team will be mobilized to the nearest geographical point along with all equipment in advance of the disaster to minimize any delay in the beginning of the recovery process.*

- *The Mobile command center will be mobilized and at the nearest geographical position ready to start operations.*

- *Teams and equipment required for push services will be on stand-by ready for emergency clearing.*

MOBILIZATION OF STAFF AND EQUIPMENT

Once we are aware of an impending disaster, prior to impact, all personnel and equipment will be collated at the safest geographical area to the impact to ensure readiness. Key subcontractors are mobilized and a KDF representative can be available to the locality prior to impact to be directly involved at a local level with all disaster management. Emergency communication strategies are also mobilized at this point.

72 hours from impact

We will Review the data base of all experienced subcontractors and determine priority list for contacting:

- Tier 1 – Those Subcontractors residing in the anticipated strike region.
- Tier 2 –Those Subcontractors residing in States neighboring the anticipated strike region.
- Tier 3 -Those Subcontractors residing in States outside and not contiguous to the anticipated strike region.

Our Project managers will each have a list of selected subcontractors to begin calling who are located within 5 hours drive of projected landfall, to place them on alert for potential event. They will inquire to the subcontractors as to the availability of equipment and manpower, and their readiness.

Our Operations Manager will then call a Company meeting to alert all employees of the disaster team of the potential impending event and have them begin preliminary personal preparations for 48-hour notice for departure.

The Operations Manager will notify USACE of the KDF point of contact person as well as an alternate and provide the Government with a 24-hour immediate telephone contact number.

24-48 hours from impact

We will secure emergency road clearing crews and equipment and position them in secure locations within easy reach of the potential area to be affected. Subcontractors will be marshalled to be in place to begin working as soon as the weather clears.

The Operations Manager will meet with the Project Managers and review updated tracking information and predicted landfall possibilities. Any changes or revisions in the landfall predictions will be noted and

the data base of subcontractors reviewed again and updated for logistics. If significant changes in landfall predictions have occurred, additional subcontractors will be assigned to the Project Managers for contact. They will then review the list of subcontractors contacted and their state of readiness and potential response capabilities.

A Senior Project manager will be dispatched to an area within a few hours of the anticipated strike location and establish a temporary staging and deployment center in an area located within a few hours of the anticipated strike location, to be used for staging equipment and personnel during the 24-36 hours preceding the anticipated strike.

12-24 hours from impact

The Operations Manager will meet with the Project Managers and review updated tracking information and predicted landfall possibilities. Any changes or revisions in the landfall predictions will be evaluated and a determination as to the most reasonable temporary staging and deployment center will be made. If necessary, the designated Project Mangers already dispatched to the first anticipated temporary staging and deployment center will be notified and transferred to another location considered to be more effective.

Upon receiving notice from the contracting agency or at the discretion of the Operations Manager, the Operations Manager, the Project Managers, and debris loading and hauling crews (minimum of five) are dispatched to the temporary deployment center for immediate response following an impact.

Upon receiving notice from the contracting agency or at the discretion of the Operations Manager, project managers will be instructed to notify their subcontractors on stand-by, located in the anticipated strike area, to make pre-mobilization plans and to provide the project managers with estimated response time upon notice from KDF to mobilize.

0-12 hours from impact

A work force of management and loading and hauling crews (minimum of five) will be poised to respond within a few hours following the landfall or strike for the immediate emergency needs response. Upon receiving notice to proceed from the contracting agency, the full mobilization plan described herein will be activated.

The Operations Manager, Operations Planner and Environmental and Health and Safety Officers will meet with the appointed USACE Representative. KDF representatives will be on hand to collaborate and assist the planning team in setting out a coordinated plan for community support post impact. The mobilization process will continue to ensure a speedy recovery process. Zoning of the areas will be part of this team planning process.

PROJECT TEAM AND PROJECT PLANS

Our Project team, including key field and support team members will be prepared to be onsite with 12 hours of NTP (or immediately following storm impact). The project team will in part depend on the size of the project but along with the PM will include functions such as field management, accounting, admin, health and safety and quality control. This advance team will carry out an initial damage assessment and in collaboration with local government agencies will set out the initial recovery priorities within 24 hrs.

KDF closely monitors its Quality Control and Health and Safety processes as part of our corporate responsibility. Personnel and training records will be reviewed by our Quality manager during the preparation phase and any necessary safety briefings will be completed to ensure no delay to recovery activities. This includes all permits and licenses for both personnel and equipment.

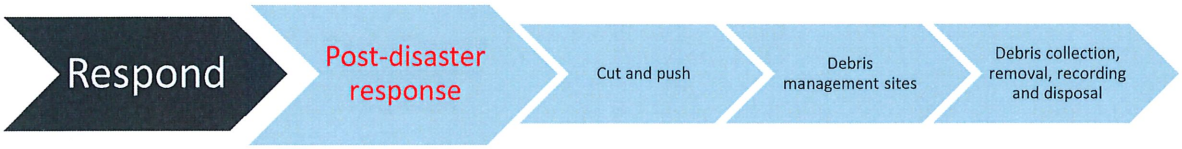
All site plans, accident plans, health and safety plans, Quality control plans, traffic control plans, dust control plans, subcontracting plans will be updated with post impact relevant details and made available to the customer within 48 hours of impact.

MOBILE COMMAND CENTER

Locations for the mobile command center where possible will be pre-agreed dependent on proximity to transport networks as well of the degree and location of impact. The command center will be fully operational within 12 hours of NTP to include all required systems and equipment, back up equipment and communications and fully checked power and supplies.

EMERGENCY OPERATIONS

If requested the KDF team can provide support with water, food, ice, facilities, temporary sanitation, housing, and other vital services. As part of the preparation process these options will be identified and arrangements made locally or regionally to satisfy these requirements.



- *Full Project team and all field personnel will be on site within 24 hours of notification to proceed (or immediately following storm impact) including pre-arranged sub-contractors.*
- *Close liaison between the KDF project manager and local officials is essential at this point to ensure coordination of the disaster response efforts.*
- *If required the support team will provide and distribute ice, water, food, temporary utilities, sanitary facilities, and other services.*
- *Mobile command center will be set up and functioning within 12 hrs.*

Rapid and effective deployment and implementation of the pre-agreed plan are the priority and here we aim to give a guide on what will be achieved in the initial hours and days after impact:

- Advance project team to include PM and project administrative staff to be on site within 6 hours
- Mobile command center to be fully operational to include emergency communications.
- KDF owned equipment and temporary facilities to be on site.

First 12 hours after impact

- Full project team and all field personnel to be on site.
- Emergency road clearance services to commence (Push)in line with **County** priorities and transport networks.
- Initial damage assessment in progress to guide updating of the operational plan
- Daily meetings between Project Manager, Operational Manager and all crews established
- Prioritized debris removal will commence

24 hours post impact

- Initial damage assessment complete and updates made and submitted to site specific safety plans, insurance, bonds, quality control plans, subcontracting plans, location of TDSRS, final disposal sites and all applicable licenses and permits.
- TDSRS construction to begin on identified sites to include hazardous waste containment areas.

48 hours post impact

- TDSRS will be fully operational
- Emergency road clearance complete within 70 hours.
- Full project team to include subcontractors to be fully operational.
- Fully updated operational plans finalized between KDF and the **County** with specific project plan including specifics of disaster damage, safety plans and subcontractor plans.

72 hours post impact

- Fully operation plan driving debris collection, removal, recording and disposal with highest rate of collection within the first 30 days**
- We will expect to be hauling approximately 15-20,000 cubic yards a day dependent on the area.

5 days post impact

**estimate depending on the size and scale of the project

ZONING

As soon as is possible post impact the area will be zoned to ensure the most effective management of the project and that the correct number and type of staff and equipment is mobilized. Whilst some of this planning is done in advance until impact and further assessment and clearing of roads it is not possible to do this accurately.

- Each Zone is assigned a Zone Manager and several zones may be coordinated by 1 project manager or each may have its own project manager dependent on the scale of the disaster and the geography of the area.
- Each zone will be given a specific and unique reference and have its own management plan to ensure complete and successful removal of debris.
- The Zone Manager will be accountable for their zone and the following activities:
    - Assignment of subsection managers and crew foremen.
    - Leading evening meetings to review the areas and plan the next day's activities
    - Be a link to the local government representative in providing daily report information, ensuring that approval of activities within the zone are received before moving on to another area. The zone will not be complete without PM and local government approval.
    - Develop daily approved schedules for all crew within his zone
    - Ensure safe practices are maintained within his zone and run daily safety meeting with the crews
- The number of crew needed for each zone will depend on several factors:
    - Area of the zone
    - Distance to the dump site
    - Total estimated amount of debris
    - Number of passes required
    - Timeframe for project completion

Using this information, a calculation will be made on the required number of crews at project set up. Throughout the course of the project this could be amended as debris is removed.

An important factor in zone management to ensure efficiency is the distance to the dump site /TDRS. Wherever possible zones are developed to ensure routes to the sites are appropriately spaced and distances are as short as possible.

EMERGENCY ROADWAY CLEARANCE- CUT AND PUSH

Emergency roadway clearance will begin within 24 hours of impact or access to the area. Prioritizing the main transport networks to enable emergency traffic, better functioning for the local area and to enable full recovery to commence. This includes access to critical structures such as hospitals. This is a time critical operation, but safety of staff and the public are an essential consideration in this phase. Cut and push crews will be active with rotating personnel 24/7 and the number of crews will depend on the size of the disaster with the goal of full emergency push of prioritized networks within 70 hours.

Cut and push crews will be supplied with the appropriate equipment to push the debris to the side of the road to enable access for emergency traffic. If it is not possible to push debris to the roadside, then debris will be collected and moved to a temporary debris site.