PROPOSAL FOR DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES

PHILLIPS & JORDAN

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

DUE: July 16, 2021 @ 3:00PM

ELECTRONIC PDF VERSION

TITLE PAGE

PROPOSAL FOR:
Disaster Debris Removal and Disposal Services

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

SUBMITTAL DEADLINE:
Due: July 16, 2021 @ 3:00pm EST

SUBMITTED BY:
Phillips and Jordan, Inc.
10142 Parkside Drive, Suite 500
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GLOSSARY OF DEFINITIONS

- ACM: Asbestos-Containing Material
- ADMS: Automated Debris Management System
- ANSI: American National Standards Institute
- ASTM: American Society for Testing and Materials
- ASZ Manager: Area / Sector / Zone Manager
- AWRR: Accelerated Wildfire Risk Reduction
- C&D: Construction and Demolition Debris
- CEMA: Catastrophic Event Memorandum Account
- CFR: Code of Federal Regulations
- CQM: U.S. Army Corps of Engineers Construction Quality Management Training
- CTPS: Certified Tree Safety Professional
- CY: Cubic Yards
- DBE: Disadvantaged Business Enterprise
- DBH: Diameter at Breast
- DMS: Debris Management Site
- DOT: Department of Transportation
- EMI: Emergency Management Institute (FEMA)
- EPA: Environmental Protection Agency
- E-Waste: Electronic Waste
- FEMA: Federal Emergency Management Agency
- FHWA: Federal Highway Administration
- GIS: Geographic Information System
- GPS: Global Positioning System
- HAZWOPER: Hazardous Waste Operations and Emergency Response
- HHW: Household Hazardous Waste
- HZ: HUBZone (Historically Under-Utilized Business)
- IASHEP: International Association of Safety, Health, and Environmental Professionals
- ICS: Incident Command System
- IDA: Initial Damage Assessment
- ISO: International Organization for Standardization
- JSA: Job Safety Analysis
- MBE: Minority-Owned Business Enterprise
- MOU: Memorandum of Understanding
- MRF: Materials Recycling Facility
- MSW: Municipal Solid Waste
- MWBE: Minority/Woman-Owned Business Enterprise
- NATS: North American Training Solutions
- NEPA: National Environmental Policy Act
- NIMS: National Incident Management System

- NRCS EWP: Natural Resources Conservation Service Emergency Watershed Protection Program
- NRCS: Natural Resources Conservation Service
- NTP: Notice-to-Proceed
- OSHA: Occupational Safety and Health Administration
- P&J: Phillips & Jordan, Inc.
- PA: Public Assistance
- PAGP: Public Assistance Grant Program
- PAPPG: Public Assistance Program and Policy Guide (FEMA 325)
- PDA: Preliminary Damage Assessment
- PPDR: Private Property Debris Removal
- PPE: Personal Protective Equipment
- QMS: Quality Management System
- RACM: Regulated Asbestos-Containing Material
- RFP: Request for Proposal
- RFQ: Request for Qualifications
- ROE: Right of Entry
- ROW: Right of Way
- SME: Small Business Enterprise
- SME: Small Motorized Equipment
- TDSRS: Temporary Debris Storage and Reduction Site
- TSP: Transaction Screen Process
- T&M: Time & Materials
- USACE ACI: U.S. Army Corps of Engineers Advanced Contracting Initiative (for Disaster Debris Removal)
- USACE: U.S. Army Corps of Engineers
- Veg: Vegetative Debris
- VOAD: Voluntary Organizations Active in Disaster
- WBE: Woman-Owned Business Enterprise

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TAB A: STATEMENT OF INTEREST/INTRODUCTION

July 15, 2021

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

RE: Proposal for Disaster Debris Removal and Disposal Services

Ms. Gay:

Phillips & Jordan (P&J) thanks you for the opportunity to present our proposal for Disaster Debris Removal and Disposal Services in response to the Request for Proposals (RFP) issued by Franklin County. P&J offers 43 years of experience as a disaster debris management contractor and we can provide the management team, equipment, personnel, and other necessary resources to respond rapidly and efficiently to a future disaster in Franklin County.

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

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

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

Unlike other debris removal contractors, P&J has the capability to document and track our work with a proprietary Automated Debris Management System (ADMS). P&J assisted our partner firm, TAC Insight, with the development of FASTweigh ADMS™, which has been used to support several major debris management missions including the U.S. Army Corps of Engineers' (USACE) responses to the 2011 tornado super-outbreak in Alabama and the E-5 tornado that devastated Joplin, Missouri and is currently being used on P&J's Hazardous Tree Removal project for Pacific Gas and Electric in Northern California. FASTweigh ADMS™ is one of only

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two systems currently approved by the USACE. This debris management documentation tool can provide a second critical source of accurate grant-supporting documents.

P&J's capacity and capability to perform disaster debris management services includes a disaster core response group that offers more than 160 years of combined debris removal experience; extensive experience performing federally compliant disaster debris management; a solid equipment plan featuring a fleet of over 750 individual pieces of company-owned equipment; and standing master service agreements with experienced disaster subcontractors who are ready to mobilize immediately. P&J is committed to providing Disaster Debris Removal and Disposal Services to Franklin County in a professional and timely manner.

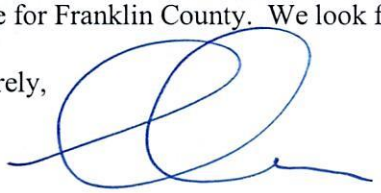
P&J acknowledges that this RFP includes cooperative purchasing language and is pleased to offer other entities within Franklin County the option to utilize any contract resulting from this RFP through the establishment of a cooperative purchasing agreement (CPA). Any CPAs would be based on Franklin County's contract and RFP and incorporate the same scope of work, pricing, and terms and conditions. P&J understands that Franklin County would not be a responsible party to any CPA that P&J might enter into with another entity. Since cooperative procurement is addressed as part of this original solicitation, there should be no unforeseen issues later if this approach is implemented. P&J has successfully executed and performed FEMA-reimbursable work for other entities under similar CPAs on numerous instances, both pre- and post- event.

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

Primary	Alternate
Tommy Webster Disaster Services Program Manager Phone (828) 644-3222 Fax (865) 392-3090 twebster@pandj.com	Morgan Pierce Senior Vice President Phone 919.740.3250 Fax (865) 392-3090 mpierce@pandj.com

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

Sincerely,



Morgan Pierce
Senior Vice President
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TAB B: EXPERIENCE AND QUALIFICATIONS OF THE FIRM

2. EXPERIENCE AND QUALIFICATIONS OF THE FIRM

2.1. COMPANY OVERVIEW

Phillips & Jordan, Inc., a Phillips Infrastructure Holdings, Inc. company, is a woman-owned, heavy civil and infrastructure contractor established in 1952. Our Core Values and Priorities – Integrity, Safety, Quality, and Production – guide our daily business practices. P&J is a People First company, and we hold safety as imperative above all other objectives. A safe workplace and workforce are the only acceptable way to do business - and the only way to take care of the community, the people, and the environment. We carry this commitment with us as we pursue challenging projects in three primary service areas: Heavy Civil Infrastructure Development (Power Generation, Water Resources, Mining, and Industrial & Commercial), Right-of-Way Infrastructure Development (Power Delivery, Foundations, and Pipeline Services), and Disaster Response.

We are a national contractor registered to do business in all 50 states, and over the past decade, have performed our services in more than 40 states on projects related to industrial and commercial development; dam, levee, and reservoir construction; power generation and delivery infrastructure; pipeline construction; landfill construction; and disaster debris management. Headquartered in Knoxville, Tennessee, P&J maintains regional offices throughout the country.

At P&J our greatest resource is our employees, from our operational managers and supervisors with years of experience who keep our crews safe and productive, our crafts who perform the work, to our corporate service teams that manage our fleet, financial and administration, information, and technology systems. We are proud to have many second and third generation employees that have chosen to build their careers with P&J. We currently employ approximately 1,000 individuals and sufficient bench strength to provide multiple layers of redundancy to a project workforce.

P&J has access to an extensive fleet of more than 750 heavy and specialized pieces of equipment. This equipment has the latest grade control technology allowing us to move material faster, smarter, and with more accuracy. There are two equipment service centers that are manned by a workforce of highly skilled mechanics and service technicians that maintain our equipment, whether in the field or in our shops, enabling our organization to control both costs and availability. We also maintain national accounts with major equipment vendors which provide us with the ability to efficiently and cost-effectively acquire and rent equipment when required.

We strive to maintain the highest ethical standards and comply with all applicable laws, rules, and regulations. It is our policy that adherence to the utmost ethical standards not only ensures our continued success, but also earns and maintains the confidence of our clients and the community in which we work. In order to ensure that P&J operates pursuant to this policy, we have established and enforce a strict Code of Ethical Conduct.

We have built a reputation for taking on some of the most challenging and difficult projects and successfully completing them on, or even ahead of, schedule. We believe that excellent communication, cutting-edge technology, and a skilled workforce yield a quality project, while still placing the highest level of importance on safety for our employees and clients. Our crews are capable of working in a wide range of terrains from mountains to wetlands and are very experienced in performing work within environmentally sensitive areas.

2.2. P&J – KEY BENEFITS

As you review this proposal and the others submitted in response to Franklin County Request for Proposal (RFP), you will find several similarities regarding the capabilities and experience offered by P&J and other established disaster debris contractors. These similarities include:

- Demonstrated disaster debris management past performance
- Highly qualified management teams
- A substantial cadre of supporting subcontractors
- Well-developed operational plans
- Robust equipment resources
- Commitment to maximize local and small/disadvantaged business participation
- Experience with preparation of documentation required for successful federal reimbursement

Along with providing the above to Franklin County, we offer several differentiators that separate us from other disaster debris management contractors.

Established Contractor with Extensive Resources: As a heavy civil and infrastructure contractor diversified across the power, water, pipeline, and industrial/commercial markets, P&J can leverage our vast resources to support disaster response and recovery missions of any scale. We can reach into our deep pool of expertise and resources (financial, manpower, and equipment) to provide the necessary commodities, guidance, and assistance when our clients need it most following a disaster, and to help them prepare in advance.

Full-Time Key Personnel: Because we operate 52 weeks of the year, we are able to retain our more than 1,000 management, operations, and administrative personnel on a wide variety of construction projects at sites located throughout the U.S. All the critical personnel identified in this proposal are on the job site performing various construction management and operational functions in support of current projects, some of which present in high hazard conditions. If a disaster impacts Franklin County, P&J has the capability to re-assign personnel with disaster experience to support the response effort without affecting ongoing project work.

For example, during Hurricane Irma's massive impact on the state of Florida in 2017, Heath Stone was managing closeout of a water resources project, and Eric Hedrick was leading a hazardous tree removal project in California. Immediately following the impact of Hurricane Irma, and the receipt of notice to proceed (NTP) from several pre-positioned contracts in Florida, both of these individuals were deployed to Florida to manage hurricane-related debris removal efforts.

Long-Standing Subcontractor Relationships: All the pre-positioned subcontractors identified in this proposal have supported major disaster debris management missions conducted by P&J. In addition to disaster-related projects, many of these subcontractors provide support for P&J construction projects on a year-round basis. The ongoing relationship between P&J and its key pre-positioned subcontractors provides Franklin County with an experienced project team that has established lines of communication, a full understanding of each team member's core capabilities and operations approach, as well as the necessary financial, workforce, and equipment resources to address a disaster event of any size.

Automated Debris Management System (ADMS): P&J is the only disaster debris removal contractor in the country to deploy a comprehensive ADMS on a disaster debris management mission. This system was deployed

by P&J to augment our recovery response to the 2011 tornado super-outbreak in the State of Alabama during which 350 handheld devices were used to record and track 153,000 individual debris load tickets. Utilization of the ADMS simplified the effort required to audit field load data and thus substantially reduced the complexities and costs associated with post-event audits conducted by debris monitoring firms and/or the Federal Emergency Management Agency (FEMA). P&J's in-depth knowledge and experience regarding deployment and utilization of our partner firm's ADMS can translate into cost savings for Franklin County if it elects to use this tool during a future disaster response. Training can be provided to force account labor authorized by Franklin County to perform monitoring services.

U.S. Army Corps of Engineers (USACE) Advance Contracting Initiative (ACI): The ACI was created in 1999 to provide the USACE with pre-positioned prime contractors needed to fulfill its mandate to support FEMA during federal disaster declarations. P&J has been selected to support multiple regions under the ACI contracts awarded since 1999. We were the first ACI contractor to be activated by the USACE to perform debris management and other support for recovery operations at the World Trade Center in 2001. P&J was subsequently activated to support three additional disaster events (Hurricane Ivan [2004], Hurricane Katrina [2005], and the State of Alabama tornado super-outbreak [2011]) – the most ACI activations of any disaster debris management contractor in the U.S. In recognition for our outstanding support provided during the World Trade Center recovery mission, P&J was named the 2002 Civil Works Contractor of the Year by the USACE – the only disaster debris management contractor ever to receive this award.

Demonstrated Achievement of Local and Small/Disadvantaged Business Participation: All contractors within the disaster debris management community provide commitments to maximize location participation during debris removal and reduction operations. P&J not only makes this commitment but backs it with results. During the 2011 disaster response to the tornado super-outbreak that impacted numerous areas throughout the Southeast U.S., more than 80% of P&J's first-tier subcontractors were local contractors. Additionally, P&J also met or exceeded participation goals with 97% for small businesses (goal was 73.7%), 11% for woman-owned small businesses (goal was 11%), and 13% for Historically Underutilized Business Zone (HUBZone) businesses (goal was 3.2%) during recovery efforts associated with Hurricane Katrina. These two examples demonstrate P&J's commitment and ability to achieve maximum local and socio-economic contracting participation goals during a disaster debris management mission for Franklin County.

Reasonable Subcontractor Compensation: The fee proposal developed by P&J for Franklin County probably contains higher unit prices than those proposed by our competitors. The higher rates charged by P&J does not reflect an undue desire to maximize our profit, but rather to ensure we can pay our subcontractor's reasonable compensation for their support. When subcontractors receive fair compensation, they are motivated to provide the best personnel and equipment possible and to ensure their work activities are conducted safely. P&J also pays subcontractors promptly, typically weekly, to ensure the highest commitment to the project. By selecting a disaster debris management contractor based solely on the lowest price, Franklin County may encounter project delays because of subcontractor availability/turnover which could place maximum federal reimbursement at risk and result in unfavorable criticism by the community.

Proven Track Record of Success and Innovation: Over the past 43 years, P&J has managed more than 250 debris management missions for local, state, regional, and federal governments and agencies in 22 states across the nation. Our extensive history providing debris management services for some of the largest and most complex disaster response missions is a testament to offering innovative solutions to unique challenges, to maintaining efficient documentation ensuring our clients receive the maximum reimbursement from available funding sources, and our commitment to helping the communities execute an effective and efficient response.

2.3. SUMMARY OF QUALIFICATIONS

P&J offers more than 43 years of experience as a disaster recovery and debris management contractor with the capability to rapidly provide the management team, equipment, workforce, and supporting resources required to respond to any natural or man-made disaster effectively.

We are a proven provider of high quality and cost-effective disaster debris management services with demonstrated expertise in all aspects of disaster debris management, and we have supported the response and recovery efforts of local, state, and federal governments and agencies as well as private sector clients across the nation following significant federally declared disasters.

STRONG RESPONSE HISTORY

P&J has provided disaster response and debris management services since the 1970s, prior to the Stafford Act.

P&J has responded to a vast majority of the significant storm-related disasters in the U.S. and to numerous other events involving tornadoes, snow/ice storms, rock/land/mudslides, wildfires, droughts, and floods.

We have provided support following man-made incidents including acts of terrorism and environmental disasters.

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

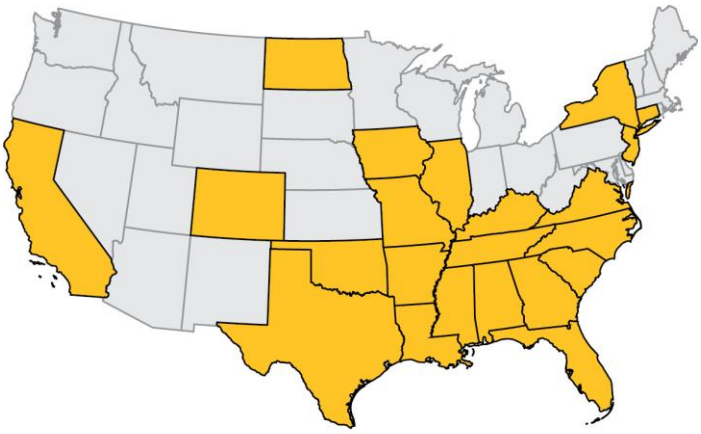
LEADING THE WAY

One of our early large-scale debris management tasks involved Hurricane Andrew, which struck Dade County, Florida in 1992. We removed more than 4M CY of debris in less than 90 days, employing a workforce of more than 1,650 logging more than 700,000 working hours.

2.4. SUMMARY OF PAST PERFORMANCE

Throughout our history, P&J has successfully managed more than 250 individual disaster debris management missions in 22 states. These missions included responses to the full spectrum of debris-generating disasters that impact the U.S. including hurricanes and tropical storms, tornadoes, snow/ice storms, floods, droughts, landslides, wildfires, and insect/disease infestation and outbreak (bark beetles, avian influenza). Expressly, we have provided

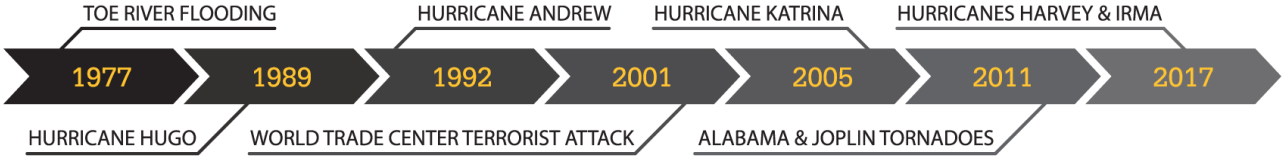
debris removal response services to major federally declared disasters across decades including 9/11 Forensic Recovery, Hurricanes Katrina and Sandy, and the 2011 Alabama Spring Tornado Outbreak to name a few.



P&J has performed over 250 disaster debris management projects for more than 200 clients in 22 states since 1977.

Our disaster response efforts began in the 1970s with the Toe River Floods, and in the 1980s we expanded to cement ourselves as a major disaster contractor with Hurricane Hugo. Since then, P&J has provided debris removal response services to local, state, and federal governments and agencies as well as private sector clients. Our successes in the field helped define much of the terminology and many of the processes USACE and FEMA uses to define task orders today. As an industry leader, P&J has pioneered standards while working closely with the government, and our innovative disaster response strategies have helped those standards evolve.

Our demonstrated history of successful innovation in helping communities respond to disaster events reflects our proven track record in supporting some of the most significant disasters in U.S. history. Described on the following page are key experience highlights.



1977: Following a severe rainfall event of November 1977 that devastated the Toe River basin of western North Carolina, P&J mobilized massive forces and worked 24/7 for several weeks to restore roads and bridges to multiple communities. *These contracts were administered by the USACE and the North Carolina Department of Transportation, before the establishment of FEMA and the Stafford Act*.

1989 and 1992: Following Hurricane Hugo and Hurricane Andrew, P&J provided debris management services in South Carolina and Florida to the hardest hit areas, *some of the first federally coordinated responses to major disasters in the history of FEMA.*

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

2005: P&J provided debris management services for the massive response and recovery efforts following Hurricane Katrina in Orleans Parish, Louisiana, where catastrophic damage occurred in New Orleans. P&J also secured a temporary housing site inclusive of power and food for approximately 75 people. Consecutively, P&J supported debris management missions in the western parishes of Louisiana as well as the City of Gulfport, Mississippi and Mobile County, Alabama as well as a significant effort in South Florida following Hurricane Wilma. *P&J collectively managed the removal of more than 17.5 million CY of debris during these consecutive disaster response missions.*

2011: Following a historic super-outbreak of 292 tornados in one day in the Southeastern U.S., P&J supported a massive debris management mission that sprawled across 24 counties in Northern Alabama, performing both land and waterway removal of ~4.9 million CY of debris. We successfully deployed our proprietary Automated Debris Management System (ADMS) on this substantial USACE project, providing greater operational awareness and insight that allowed USACE to increase efficiency while cutting overall cost for future disaster response missions. During this timeframe, P&J also supported debris management missions following the Joplin, Missouri and Raleigh, North Carolina Tornados. *The response to the Alabama tornadoes involved the largest number of FEMA applicants (41 in total) ever assigned by USACE to a single contractor for a single event.*

2017: Hurricane Harvey was the first major hurricane to make landfall on U.S. soil since 2005. The Harris County Flood Control District activated our pre-positioned contract to clear waterway debris from the County storm drainage system to alleviate the unprecedented flooding in the Houston Metropolitan area. P&J ultimately removed 96,765 CY of vegetative debris and 1,424 hazardous trees from approximately 100 miles of storm drainage canals and 13 bayous. When Hurricane Irma made its landfall only a couple of weeks later impacting the entire State of Florida, P&J responded to 25 separate clients throughout the State, while continuing to manage existing operations in Texas. *Despite the challenges presented by the spike in demand for limited resources in both Texas and throughout Florida, we completed our debris management projects within the required timeframe and at the rates established initially in our pre-positioned contracts to collectively achieve the removal of more than 3.3 million CY of debris.*

Illustrated in the table below are P&J's disaster debris management missions completed by P&J over the past five years.

Year	Client	Event	Brief Description of Work	Amount
2018	Craven County, NC	Hurricane Florence	Debris Management	$1,335,830
2018	City of New Bern, NC	Hurricane Florence	Debris Management	$2,109,498
2018	Town of Trent Woods, NC	Hurricane Florence	Debris Management	$725,118
2018	Town of River Bend, NC	Hurricane Florence	Debris Management	$439,958
2018	City of Boiling Spring Lakes, NC	Hurricane Florence	Debris Management	$1,240,337
2018	Town of Briarcliffe Acres, SC	Hurricane Florence	Debris Management	$42,905
2017	Solid Waste Authority of Palm Beach County (FL)	Hurricane Irma	Debris Management & Hazardous Tree Removal	$17,519,625

Year	Client	Event	Brief Description of Work	Amount
2017	City of Coral Springs, FL	Hurricane Irma	Debris Management	$6,044,003
2017	Coral Springs Improvement District	Hurricane Irma	Waterway Debris Management & Hazardous Tree Removal	$792,752
2017	Sunshine Water Control District	Hurricane Irma	Waterway Debris Management & Hazardous Tree Removal	$2,225,883
2017	Village of North Palm Beach, FL	Hurricane Irma	Debris Management	$214,668
2017	Volusia County, FL	Hurricane Irma	Debris Management & Hazardous Tree Removal	$11,088,262
2017	Hillsborough County, FL	Hurricane Irma	Debris Management	$2,752,162
2017	Highlands County, FL	Hurricane Irma	Debris Management	$11,438,240
2017	City of Pinellas Park, FL	Hurricane Irma	Debris Management	$431,878
2017	Town of Belleair, FL	Hurricane Irma	Debris Management	$355,134
2017	Town of Palm Beach, FL	Hurricane Irma	Debris Management	$37,998
2017	City of Atlantis, FL	Hurricane Irma	Debris Management	$84,591
2017	City of Belle Glade, FL	Hurricane Irma	Debris Management	$664,995
2017	City of Boynton Beach, FL	Hurricane Irma	Debris Management	$447,053
2017	Town of Cloud Lake, FL	Hurricane Irma	Debris Management	$18,232
2017	Town of Glen Ridge, FL	Hurricane Irma	Debris Management	$33,652
2017	Town of Mangonia Park, FL	Hurricane Irma	Debris Management	$11,664
2017	Town of Palm Beach Shores, FL	Hurricane Irma	Debris Management	$154,262
2017	Village of Tequesta, FL	Hurricane Irma	Debris Management	$61,920
2017	Town of Lake Clarke Shores, FL	Hurricane Irma	Debris Management	$66,609
2017	City of Kenneth City, FL	Hurricane Irma	Debris Management	$35,392
2017	Town of Highland Beach, FL	Hurricane Irma	Debris Management	$8,094
2017	Town of Oak Hill, FL	Hurricane Irma	Debris Management	$74,144

Year	Client	Event	Brief Description of Work	Amount
2017	City of South Bay, FL	Hurricane Irma	Debris Management	$86,395
2017	Town of Cutler Bay, FL	Hurricane Irma	Debris Management	$77,513
2017	Harris County Flood Control District (TX)	Hurricane Harvey	Land and Waterway Debris Management	$2,448,695
2017	City of Houston, TX	Hurricane Harvey	Debris Management	$82,238
2017	Pacific Gas and Electric (CA)	Atlas Wildfire	Tree Felling & Related Debris Removal and Reduction	$782,010
2017	Pacific Gas and Electric (CA)	Tubbs Wildfire	Tree Felling & Related Debris Removal and Reduction	$1,194,824
2017	Pacific Gas and Electric (CA)	Nuns Wildfire	Tree Felling & Related Debris Removal and Reduction	$510,228
2017	Pacific Gas and Electric (CA)	Redwood Valley Complex Wildfire	Tree Felling & Related Debris Removal and Reduction	$839,763
2017	Pacific Gas and Electric (CA)	Pocket Wildfire	Tree Felling & Related Debris Removal and Reduction	$8,545,088
2016	SC Department of Transportation (DOT)	Hurricane Matthew	Debris Management	$1,626,557
2016	Horry County Solid Waste Authority (SC)	Hurricane Matthew	Debris Management	$5,451,736
2016	Town of Briarcliffe Acres, SC	Hurricane Matthew	Debris Management	$196,831
2016	City of North Myrtle Beach, SC	Hurricane Matthew	Debris Management	$619,950
2016	Belfair Property Owners Association (SC)	Hurricane Matthew	Debris Management (Private)	$521,607
2016	City of Tybee Island, GA	Hurricane Matthew	Debris Management	$1,708,634
2016	LA Department of Transportation and Development (LADOTD), District 62	Severe Storms and Flooding	Debris Management	$1,846,034
2016	Natchitoches Parish, LA	Severe Storms and Flooding	Debris Management	$8,250

Year	Client	Event	Brief Description of Work	Amount
2016	Harris County Flood Control District (TX)	Severe Storms and Historic Flooding	Land and Waterway Debris Management	$1,980,246
2016	Pacific Gas and Electric (CA)	Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program	Debris Management and Hazardous Tree Mitigation (Ongoing Term Contract)	$150,000,000 (Estimated)

2.5. FAMILIARITY WITH FLORIDA RESPONSE REQUIREMENTS

P&J has been working in the State of Florida (State) since 1974 and maintains a regional office in Pasco County office located at 30115 SR 52, San Antonio, Florida 33576. Over the past 44 years, P&J has supported over 1,700 projects throughout the State, including the disaster/emergency response missions listed in the table that follows. P&J's past experience throughout the State of Florida gives us a strong understanding of the regional response framework and local and state regulations and demonstrates our ability to provide these services throughout the State.

P&J is distinctively positioned to respond quickly and efficiently to Franklin County. Our strong presence in and history of working throughout the State ensures our ability to mobilize immediately to Franklin County and ensures the accessibility of our project team. P&J also has access to extensive equipment and personnel resources throughout the State of Florida, both in-house and through our network of subcontractors, which can be used to support response to and recovery from any type of disaster of any scale.

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

Event or Project Name	Event Year	Disaster Number	Client	Nature of Work
				Temporary Housing Group Site and 24/7 Property Management
Hurricane Charley	2004	DR-1539	City of New Smyrna Beach	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	City of Clearwater	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	City of Dunedin	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	City of Largo	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	Palm Beach County SWA	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	Pinellas County	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	Town of South Palm Beach	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	City of Weston	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	Town of West Palm Beach	Debris Grinding
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	Town of Lantana	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	City of Atlantis	Debris Management
Hurricanes Frances & Jeanne	2004	DR-1545 & DR-1561	City of Boynton Beach	Debris Management
Hurricane Jeanne	2004	DR-1561	City of Pahokee	Debris Management
Hurricane Jeanne	2004	DR-1561	City of South Bay	Debris Management
Hurricane Jeanne	2004	DR-1561	Okeechobee County	Debris Management
Hurricane Ivan	2004	DR-1551	Subcontractor for Cities of Pensacola and Gulf	Debris Management
Hurricane Ivan	2004	DR-1551	West Florida Electric COOP	Debris Management
Hurricane Wilma	2005	DR-1609	Brevard County	Emergency Sand Berm
Hurricane Wilma	2005	DR-1609	City of Coral Springs	Debris Management
Hurricane Wilma	2005	DR-1609	Palm Beach County SWA	Debris Management
Hazardous Waste Spill	2009	N/A	City of New Port Ritchie	Hazardous Spill Clean-up
BP Deepwater Horizon Oil Spill	2010	N/A	Subcontractor for Navarre Beach in Pensacola, FL; and Seagrove Beach in Destin, FL; Pascagoula Beach East and Petit Bois Island in Pascagoula, MS	Beach Clean-up and Offshore Oil Skimming

Event or Project Name	Event Year	Disaster Number	Client	Nature of Work
Tropical Storm Sandy	2012	N/A	Palm Beach Shores	Debris Management
Hurricane Irma	2017	DR-4337	City of Coral Springs	Debris Management
Hurricane Irma	2017	DR-4337	Highlands County	Debris Management & Hazardous Tree Removal
Hurricane Irma	2017	DR-4337	Hillsborough County	Debris Management
Hurricane Irma	2017	DR-4337	Town of Cutler Bay	Emergency Push – Cut and Toss
Hurricane Irma	2017	DR-4337	Solid Waste Authority of Palm Beach County	Debris Management & Hazardous Tree Removal
Hurricane Irma	2017	DR-4337	Village of North Palm Beach	Debris Management
Hurricane Irma	2017	DR-4337	Town of Palm Beach	Debris Management
Hurricane Irma	2017	DR-4337	City of Atlantis	Debris Management
Hurricane Irma	2017	DR-4337	City of Belle Glade	Debris Management
Hurricane Irma	2017	DR-4337	City of Boynton Beach	Debris Management
Hurricane Irma	2017	DR-4337	Town of Cloud Lake	Debris Management
Hurricane Irma	2017	DR-4337	Town of Glen Ridge	Debris Management
Hurricane Irma	2017	DR-4337	Town of Mangonia Park	Debris Management
Hurricane Irma	2017	DR-4337	Town of Palm Beach Shores	Debris Management
Hurricane Irma	2017	DR-4337	Village of Tequesta	Debris Management
Hurricane Irma	2017	DR-4337	Town of Lake Clarke Shores	Debris Management
Hurricane Irma	2017	DR-4337	Town of Highland Beach	Debris Management
Hurricane Irma	2017	DR-4337	City of South Bay	Debris Management
Hurricane Irma	2017	DR-4337	City of Pinellas Park	Debris Management
Hurricane Irma	2017	DR-4337	Town of Belleair	Debris Management & Hazardous Tree Removal
Hurricane Irma	2017	DR-4337	City of Kenneth City	Debris Management
Hurricane Irma	2017	DR-4337	Volusia County	Debris Management & Hazardous Tree Removal
Hurricane Irma	2017	DR-4337	Town of Oak Hill	Debris Management & Hazardous Tree Removal
Hurricane Irma	2017	DR-4337	Coral Springs Improvement District	Waterway Hazardous Tree Removal and Debris Management Services
Hurricane Irma	2017	DR-4337	Sunshine Water Control District	Waterway Hazardous Tree Removal and Debris Management Services

Furthermore, P&J's current management staff worked with the Florida Division of Emergency Management (FDEM) and the Florida Department of Transportation (FDOT) providing debris management services and FEMA Public Assistance (PA) Grant Administration during these projects. Our staff members have a thorough understanding of and broad experience in FEMA PA, Federal Highway Administration (FHWA) Emergency Relief, and Natural Resources Conservation Services (NRCS) Emergency Watershed Protection grant management programs as they pertain to debris management and the State of Florida.

2.6. DETAILED PROJECT DESCRIPTIONS

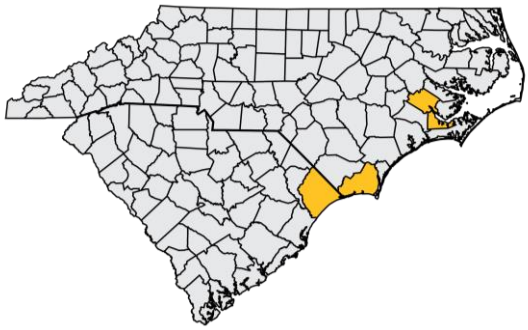
Project information for disaster debris management projects previously executed by P&J are presented on the following pages.

- **Hurricane Florence** - Multiple Clients Throughout North and South Carolina (2018)
- **Hurricane Irma** - Multiple Clients Throughout Florida (2017)
- **Hurricane Irma** - Palm Beach County (FL) Solid Waste Authority (2017)
- **Hurricane Irma** - Volusia County, Florida (2017)
- **Hurricane Irma** - Highlands County, Florida (2017)
- **Hurricane Irma** – City of Coral Springs, Florida (2017)
- **Hurricane Harvey** - Harris County (TX) Flood Control District (2017)
- **Hurricane Matthew** - Horry County (SC) Solid Waste Authority (2016)
- **Tax Day and Memorial Day Floods** - Harris County (TX) Flood Control District (2016)
- **Catastrophic Event Memorandum Account Expanded Debris Management Program** - Pacific Gas & Electric (2016-2019)

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

HURRICANE FLORENCE DEBRIS MANAGEMENT

MULTIPLE CLIENTS THROUGHOUT NORTH AND SOUTH CAROLINA



Start Date:
September 2018

Completion Date:
January 2019

P&J's Role:
Prime Contractor

Debris Volume:
357,736 CY Veg
21,494 CY C&D
148 Hazardous Trees
3,434 Hazardous Limbs
3,160 LB HHW

Dollar Amount Invoiced:
$5,893,646

Key Personnel Assigned to Project	Dudley Orr	Tommy Webster

Hurricane Florence was the first major hurricane to develop during the 2018 Atlantic Hurricane Season, and it heavily impacted the coastal areas of the Carolinas. The storm, ranked as a 1,000-year flood event, damaged tens of thousands of homes and other buildings and caused an estimated $24 billion worth of damage. After being downgraded from a Category 4 storm due to wind shear, a frontal weather pattern caused the storm to stall just off the coast of Wilmington on September 13th and then move eastward slowly at only 2-3 mph. The storm made landfall on September 14th just south of Wrightsville Beach as a Category 1 Hurricane, bringing damaging 100+ mph winds to coastal areas within its large wind field from Cape Lookout down to Wilmington. However, it was the associated flooding resulting from historic the storm's record-breaking storm surge of 9-13 feet and historic rainfall totals (20-30+ inches in local areas) that caused major flooding along the Atlantic Coast in the Carolinas and as far inland as Fayetteville and the Raleigh-Durham metropolitan area as major rivers spilled over their banks.

Vegetative Debris Reduction via Grinding
Craven County, North Carolina

In the aftermath of this unpredictable storm, P&J consecutively provided disaster debris management services to six governmental entities: Craven County and three of its municipalities (the City of New Bern and the Towns of Trent Woods and River Bend), and Boiling Spring Lakes (in Brunswick County) in North Carolina; and the Town of Briarcliffe Acres in Horry County, South Carolina.

CONTINUED: HURRICANE FLORENCE DEBRIS MANAGEMENT

MULTIPLE CLIENTS THROUGHOUT NORTH AND SOUTH CAROLINA

Following the all-clear from emergency responders, P&J had project personnel on site in Craven County in less than 24 hours and the project team began operations within three days of receipt of Notice to Proceed. Despite major challenges presented by the historic flooding that lingered in Craven and Brunswick Counties, P&J sourced and secured 43 double self-loading 100 cubic yard vehicles for check-in at project start-up. In total, P&J secured a total of over 75 hauling units to complete our contracted work on time.

Residential Right-of-Way Mixed Debris Collection
City of New Bern, North Carolina

Although there was a lot of vegetative debris generated from Hurricane Florence, there was also a tremendous amount of construction and demolition (C&D) due to the flooding. A major challenge, as with any flooding event, was the need for multiple continuous passes for debris pick up. As home and property owners return to their homes and begin to address damage to structures, C&D debris tends to be brought out to the curb in multiple phases as more and more damage is discovered. P&J worked effectively with the City to schedule our hauling contractors efficiently in completing more than the normal three passes following a typical storm/wind event. A varying number of passes were completed in different areas based on the specific needs of each zone.

P&J also set up, managed, and restored to original condition four debris management sites (DMS) to sort and reduce the vegetative debris via grinding to mulch prior to final disposal. In Craven and Brunswick Counties, the mulch was beneficially repurposed by being spread as ground cover at local county facilities: Creekside Park in Craven County and Orton Plantation (a state-sectioned historical site) in Brunswick County.

Right-of-Way Traffic Control
Craven County, North Carolina

In the City of Boiling Spring Lakes, the roads into and out of the City were completely washed out by the flooding, resulting in major problems from the City losing its main thoroughfare as well as communication channels. P&J project operations were delayed 2.5 weeks as the City worked as quickly as possible to restore access via transportation routes. Despite the initial delay, P&J successfully cleared all debris in a timely and safe manner, completing work well in advance of required FEMA deadlines.

CONTINUED: HURRICANE FLORENCE DEBRIS MANAGEMENT

MULTIPLE CLIENTS THROUGHOUT NORTH AND SOUTH CAROLINA

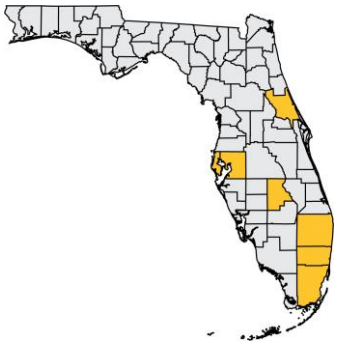
In the City of New Bern, specific project goals and priorities regarding the project schedule developed from the City's historical significance, which is the main driving factor that supports the City's local economy. P&J worked closely with the City, the monitoring firm, and our subcontractors to fast-track the removal of debris so that the City could reopen for tourism as quickly as possible and continue on with a pre-planned annual event which draws a large amount of tourism on which the local economy depends, helping to aid in the local economic recovery.

A little over three weeks after Hurricane Florence made landfall, and during project operations, the Category 5 storm Hurricane Michael hit the Florida Panhandle on October 10th. This devastating event drew many hauling resources away from the ongoing work in North Carolina due to the possibility of a bigger or longer project. P&J relied heavily on our relationships with our key subcontractors and leveraged our established working history to ensure that we could retain sufficient resources to finish the project safely and on time. Despite the resource challenge that ensued, the P&J team keep the project focused and moving forward for a successful completion.

Collectively, in response to Hurricane Florence, P&J safely and effectively removed 357,736 cubic yards of vegetative debris, 13,933 tons of construction & demolition (C&D) debris, 148 hazardous trees, 3,434 hazardous limbs, and 3,160 pounds of household hazardous waste (HHW).

HURRICANE IRMA DEBRIS MANAGEMENT

MULTIPLE CLIENTS THROUGHOUT FLORIDA



Start Date:
September 2017

Completion Date:
April 2018

P&J's Role:
Prime Contractor

Debris Volume:
3,091,742 CY Veg
62,667 CY C&D
3,310 Hazardous Trees
55,927 Hazardous Limbs
329 Hazardous Stumps

Dollar Amount Invoiced:
$51,706,486

Key Personnel Assigned to Project		
	Dudley Orr	Tommy Webster
	Will Goodgine	Heath Stone
	Eric Hedrick	Wade Cutshaw
	Rex Wilson	Alan Carver
	Clint Stephens	Kurt Keith
	Roger Hatfield	

Hurricane Irma followed closely on Hurricane Harvey's heels, threatening U.S. soil only two weeks later. Hurricane Irma was the strongest Atlantic storm outside of the Gulf of Mexico or Caribbean Sea on record, with peak winds of 185 mph. Irma is also the only tropical cyclone on record worldwide to have had winds that intense for so long, having maintained peak intensity for 37 consecutive hours.

Monitoring Tower at DMS
Palm Beach County, Florida

In the days leading up to Hurricane Irma's landfall there was not much certainty about the path she would take, and all of South Florida was on high alert with evacuation warnings for coastal communities on both the east and west coasts. The massive storm ended up making U.S. landfall in Cudjoe Key of the Florida Keys as a Category 4 early on September 10 and then again a few hours later as a Category 3 in Marco Island, in Southwest Florida. Hurricane Irma continued north through Florida, steadily weakening before losing tropical characteristics in Georgia two days later.

CONTINUED: HURRICANE IRMA DEBRIS MANAGEMENT

MULTIPLE CLIENTS THROUGHOUT FLORIDA

In response to Hurricane Irma's Florida landfall and widespread impacts, 25 of P&J's pre-positioned contracts were activated in seven Florida counties (Broward, Highlands, Hillsborough, Miami-Dade, Palm Beach, Pinellas, and Volusia) to assist with emergency road clearance and debris removal, reduction and disposal resulting. During the next four months, P&J collected over 3 million CYs of vegetative debris and over 60,000 CYs of construction and demolition (C&D) debris from a combination of public, private and federal right-of-ways (ROWs) and waterways, as well as from various parks and facilities statewide.

Self-Loading Dump Truck Used for Debris Removal
Palm Beach County, Florida

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

P&J also assisted several jurisdictions with their hazardous leaner/hanger/stump programs, which involved the removal of 3,310 hazardous trees, 55,927 hazardous limbs, and 329 stumps.

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

HURRICANE IRMA DEBRIS MANAGEMENT

PALM BEACH COUNTY SOLID WASTE AUTHORITY

Start Date:
September 2017

Completion Date:
January 2018

P&J's Role:
Prime Contractor

Debris Volume:
903,199 CY Collected
1,105,424 CY Processed
14,068 CY C&D
59 Hazardous Trees
6,458 Hazardous Limbs

Dollar Amount Invoiced:
$17,519,625

Key Personnel Assigned to Project	Dudley Orr	Tommy Webster

Following Hurricane Irma's Florida landfall in September of 2017, the Palm Beach County Solid Waste Authority (PBCSWA) activated P&J's pre-positioned contract to assist with debris removal, reduction, and disposal services in Palm Beach County. Over the course of the project, P&J collected 903,199 CYs of vegetative debris from a combination of public right-of-ways (ROWs) and, with our client's direction through Memorandum of Understandings (MOUs), on private ROWs. A total of 301 hauling units were dedicated to the PBCSWA response efforts, and the work was conducted not only on County-maintained roads but also inside the boundaries of several municipalities including the Cities of Boyton Beach, Belle Glade, Atlantis, and South Bay; the Towns of Lake Clarke Shores, Highland Beach, Cloud Lake, Mangonia Park, Palm Beach Shores, and Glen Ridge; and the Villages of Tequesta and North Palm Beach.

Mechanical Loading of Debris into Hauling Units
Palm Beach County, Florida

All vegetative debris collected on the County roads was taken to one of eight debris management sites (DMS) opened and operated by PBCSWA. More than 20 municipalities in the County also brought their vegetative debris to DMSs for reduction via grinding. In total, P&J managed the reduction of 1,105,424 CYs of vegetative debris to yield 598,686 CYs of mulch. Furthermore, P&J collected the reduced mulch from all eight DMSs in the County to incorporate into our recycling program. P&J was successful in recycling 100% of the mulch from the reduction of vegetative debris produced in the County through beneficial re-use by spreading the mulch on local agricultural fields.

CONTINUED: HURRICANE IRMA DEBRIS MANAGEMENT

PALM BEACH COUNTY SOLID WASTE AUTHORITY

Additionally, P&J collected a total of 14,068 CYs of construction and demolition (C&D) debris, which was hauled directly to final disposal at a County-approved facility. P&J also assisted the County with their hazardous leaner/hanger program, which involved the removal of 59 hazardous trees and 6,458 hazardous limbs.

Furthermore, PBCSWA had a Disadvantaged Business Enterprise (DBE) participation goal of 15% for this project and P&J met and exceeded this goal with an overall DBE expenditure of 80%.

Mulching Operations
Palm Beach County, Florida

HURRICANE IRMA DEBRIS MANAGEMENT

VOLUSIA COUNTY, FLORIDA

Start Date:
September 2017

Completion Date:
January 2018

P&J's Role:
Prime Contractor

Debris Volume:
774,780 CY
14,544 CY C&D
293 Hazardous Trees
1,126 Hazardous Limbs
43 Hazardous Stumps

Dollar Amount Invoiced:
$11,088,262

Key Personnel Assigned to Project	Eric Hedrick Alan Carver	Tommy Webster

Following Hurricane Irma's Florida landfall in September of 2017, Volusia County activated P&J's pre-positioned contract to assist with disaster debris removal and site management throughout the County. This project involved the removal, reduction, and disposal of 774,780 CYs of vegetative debris and the removal and disposal of 14,544 CYs of construction and demolition (C&D) debris. P&J made two passes of all approved routes, with 144 hauling units over 1,152 miles of public right-of-ways (ROWs). The County's Hazardous Tree Removal Program consisted of the removal and disposal of 293 hazardous trees, 1,126 hazardous limbs, and 43 stumps.

Self-Loading Hauling Unit
Volusia County, Florida

In addition to public ROWs, P&J cleaned up 16 gated communities through a memorandum of understanding (MOU) between the County and these private communities. Additionally, a Private Property Debris Removal program included debris removal from 759 miles of private streets in the County as well as 42 County parks and 48 County facilities.

P&J also completed vegetative and C&D debris removal from 154 miles of Federal Highway Administration roads in the County under a MOU between the Florida Department of Transportation and the County.

All vegetative debris collected in the County was taken to one of five P&J-operated temporary debris storage and reduction sites for processing, two sites were used for burning debris and three sites for grinding debris. 176,644 CYs of vegetative debris was reduced by grinding and disposed of at a Florida Department of Environmental Protection approved disposal site. 603,141 CYs of the vegetative debris was reduced to ash through incineration and disposed of at a County-approved facility permitted to accept the ash.

HURRICANE IRMA DEBRIS MANAGEMENT

HIGHLANDS COUNTY, FLORIDA

Start Date:
September 2017

Completion Date:
November 2017

P&J's Role:
Prime Contractor

Debris Volume:
874,712 CY Veg
27,318 CY C&D
358 Hazardous Trees
19,006 Hazardous Limbs
35 Hazardous Stumps

Dollar Amount Invoiced:
$11,438,240

Key Personnel Assigned to Project	Dudley Orr	Tommy Webster
	Tom Willson	Dustin Haunhorst

Highlands County, Florida activated P&J's pre-positioned contract to provide disaster debris management services following Hurricane Irma in 2017. The County allowed for a cooperative purchasing arrangement which enabled municipalities within the County to also utilize their contract, and P&J consecutively assisted the Cities of Lake Placid, Seabring, Avon Park, the Spring Lake Improvement District, and the community of Sun 'n Lake of Seabring with their clean-up efforts.

Debris Reduced via Burning
Highlands County, Florida

P&J managed the debris removal, reduction and disposal of 874,712 cubic yards of vegetative debris and 27,318 cubic yards of C&D in total from over 2,000 miles of roadways. P&J also implemented the County's hazardous tree/limbs/stumps program, involving the removal, reduction and disposal of 358 hazardous trees, 19,006 hazardous limbs, and 35 stumps.

879,957 cubic yards of vegetative organic debris was reduced via open burning at 3 debris management sites, which achieved a 95% reduction rate in the bulk material. The remaining ash was then distributed evenly throughout the final disposal sites.

Original estimates of debris prior to the start of the project were around 200,000 cubic yards of debris. However, when it became apparent that there was far more debris to be removed, P&J worked closely with our subcontractor to ramp up our available capacity as quickly as possible and secured 94 total hauling units over the course of the project to ensure that all debris was collected in a timely and efficient manner.

HURRICANE IRMA DEBRIS MANAGEMENT

CITY OF CORAL SPRINGS, FLORIDA

Start Date:
September 2017

Completion Date:
November 2017

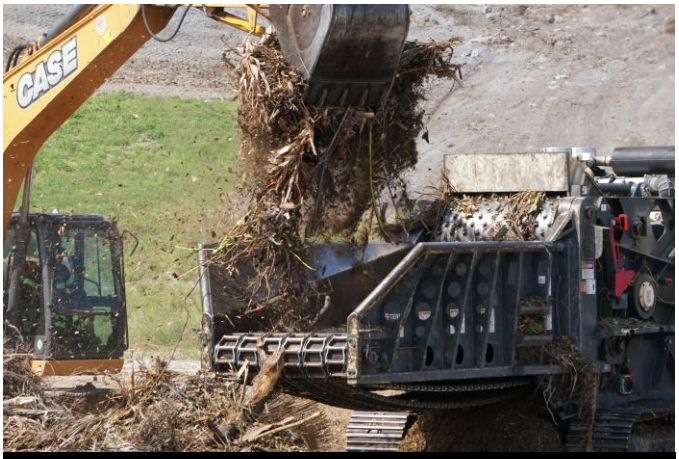
P&J's Role:
Prime Contractor

Debris Volume:
299,076 CY Veg
2,206 CY C&D
111 Hazardous Trees
13,316 Hazardous Limbs
204 Hazardous Stumps

Dollar Amount Invoiced:
$6,044,003

Key Personnel Assigned to Project	Dudley Orr Dustin Haunhorst	Tommy Webster

The City of Coral Springs, Florida activated P&J's pre-positioned contract to provide disaster debris management services following Hurricane Irma in 2017. P&J managed the debris removal, reduction and disposal of 399,076 cubic yards of vegetative debris and 2,206 cubic yards of C&D in total from public and private right-of-way roadways throughout the City. P&J also implemented the County's hazardous tree/limbs/stumps program, involving the removal, reduction and disposal of 111 hazardous trees, 13,316 hazardous limbs, and 204 stumps.



Vegetative Reduction via Grinding
Coral Springs, Florida

297,806 cubic yards of vegetative organic debris was reduced via grinding at the P&J-managed debris management site, which achieved an approximately 95% reduction rate in the bulk material. The remaining mulch was then delivered to Waste Management to recycle for potential beneficial reuse as ground cover.

P&J worked closely with our subcontractors to ramp up our resources and secured 135 total hauling units over the course of the project to ensure that all debris was collected in a timely and efficient manner.

HARVEY DEBRIS MANAGEMENT

HARRIS COUNTY FLOOD CONTROL DISTRICT

Start Date:
September 2017

Completion Date:
January 2018

P&J's Role:
Prime Contractor

Debris Volume:
96,765 CY
1,424 Hazardous Trees

Dollar Amount Invoiced:
$2,448,695

Key Personnel Assigned to Project		
	Eric Hedrick	Will Goodgine
	Tommy Webster	Rex Wilson
	Wade Cutshaw	

Hurricane Harvey was the first major hurricane to strike the U.S. since Hurricane Wilma in 2005, ending the record-length 4,323-day span in which no major hurricanes made landfall in the continental U.S. It was the most intense tropical cyclone to make landfall on the U.S. mainland since Hurricane Charley in 2004, and the first Category 4 hurricane to make landfall in Texas since Hurricane Carla in 1961.

Historic Flooding from Hurricane Harvey
Harris County, Texas

Hurricane Harvey made landfall on August 25, 2017 in Texas between Port Aransas and Port O'Connor, near Corpus Christie as a Category 4. The following day, Hurricane Harvey moved on to the Houston area where it remained stationary for four days. In the Houston Metropolitan Area, total rainfall hit over 60 inches in some areas, breaking a record for the most rainfall from a single storm in the continental U.S., creating a 1,000-year flood event, damaging over 200,000 homes, displacing more than 40,000 people, and overwhelming the County's storm drainage system. A meteorologist with Harris County Flood Control District (HCFCD) reported that a foot and a half of water covered 70% of the 1,800-square-mile county.

In response to the catastrophic impacts of Hurricane Harvey, HCFCD activated P&J's pre-positioned contract for disaster debris removal services to clear out debris that was blocking the County's storm drainage system and relieve flooding by allowing for the proper flow of water out of the City's flooded areas. By August 27, HCFCD was reporting that all 2,500 miles of canals had overflowed their banks.

CONTINUED: HARVEY DEBRIS MANAGEMENT

HARRIS COUNTY FLOOD CONTROL DISTRICT

P&J had personnel on the ground in Harris County prior to Harvey's landfall and mobilized additional resources to begin operations in the County within three days of Notice to Proceed despite challenges presented by extensive flooding. Over the course of the project, P&J removed 96,765 cubic yards of vegetative debris and 1,424 hazardous trees from approximately 100 miles of storm drainage canals and 13 bayous (including Buffalo Bayou, Cypress Creek, Little Cypress Creek, Willow Creek, and Spring Creek, among others). One hundred forty-four hauling trucks were dedicated to the HCFCD debris management effort. Three debris management sites (DMS) were utilized to sort and reduce the debris via grinding to 25,573 cubic yards of mulch prior to final disposal at an approved landfill.

Water-Based Debris Removal Utilizing a Barge
Harris County, Texas

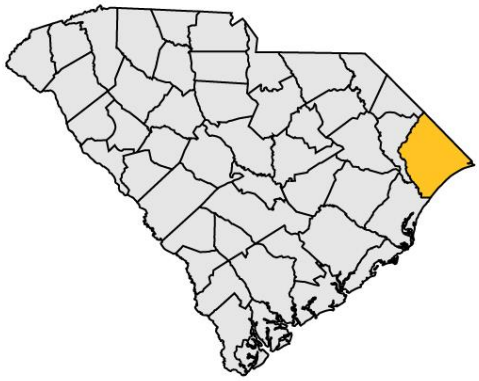
This project involved a constant balancing act between water/land-based operations to remove the storm-generated debris because of continuous fluctuations of the water level. When the water level was high the crews were not able to see the blockages that needed to be removed, and when the water level was low enough to remove the blockages there wasn't enough water to operate water-based equipment. Water level fluctuations were complicated by the need for release of water into the channels to create more freeboard in the reservoirs and alleviate flooding in residential areas.

In developing a work plan for removing the storm-related debris, P&J implemented a mixture of hand labor, land-based equipment, and water-based equipment and barges. The priority was to clear the obstructions in the waterways in the safest, most efficient manner possible. This was achieved with skilled saw technicians cutting material into manageable lengths, which was complicated by eroding banks and/or operating in water while managing this task.

During land-based operations, safe accesses on unsafe waterway banks had to be created and the debris was then gathered by mechanical means and loaded into a hauling unit. During water-based operations, loading/gathering equipment was loaded onto and operated from barges that were in the waterway, and then taken to land accesses to be loaded into hauling vehicles. Since the waterway debris could not be extracted by any other means, it was a continuous challenge to maintain a water level in which to safely operate the barges.

HURRICANE MATTHEW DEBRIS MANAGEMENT

HORRY COUNTY SOLID WASTE AUTHORITY



Start Date:
October 2016

Completion Date:
June 2017

P&J's Role:
Prime Contractor

Debris Volume:
185,713 CY
738 Tons C&D
727 Hazardous Trees
32,934 Hazardous Limbs
135 Miles of Waterways Cleaned
31,232 CY of Mulch Handled During Land Application

Dollar Amount Invoiced:
$5,451,736

Key Personnel Assigned to Project	Dudley Orr Tommy Webster	Dustin Haunhorst

In early October 2016, Hurricane Matthew took aim at the southeastern United States as it skirted the Atlantic coasts of Florida, Georgia, South Carolina, and North Carolina making one official U.S. landfall southeast of McClellanville, South Carolina, as a Category 1 hurricane with 75 mph winds. The storm brought historic flooding to many communities including Horry County (County), located approximately 70 miles northeast of McClellanville. The tropical storm-force winds brought down trees and flooding persisted for three weeks following the storm.

Mechanical Loading of Debris into Hauling Unit
Horry County, South Carolina

In the wake of this devastating event, the Horry County Solid Waste Authority (SWA) activated P&J's pre-positioned contract for disaster debris removal. P&J worked closely with the County, SWA, the County Public Works Division, and Voluntary Organizations Active in Disaster (VOAD) to support a coordinated response to the event, which was complicated by the extended period of flooding.

The project involved vegetative debris collection and hazardous tree and limb removal from County-owned public right-of-ways (ROW) and construction and demolition (C&D) debris removal and disposal from several

neighborhoods. Following the recession of flood waters, the project team coordinated logistics closely with the VOAD to remove the C&D debris from heavily impacted areas after volunteers moved the debris to the ROW.

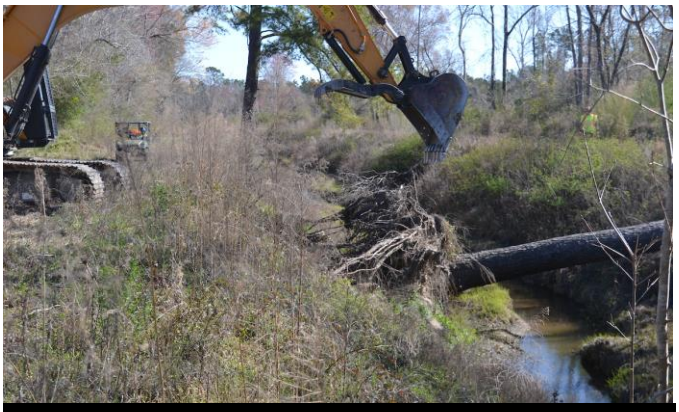
CONTINUED: HURRICANE MATTHEW DEBRIS MANAGEMENT

HORRY COUNTY SOLID WASTE AUTHORITY

P&J managed the operation of two debris management sites (DMS). One DMS was located adjacent to the County's materials recycling facility (MRF) in Conway (central location in the County) where vegetative debris was reduced by grinding. P&J performed a land application on SWA-owned land of 31,232 CY of mulch that was reduced at the MRF DMS which resulted in a significant cost savings to the County since this was less expensive than screening and hauling the reduced debris to a final disposal location. The second DMS was located in the Northern part of the County on SWA-owned property where P&J obtained a permit to perform open burning of vegetative debris.

Beneficial Reuse: Mulch Land Application
Horry County, South Carolina

Following the conclusion of the initial debris management project, the SWA extended P&J's contract to include two separate watershed debris removal projects. The first was performed within the FEMA 180-day time period and was eligible for reimbursement through the Public Assistance Program. Following the expiration of the 180-day FEMA eligibility time period, P&J performed similar work in accordance with the Natural Resources Conservation Service (NRCS) Emergency Watershed Protection Program (EWP). These projects consisted of debris and hazardous tree and limb removal from 112 miles of County watersheds and backfill washouts, and land-based debris removal from access roads adjacent to the canals and watersheds. The NRCS work also included debris removal from 23 miles of storm water conveyance ditches in three neighborhoods.



Hazardous Tree Removal from Canals
Horry County, South Carolina

FLOOD DEBRIS MANAGEMENT

HARRIS COUNTY FLOOD CONTROL DISTRICT

Start Date:
May 2016

Completion Date:
August 2016

P&J's Role:
Prime Contractor

Debris Volume:
118,625 CY
849 Hazardous Trees

Dollar Amount Invoiced:
$1,980,246

Key Personnel Assigned to Project	Eric Hedrick	Tommy Webster
	Clint Stephens	Rex Wilson

Following the heavy rain events that inundated Texas in the Spring of 2016 causing historic 500-year flooding near waterways throughout Eastern Texas, the Harris County Flood Control District (HCFCD) activated P&J's pre-positioned contract to assist with debris removal and disposal services. The project involved both land-based and waterway debris removal in Cypress Creek and Little Cypress Creek in Harris County (totaling 45 miles of waterway), and was initiated to clear the debris that was blocking the creeks following the Tax Day Flood which occurred in April 2016. The project was also affected by the Memorial Day Flood in June 2016 which occurred during the project timeframe.

Canal Debris and Erosion
Harris County, Texas

The project was conducted in two phases. Phase 1 involved creating accesses and removing flood-related debris and hazard trees from the creek banks while Phase 2 involved the removal of the debris from the actual waterways. The HCFCD performed self-monitoring by utilizing P&J's proprietary Automated Debris Management System (ADMS). P&J held daily briefings with HCFCD personnel for status updates and to respond to urgent locations where debris needed to be cleared immediately with hotspots crews.

The debris blockages were located in remote areas so project crews created access by clearing the vegetation segments from the roads to the creeks so that equipment could be utilized in the blockage locations. Crews then worked to remove the debris, hazardous trees, and hazardous limbs left behind from the flood waters from the creek banks and waterways. All chainsaw and equipment operators were trained and certified, and P&J performed

CONTINUED: FLOOD DEBRIS MANAGEMENT

HARRIS COUNTY FLOOD CONTROL DISTRICT

daily safety briefings and inspections on all equipment, personal protection equipment (PPE), and road signage relating to traffic control.

The Memorial Day Flood occurred after project operations had begun clearing debris following the Tax Day Flood; the area experienced additional historic rainfall which caused additional flooding. When this transpired, the operating DMS was flooded and rendered unusable. The DMS location was originally selected because it was

owned by HCFCD. Unfortunately, it was prone to flooding. Following the Memorial Day Flood, P&J had to restore the DMS to workable condition prior to continuing the project.

Working on the remote creek banks proved challenging due to eroding ground conditions caused by receding water and additional flooding. To ensure the safety of crew members and avoid damage to equipment, the project team constantly monitored the changing conditions and trained crews on relevant hazards and safety precautions.

Another challenge during the project was excessive heat. The project team faced 25 consecutive days during which the heat index was well over 100 degrees. P&J wrote a specific Emergency Action Plan (EAP) for each crew's geographical location, to identify methods to be utilized during a medical emergency. Project crews reviewed the Job Safety Analysis (JSA) every morning and were made aware of project hazards and trained on how to avoid them. All team members were trained on how to prevent heat stroke and informed of the location of nearby medical facilities.

CATASTROPHIC EVENT MEMORANDUM ACCOUNT EXPANDED DEBRIS MANAGEMENT PROGRAM

PACIFIC GAS & ELECTRIC

Start Date:
June 2016

Completion Date:
December 2019

P&J's Role:
Prime Contractor

Debris Volume:
90,000 Hazardous Trees (Greater than 275,000 Tons of Vegetative Material)

Dollar Amount Invoiced:
$150,000,000
(Estimated)

Key Personnel Assigned to Project	Eric Hedrick	Tommy Webster
	Clint Stephens	Rex Wilson

Following conclusion of the PG&E Butte Wildfire Recovery project in 2016, during which P&J provided over 110 crews to remove over 30,000 hazardous trees, PG&E engaged P&J to support a long-term program designed to remove and process vegetative material in response to the California tree mortality dilemma. The Expanded

Debris Management (EDM) Program targets the removal of vegetative material resulting from tree felling operations specific to PG&E's 2nd Patrol. The goal of the Program is the removal of all hazardous trees from private property within proximity of structures or PG&E assets. The program covers approximately 70,000 PG&E power line miles and spans a geographic area consisting of 23 counties across California.

Hazardous Tree Removal Project DMS
Northern California

EDM crews lawfully enter private property and execute the removal of dead and dying trees that have been identified by PG&E. Vegetative material collected from EDM operations is taken to one of seven temporary debris management sites (DMSs). After the material is delivered to the DMS, it is unloaded and sorted into stockpiles based upon the material type. Marketable timber is then prepared and transported to timber mills and all other material is reduced via mechanized grinding and delivered to an approved facility for beneficial re-use. To-date, most of the material has been mechanically reduced with the resulting chips hauled to co-generation

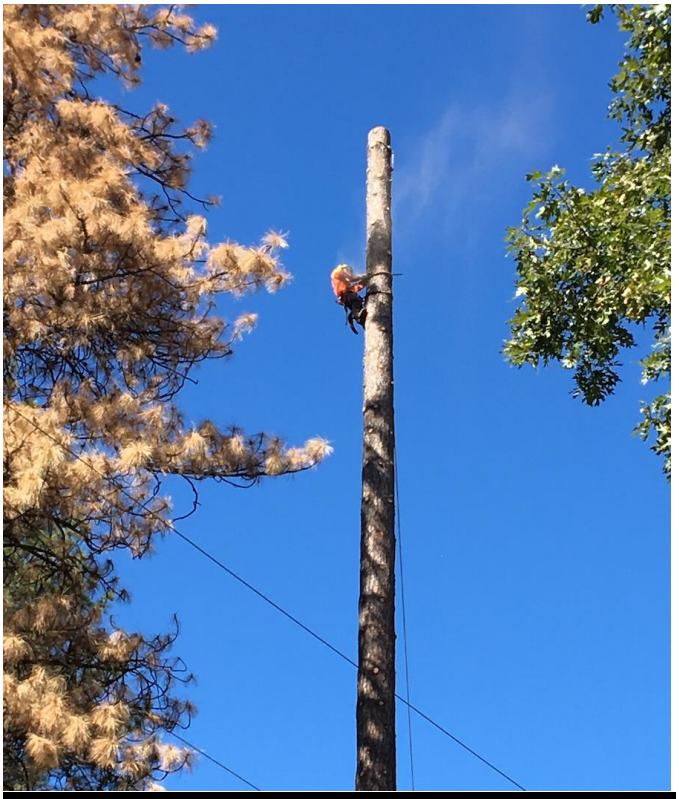
CONTINUED: CATASTROPHIC EVENT MEMORANDUM ACCOUNT EXPANDED DEBRIS MANAGEMENT PROGRAM

PACIFIC GAS & ELECTRIC

facilities in California (SPI and IHI plants). Any resulting proceeds from marketable timber resale are returned to PG&E while salvage proceeds from material delivered to co-generation facilities are provided to subcontract crews.

At peak, over 1,000 workers supported the project simultaneously, comprising greater than 100 production and support crews.

To date, approximately 90,000 trees (greater than 275,000 tons of vegetative material) have been removed through the EDM Program. In total, P&J has performed vegetation management services on more than 50,000 acres under the PG&E Catastrophic Event Memorandum Account (CEMA) EDM Program.



Hazardous Tree Removal Climber
Northern California

2.7. CURRENT PREPOSITIONED CONTRACTS

P&J currently holds 59 pre-positioned contracts for disaster debris management services throughout Florida, some of which are close in proximity to Franklin County. This allows P&J to provide streamlined project management, manpower, and equipment resources to Franklin County and our other contracts in the region.

Account Name	State	Current Expiration
Palm Beach County Solid Waste Authority (Includes CPAs for City of Atlantis, City of Belle Glade, Town of Cloud Lake, Town of Glen Ridge, Town of Highland Beach, Town of Lake Clarke Shores, Town of Mangonia Park, Town of Ocean Ridge, Town of Palm Beach Shores, Town of South Palm Beach, Village of North Palm Beach, Village of Tequesta, City of Boynton Beach, Northern Palm Beach County Improvement District, Indian Trail Improvement District, City of Riviera Beach, City of South Bay, Town of Briny Breezes, Town of Juno Beach, Town of Lake Park, Village of Palm Springs)	FL	5/7/2023
Pinellas County (Includes CPAs for City of Indian Rocks Beach, City of Pinellas Park, City of Treasure Island, Kenneth City, Town of Belleair, Town of North Redington Beach, City of Oldsmar, City of St. Petersburg, City of Dunedin)	FL	12/31/2022
City of Holly Hill	FL	6/10/2029
City of Tampa	FL	9/1/2023
City of New Smyrna Beach	FL	6/10/2029
City of South Daytona	FL	6/10/2029
City of West Palm Beach	FL	11/30/2021
Coral Springs Improvement District	FL	12/31/2023
Hillsborough County	FL	6/30/2021
Nassau County	FL	9/23/2023
DeSoto County	FL	6/17/2028
Highlands County	FL	6/30/2023
Pasco County	FL	12/13/2023
Seabring Airport Authority	FL	9/18/2024
Sunshine Water Control District	FL	12/13/2023
Town of Cutler Bay	FL	7/7/2022
City of Rockledge	FL	3/31/2023
City of Port Orange	FL	7/22/2023
Escambia County	FL	5/6/2025
Manatee County	FL	2/1/2026
City of Winter Garden	FL	8/8/2024
City of Orlando	FL	1/31/2021
City of Panama City Beach	FL	8/13/2024
City of Coral Gables	FL	8/13/2023
City of Pensacola	FL	8/12/2024
Lake County	FL	4/15/2023
City of Cape Coral	FL	10/29/2024
Town of Palm Beach	FL	6/22/2021

Account Name	State	Current Expiration
The Villages	FL	7/1/2024
Village of Pinecrest	FL	2/21/2023
South Florida Water Management District (SFWMD)	FL	Indefinite
Wake County (Includes CPAs for Town of Apex, Town of Cary, Town of Fuquay-Varina, Town of Garner, Town of Knightdale, City of Morrisville, City of Rolesville, Town of Wake Forest, Town of Wendall, Town of Zebulon)	NC	1/14/2022
Craven County (Includes CPAs for City of New Bern, Town of River Bend, Town of Trent Woods, Town of Vanceboro)	NC	9/2/2025
Camden County	NC	10/23/2023
City of Boiling Spring Lakes	NC	6/7/2023
City of Elizabeth City	NC	10/23/2023
Pasquotank County	NC	10/23/2023
Town of Elon	NC	6/30/2022
Town of Williamston	NC	6/17/2022
Horry County Solid Waste Authority (SWA) (Includes CPAs for Town of Briarcliffe Acres, Town of Surfside Beach, McLeod Health, Town of Aynor, City of Conway, Horry County, City of Myrtle Beach, City of North Myrtle Beach)	SC	4/11/2023
Beaufort-Jasper Water and Sewer Authority	SC	6/30/2021
Berkeley Hall Club, Inc.	SC	10/19/2021
Dewees Island POA	SC	8/12/2020
Kiawah Island Community Association	SC	5/31/2021
Kiawah River Estates POA	SC	12/31/2021
Seabrook Island POA	SC	9/10/2021
The Seabrook of Hilton Head	SC	6/30/2023
Town of Kiawah Island	SC	8/31/2022
Town of Seabrook Island	SC	8/31/2023
Charleston County	SC	7/1/2025
Dorchester County	SC	6/19/2021
Greenville County	SC	7/30/2024
South Carolina Department of Health and Environmental Control (DHEC)	SC	3/22/2023
South Carolina Department of Transportation (SCDOT)	SC	9/8/2020
Virginia Peninsulas Public Service Authority (VPPSA) (Includes CPAs for James City County, City of Chesapeake)	VA	6/4/2023
City of Newport News	VA	6/30/2023
Commonwealth Regional Council	VA	4/10/2024
Matagorda County	TX	7/1/2023
New Orleans Downtown Development District	LA	5/31/2023
SE Louisiana Flood Protection Authority	LA	7/12/2022
Jefferson Parish	LA	7/25/2023
Athens-Clarke County	GA	7/1/2024
Fannin County	GA	3/12/2024

Account Name	State	Current Expiration
Gwinnett County	GA	4/1/2023
Knox County	TN	1/31/2025
Blount County	TN	7/1/2025
Madison County	TN	4/25/2024
State of Rhode Island (Includes CPA for New York State Office of General/Procurement Services)	RI/NY	2/28/2023
Town of Westerly/Westerly Public Schools	RI	11/21/2022
Oklahoma Office of Management and Enterprise Services (OMES)	OK	9/23/2024

2.7.1. MULTIPLE SIMULTANEOUS CONTRACT EXECUTION

REGIONAL PLAN

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

Accounting and documentation, quality control, and safety will also be handled separately for each client by each respective project team. P&J understands that Franklin County and our other clients in the area would be separate and distinct applicants/sub-applicants with regard to project documentation and federal reimbursement; P&J would manage each entity as such. Our established and proven project tracking and accounting systems allow us to isolate the work performed under each contract to ensure efficient resource tracking and documentation for each contract separately, in accordance with FEMA requirements. More information about our project accounting and documentation systems can be found in Section 6.4.4.

PROVEN TRACK RECORD OF SUCCESSFUL SIMULTANEOUS CONTRACT ACTIVATION

P&J's substantial in-house workforce of highly qualified management and field personnel and our established pool of key and pre-registered subcontractors, 3,411 are based in Florida, provides us with the capability to execute multiple simultaneous disaster debris management missions successfully. P&J offers Franklin County demonstrated experience simultaneously executing multiple contracts in the following table, which provides an overview of P&J's experience over the past 15 years.

Event Year	FEMA Disaster Number(s)	Nature of Event(s)	Contracts Activated
2018	DR-4393NC	Hurricane Florence	6
2017	DR-4332 TX, DR-4337FL	Hurricanes Harvey and Irma	24
2016	DR-4286SC, DR-4284GA	Hurricane Matthew	6
2015	DR-4240CA, DR-4241SC	California Valley Fire, South Carolina Severe Storms and Flooding	3
2014	DR-4166SC, DR-4167NC	Severe Winter Storms	8
2012	DR-4085NY	Hurricane Sandy	7
2012	DR-4080LA, DR-4084FL	Hurricane Isaac	3
2011	DR-1969NC, DR-1971AL, DR-1980MO	Severe Storms, Tornadoes, Straight-line Winds, and Flooding	42
2011	DR-4019NC, DR-4020NY, DR-4024VA	Hurricane Irene	13
2011	DR-4118ND	North Dakota Flooding	5
2010	DR-1871NC	Severe Winter Storms and Flooding	3
2009	DR-1818KY	Severe Winter Storms and Flooding	6
2008	DR-1786LA, DR-1792LA	Hurricanes Gustav and Ike	9
2005	DR-1603LA, DR-1604MS, DR-1605AL, DR-1607LA, DR-1609FL	Hurricanes Katrina, Rita, and Wilma	47
2004	DR-1545FL, DR-1561FL, DR-1539FL	Hurricanes Frances, Jeanne, and Charley	32
2004	DR-1551FL, DR-1549AL	Hurricane Ivan	5
2003	DR-1491VA	Hurricane Isabel	7

These simultaneous contract activations required P&J to deploy multiple project management teams and utilize available lines of credit and other internal financial resources.

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

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

On April 16, 2011, a tornado caused large-scale destruction throughout the Raleigh, North Carolina metropolitan area. The City of Raleigh activated P&J's pre-positioned contract to provide debris removal and reduction services. Shortly after P&J completed mobilization to the Raleigh area, a tornado super-outbreak occurred throughout the Southeastern U.S. with the most devastating concentration in the State of Alabama (292 tornadoes in one day). Because of the widespread destruction, USACE activated P&J's pre-positioned ACI contract and subsequently issued 41 individual task orders, valued at more than $160M, for disaster debris management in 24 counties throughout Alabama. Less than one month later, an EF-5 tornado leveled Joplin, Missouri. In response, USACE activated a Rapid Response Contract held by Weston Solutions, Inc. As a subcontractor to Weston Solutions, P&J mobilized to the area to perform disaster debris management activities.

In 2017 P&J responded to the devastation around the Houston Metropolitan Area by assisting the Harris County Flood Control District with the clearance of storm and flooding debris from more than 100 miles of canals and 13 bayous throughout the County. Only two weeks after Hurricane Harvey's impact on Texas, Hurricane Irma hit the state of Florida leaving debris scattered throughout the entire state. In addition to maintaining operations in Harris County, P&J simultaneously assisted 23 of our Florida clients with their Hurricane Irma response and recovery efforts involving the removal and disposal of more than 3M CY of debris.

These examples demonstrate that P&J has access to the necessary personnel, equipment, and financial resources to successfully respond to simultaneous disaster events or a single disaster event impacting numerous municipalities in a geographic region.

2.8. EXPERIENCE AND QUALIFICATIONS OF PERSONNEL

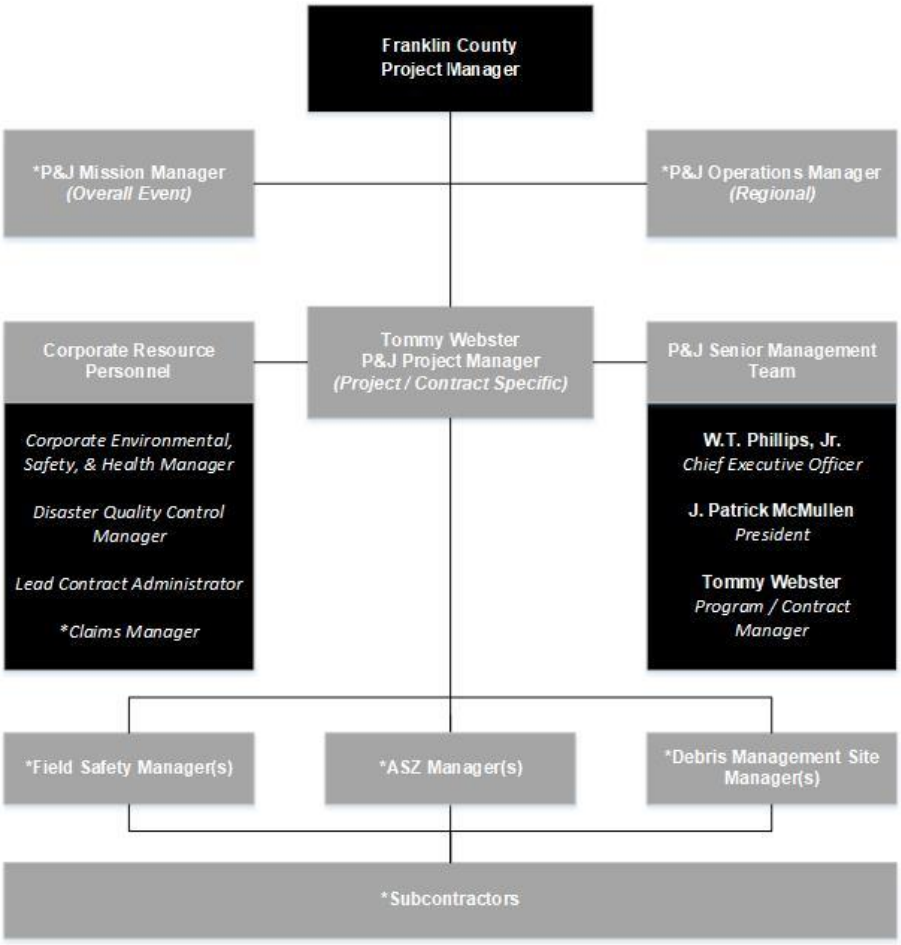
2.8.1. MANAGEMENT STRUCTURE

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

The P&J management structure is designed to provide superior and seamless support to Franklin County and is based on a simple integrated organization with clear lines of authority, communication, responsibility, and accountability designed to minimize administrative costs and maximize responsiveness. P&J's management structure is also designed to facilitate quick decisions and rapid responses to changing Franklin County requirements, and to assure the highest quality of service possible.

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

Upon activation of the contract by Franklin County, P&J's President, in coordination with P&J's senior management, selects a project manager who is deployed to the disaster location. The assigned project manager, along with the mission manager and operations manager, if applicable, subsequently selects other disaster qualified P&J management and support personnel necessary to support the various field elements of the specific disaster debris management mission.



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

After being deployed to the field, the project manager is responsible for coordinating project operations, ensuring compliance with contract specifications and established work plans, and has the authority to commit P&J resources for all assigned tasking. This individual is also responsible for oversight of field work performed by subordinate management staff that are deployed in response to a disaster event including some or all of the following: area/sector/zone (ASZ) managers, field safety managers, field quality control managers, equipment certification specialists, logistics managers, debris management site (DMS) managers, and environmental compliance specialists.

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

2.9. PROJECT TEAM ROLES & RESPONSIBILITIES

The roles and responsibilities fulfilled by key P&J field personnel include those presented below. All of these duties will be fulfilled. On a project with a more limited scope, project personnel may perform multiple roles.

Mission Manager: Coordinates event mission operations, oversees development of mission-specific plans, ensures effective allocation and delegation of resources for the overall event (staffing and subcontractors), and serves as direct liaison between event staff and corporate staff.

Operations Manager: Coordinates mission operations on a regional level, develop and implement mission-specific plans, assists with identification of potential DMSs including site plan(s) and reduction / disposal options, defines appropriate equipment and specific personnel to be utilized, reviews project progress reports, conducts project planning meetings, and ensures compliance with contract requirements and specifications.

Project Manager: Coordinates contract-specific project operations, supervises all project-specific personnel and tasks (including safety and quality plans / programs), implement project-specific plans, assists with identification of potential DMSs, implements site plan(s) and reduction / disposal options, provides project progress reports, conducts project planning meetings, and ensures compliance with contract requirements and specifications, and serves as the primary event liaison to Franklin County.

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

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

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

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

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

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

Environmental Compliance Specialist: Manages special waste operations including waste segregation and HHW collection and transportation, oversees processing of collected white goods, implements special waste

health and safety monitoring, ensures adherence to environmental monitoring guidelines, and implements assigned quality control program requirements.

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

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

2.10. EXPERIENCE & QUALIFICATIONS OF THE CORE RESPONSE GROUP

EXTENSIVE PERSONNEL RESOURCES

P&J currently has in excess of 1,000 employees and sufficient bench strength to provide multiple layers of redundancy to a project workforce.

At P&J our greatest resource is our employees, from our operational managers and supervisors with years of experience who keep our crews safe and productive, our crafts who perform the work, to our corporate service teams that manage our fleet, financial and administration, information, and technology systems. We are proud to have many second and third generation employees that have chosen to build their careers with P&J. P&J currently has in excess of 1,000 employees and sufficient bench strength to provide multiple layers of redundancy to a project workforce.

P&J currently employs an extensive cadre of management and field personnel that have supported disaster debris management missions thus providing our organization with a highly qualified team to support Franklin County during a future disaster event. Our knowledgeable and experienced workforce includes a core response group of individuals that offer demonstrated disaster response experience on multiple missions and have numerous FEMA, USACE, and OSHA certifications.

The team that would be deployed for most typical, isolated, small disaster events would only consist of a project manager, several ASZ managers (typically 1 per 10 crews), and a field safety manager. However, a larger, more complex team with additional specialized expertise would be assembled and deployed for a catastrophic disaster event. Selection of the specific key personnel that would support a disaster debris management mission for Franklin County is not realistic at this time given the fact that the timing and magnitude of a future disaster is not known. However, for a typical response scenario the team would primarily consist of individuals selected from P&J's core response group. The specific qualifications of the personnel that make up P&J's core response group are described below in Section 2.10.1 and in the detailed resumes provided in Appendix I.

2.10.1. KEY FIELD MANAGEMENT PERSONNEL

Identification of the core response group members and a summary of major disaster events supported by these individuals are provided below. Resumes for these individuals are presented in Appendix I to this proposal.

Tommy Webster – Program / Contract Manager, Operations / Project Manager: Mr. Webster offers 17 years of disaster experience and has participated in the following disaster events: (2019) California Tree Debris Management Program – (2017) Hurricanes Irma and Harvey – (2016) Harris County Texas Flood, Hurricane Matthew, Multiple Louisiana Parish Flood – (2015) Hurricane Joaquin, Calaveras County California Butte Wildfire, Multiple County South Carolina Flood – (2014) City of Burlington North Carolina Ice Storm, Williamsburg/Florence County South Carolina Ice Storm – (2013) Multiple County Colorado Flood – (2012) Hurricane Sandy – (2010) Deepwater Horizon Oil Spill – (2008) Hurricane Ike – (2003) San Diego County California Wildfire, San Bernardino California Wildfire, Hurricane Isabel – (2002) Multiple County North Carolina Ice Storm.

Morgan Pierce – Mission Executive: Mr. Pierce offers 18 years of disaster experience and has participated in the following disaster events: (2017) Hurricane Irma – (2015) Calaveras County California Butte Wildfire – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Wilma – (2004) Hurricanes Charley, Frances, and Jeanne.

Eric Hedrick – Mission / Operations Manager: Mr. Hedrick offers 16 years of disaster experience and has participated in the following disaster events: (2017) Hurricanes Irma and Harvey – (2016) Harris County Texas Flood, Multiple Louisiana Parish Flood – (2015) Calaveras County California Butte Wildfire, Multiple County South Carolina Flood – (2014) Williamsburg/Florence County South Carolina Ice Storm – (2013) Multiple County Colorado Flood – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Dennis – (2004) Hurricane Ivan – (2001) 9/11 World Trade Center Forensic Recovery Mission.

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

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

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

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

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

(2007) Cherokee County Oklahoma Ice Storm – (2006) City of Buffalo New York Ice Storm – (2004) Hurricane Ivan.

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

John Franklin - Area/Sector/Zone Manager: Mr. Franklin offers 12 years of disaster experience and has participated in the following disaster efforts: (2010) Deepwater Horizon Oil Spill -- (2009) Kentucky Ice Storm [KYDOT] -- (2007) Cherokee County Ice Storm [Oklahoma City, Oklahoma].

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

Justin Hobbs - Field Safety Manager: Mr. Hobbs offers 14 years of disaster experience and 22 years of health and safety industry experience. He has participated in the following disasters: (2018) Camp Wildfire -- (2018) Carr Wildfire --(2018) Mendo Complex Wildfire -- (2019) Ferguson Wildfire --(2018) Accelerated Wildfire Risk Reduction Program -- (2017) Detwiler Wildfire --(2017) Atlas Wildfire -- (2017) Tubbs Wildfire -- (2017) Nuns Wildfire -- (2017) Redwood Valley Complex Wildfire -- (2017) Pocket Wildfire -- (2015) Catastrophic Event Memorandum Account -- (2015) Butte Wildfire -- (2010) Deepwater Horizon Oil Spill -- (2008) Hurricane Ike Levee Repair --(2008) Hurricane Gustav -- (2005) Hurricane Katrina.

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

2.10.2. CORPORATE RESOURCE PERSONNEL

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

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

Mike Teem – Quality Control Manager: Mr. Teem has more than 12 years of disaster experience and has participated in the following disaster events: (2011) Alabama Spring Tornado Outbreak -- (2005) Hurricanes Katrina & Rita -- (2003) Southern California Bark Beetle Infestation Hazardous Tree Removal & Disposal -- (2003) Missouri Tornado Debris Management -- (2003) Hurricane Isabel Debris Management -- (2002) North Carolina Severe Ice Storm Debris Management -- (2002) Hurricane Lili Debris Management -- (1999) hurricane Floyd Collection, Incineration, & Disposal of Animal Remains.

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TAB C: FINANCIAL INFO

3. FINANCIAL STRENGTH

3.1. FINANCIAL CAPACITY

The financial stability offered by P&J assures Franklin County of our ability to manage all financial aspects of the services required for the Standby Contract of Disaster Debris Services. P&J maintains a strong financial position that allows the corporation to provide payroll services for its employees, and to pay subcontractors on a timely basis even in situations where P&J has not been paid by Franklin County.

P&J has experienced an overall increase in annual revenue from $93M in 2000 to approximately $354M in 2020. Over the past 5 years, the average annual revenue for the corporation was approximately $427M. While there have been some variances in revenue between 2000 and 2020, P&J has experienced consistent and positive growth with regard to both its workforce and infrastructure.

P&J possesses “best in class” financial ratios with respect to liquidity and leverage. We maintain our equity at approximately $130M, our interest-bearing debt to equity ratio is approximately 0.66, and we have in excess of $74M in working capital. Our existing working capital line of credit is $20M with JPMorgan Chase Bank. We have placed project specific credit facilities for as much as $100M in recent years.

P&J’s current financial strength provides us with the ability to rapidly deploy the management team, equipment, personnel, and subcontractors required to effectively and efficiently execute a disaster debris management mission. P&J’s ability to pay subcontractors on a weekly basis without payment from Franklin County allows us to expedite our response with the best resources possible. The first 30 to 45 days of a disaster debris management mission are challenging due to the large amount of capital outlay to finance mission operations. This challenge is addressed by P&J through the use of our $20M working capital line of credit to pay necessary day-to-day mission expenses. Depending on the size of the disaster debris management mission, P&J may also secure a project-specific line of credit to supplement our working capital line of credit.

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

P&J presents on the following pages a letter from JPMorgan Chase Bank confirming our financial capability to finance a multi-million-dollar disaster debris management project is provided on the following pages. Additionally, P&J can provide Consolidated Financial Statements and/or Dun & Bradstreet reports upon request.

3.2. BONDING CAPACITY

P&J’s surety (Liberty Mutual Surety) currently has in place an aggregate bonding capacity line in excess of $1.5B. Our individual contract line exceeds $500M. The current largest single surety bond outstanding is $175M. For example, P&J’s Hurricane Katrina performance and payment bond was initially issued for $500M and

ultimately exceeded $73M. P&J's attainment of this level of bonding capacity demonstrates that we have the resources and experience to execute our contractual commitments regardless of magnitude.

A letter from J. Smith Lanier & Company, P&J's surety agent, confirming our bonding capacity is presented on the following pages.

3.3. FINANCIAL REFERENCES

P&J's banking and surety points of contact are as follows:

Banking Contact	Surety Contact
Ms. Suzanne Schriver Senior Vice President **JPMorgan Chase Bank, N.A.** 6312 Kingston Pike, Suite C Knoxville, Tennessee 37919 (865) 330-2600 suzanne.schriver@chase.com	Catherine McMillan Senior Account Manager **J. Smith Lanier & Company** 413 Northshore Drive, S.W. Knoxville, Tennessee 37919 (865) 588-7200 cmcmillan@jsmithlanier.com

CHASE

February 19, 2021

Mrs. Avis Phillips
Phillips and Jordan, Inc.
10142 Parkside Drive, Suite 500
Knoxville, TN 37922

Dear Avis:

The purpose of this letter is to confirm that Phillips and Jordan, Inc. has been a customer of JPMorgan Chase Bank, N.A. (the "Bank") for 15 years. The Bank has provided project financing to Phillips and Jordan in the past in support of various contracts in amounts up to $100,000,000. As of the date of this letter, Phillips and Jordan has $20,000,000 available through its working capital line with the Bank and is utilizing other project related financings in the mid-eight figures. Phillips and Jordan has maintained depository accounts with the Bank for 15 years. During the 15 year period of the Bank's depository and financing relationship with Phillips and Jordan, it has operated its depository accounts and financing relationships in a satisfactory manner.

The information in this letter is provided as an accommodation to you. This letter and any information provided in connection herewith are furnished on the condition that: (a) they are strictly confidential (provided that this letter and any information provided in connection herewith may be shared in connection with bids on business Phillips and Jordan is pursuing), (b) no liability or responsibility whatsoever in connection herewith shall attach to the Bank or any of its officers, employees, or agents, (c) this letter makes no representations regarding the general condition of the company named herein, its management, or its future ability to meet its obligations, and (d) information provided in this letter or in connection herewith is subject to change without notice.

Please be advised that this letter refers only to facts as they exist as of the date of this letter and the Bank shall have no duty or obligation to inform the addressee hereof, or any other permitted recipient of this letter and any information provided in connection herewith, of any future changes in such facts. This letter is solely for the benefit of the addressee, and may not be relied on by any other person or for any other purpose.

Do not hesitate to contact me at (865) 719-4611 if you have any further questions.

Sincerely,

Suzanne T. Schriver

Executive Director
JPMorgan Chase Bank, N.A.

Suzanne T. Schriver I Executive Director I Commercial Banking
1111 N. Northshore Dr. Suite N-560 I Knoxville, TN 37919

MARSH & McLENNAN AGENCY
LOCALLY KNOWN AS J. SMITH LANIER & CO.

Marsh & McLennan Agency LLC
413 Northshore Dr., SW, Suite E
Knoxville, TN 37919
865-588-7200
www.marshmma.com

March 17, 2021

Re: Phillips and Jordan, Incorporated

To Whom It May Concern:

MMA - J. Smith Lanier & Co. and the Liberty Mutual Insurance Company, Boston, MA (Phone 617-357-9500) are proud to have handled the bonding needs of Phillips and Jordan, Incorporated the past 11 years. The Liberty Mutual Insurance Company is an **A** "Excellent" AM Best Rated Company and are US. Treasury Listed, licensed in all states. We constantly monitor the manner in which Phillips and Jordan, Incorporated meets their construction and financial obligations to owners, subcontractors, suppliers and the credit community. We are pleased to report that Phillips and Jordan, Incorporated is an extremely strong and stable company in financial terms and handle these obligations in an exemplary manner.

While we would certainly give consideration to higher limits should specific conditions require doing so, we currently have in place for Phillips and Jordan, Incorporated a single program exceeding $150,000,000 with an aggregate exceeding $1,000,000,000 bonding line, with approximately $800,000,000 available capacity. We anticipate no problems in issuing 100% Performance and Payment Bonds for any project Phillips and Jordan, Incorporated chooses to pursue. Naturally, the execution of any final bonds will be subject to a mutually satisfactory review of the bonds, final contract terms, conditions and financing by our client and us.

Should you have questions or if we may be of assistance, please feel free to contact us.

Sincerely,

DocuSigned by:
Catherine L. McMillan
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Catherine L. McMillan
Attorney-In-Fact

WORLD CLASS. LOCAL TOUCH.

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TAB D: REFERENCES

4. CLIENT REFERENCES

The following table provides client contact information for several projects highlighted in the project profiles provided in Section 2.6. P&J encourages Franklin County to contact the references provided herein to obtain feedback on the high quality of our work.

Project	Contract Dates	Total CY/Tons	Total Dollar Amount	Reference Information
Hurricane Irma	September – December 2017	903,199 CY Veg 1,105,424 CY Processed 14,068 CY C&D 59 Trees 6,458 Limbs	$17,519,625	Solid Waste Authority of Palm Beach County, Florida John Archambo, Solid Waste Manager 561-315-2010 | jarchambo@swa.org
Hurricane Irma	September 2017 - January 2018	774,780 CYs Veg 14,544 CYs C&D 293 Trees 126 Limbs 43 Stumps	$10,742,307	Volusia County, Florida Arden Fontaine, Public Works Project Manager 386-736-5965 | afontaine@volusia.org
Hurricane Irma	September – December 2017	874,712 CY Veg 27,318 CY C&D 358 Trees 19,006 Limbs 35 Stumps	$11,438,240	Highlands County, Florida Clinton Howerton, County Engineer 863-402-6877 | chowerton@highlandsfl.gov

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

PROFESSIONAL REFERENCES

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

1. Company Name: Highlands County, FL

   Contact Person: Clinton Howerton

   City, State: Sebring, FL

   Telephone Number: 863-402-6877

   Email Address: chowerton@highlandsfl.gov

   Description of goods or services provided: Debris Management (See Section 2.6 of this proposal)

   Contract Amount: $11,438,240

   Start/End Date of Contract: September 2017/December 2017

2. Company Name: Solid Waste Authority of Palm Beach County, FL

   Contact Person: John Archambo

   City, State: West Palm Beach, FL

   Telephone Number: 561-315-2010

   Email Address: jarchambo@swa.org

   Description of goods or services provided: Debris Management (See Section 2.6 of this proposal)

   Contract Amount: $17,519,625

   Start/End Date of Contract: September 2017/December 2017

3. Company Name: Volusia County, FL

   Contact Person: Arden Fontaine

   City, State: DeLand, FL

   Telephone Number: 386-736-5965

   Email Address: afontaine@volusia.org

   Description of goods or services provided: Debris Management (See Section 2.6 of this proposal)

   Contract Amount: $10,742,307

   Start/End Date of Contract: September 2017/January 2018

This document must be completed and returned with your Submittal

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TAB E: PROPOSAL MATRIX

5. PROJECT UNDERSTANDING AND APPROACH

5.1. PROJECT UNDERSTANDING

5.1.1. PROJECT UNDERSTANDING OF DISASTER DEBRIS MANAGEMENT FOR FRANKLIN COUNTY

P&J understands that disaster response can be a costly yet necessary expense that can often be unforeseen, appear quickly, and overwhelm the resources of local communities. For this reason, Franklin County wishes to establish a pre-positioned contract with an experienced firm to manage the removal, reduction, and disposal of disaster-generated debris in the event that Franklin County is affected by a disaster.

P&J stands ready to assist Franklin County in addressing the daunting task of disaster response. Our extensive past experience providing similar services throughout Florida and across the nation over the past 43 years is testament to our ability to support Franklin County's unique debris management needs. Our proven project approach is scalable to meet the individual needs of our clients who are faced with varying circumstances associated with each disaster type. Furthermore, P&J understands the importance of ensuring compliance with federal, state, and local laws and regulations to maximize Franklin County's reimbursement from available federal grant sources and minimize Franklin County's cost for response and recovery services.

P&J is an established and experienced debris management firm that offers Franklin County the following key qualifications and capabilities:

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

5.1.2. UNDERSTANDING OF THE FEMA PUBLIC ASSISTANCE PROGRAM

Following the declaration of a major disaster event, certain emergency services that remove and mitigate immediate threats to life, public health, safety, and improved public property, including disaster debris management services, are eligible for cost reimbursement to applicants and sub-applicants through the Federal Emergency Management Agency (FEMA) Public Assistance Grant Program. In the aftermath of a significant debris-generating disaster event, debris management often requires a volume of resources beyond those which can be quickly provided by local governing entities. Therefore, this work is frequently contracted out to experienced and reputable contractors.

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

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

ELIGIBILITY OF DEBRIS MANAGEMENT SERVICES UNDER THE PUBLIC ASSISTANCE GRANT PROGRAM

One of the most critical aspects involved with the provision of disaster debris management services provided by a debris removal contractor is ensuring that all work performed is deemed eligible and completed in compliance with FEMA Public Assistance Grant Program regulations and policies. Failure of contractors to comply with Public Assistance Grant Program requirements could lead to deobligation of funds expended by the applicant/sub-applicant, ultimately resulting in a higher non-federal cost-share for disaster recovery efforts. Consequently, debris removal contractors bare significant financial risk for costs associated with handling ineligible debris. P&J accepts and manages this risk willingly and competently. Our approach to disaster debris management is based on the understanding that the monies used to fund debris removal missions ultimately comes from taxpayers, and we are committed to utilizing those funds in the most efficient and effective manner possible.

GENERAL ELIGIBILITY OF WORK

The Stafford Act authorizes reimbursement through the Public Assistance Grant Program for specific services only, not for all costs resulting from a disaster event. Reimbursable expenses are classified into Categories A-G, with A-B including emergency work and C-G including permanent work. Category A comprises Debris Removal services. Based on the most recent version of FEMA's Public Assistance Program and Policy Guide, FP 104-009-2 (April 2017), debris removal efforts must meet all the following fundamental criteria to be considered eligible:

FEMA's Building Blocks of Eligibility

- The debris was generated by the declared incident.
- The debris is located within the designated disaster area.
- Removal of the debris is the legal responsibility of the applicant/sub-applicant.

Eligible work must be in the public interest, and is defined as work necessary to:

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

FEMA's building blocks of eligibility pyramid provides specific criteria for eligibility under the Public Assistance Grant Program including the following:

- The applicant must be organized as an eligible applicant.
- The applicant's facility must be eligible.
- Categories A-B, emergency work, must also eliminate or lessen an immediate threat to public health, safety, or property, or private property.
- The work must be designated as eligible.
- The cost of performing the work must be eligible for reimbursement.

ELIGIBILITY OF CATEGORY A: DEBRIS REMOVAL WORK

For work classified under Categories A-B to be eligible, it must eliminate an immediate threat to public health or safety, eliminate or lessen an immediate threat of additional damage to improved public or private property, contribute to the economic recovery of an affected community-at-large, or mitigate risk to life and property by removing substantially damaged structures and/or appurtenances. All work must be completed within 180 days from the declaration date unless an extension is authorized by FEMA and work cannot be eligible for reimbursement under any other federal aid programs.

Eligible debris management work generally includes the removal and disposal of vegetative debris, construction and demolition (C&D) debris, household hazardous waste (HHW), appliances (white goods), electronics, small motorized equipment, animal carcasses, sand, mud, silt, gravel, rocks, boulders, damaged vehicles and vessels, and hazardous trees, limbs, and stumps from improved public property and public ROWs. The following restrictions apply:

- Debris placed on the public ROW from commercial properties is not eligible unless pre-approved by FEMA.
- Debris associated with federally maintained navigable channels and waterways, flood control works under the authority of the Natural Resources Conservation Service (NRCS), agricultural land, and natural unimproved land is not eligible.
- For a private non-profit organization, debris must be associated with an eligible facility.

Tree Climber
2003 - California Bark Beetle Infestation

Hazardous Limbs, Trees, and Stumps: Hazardous limbs, trees, and stumps are not eligible if the hazard existed prior to the incident or if they do not pose an immediate threat to public safety or improved public property or public-use areas. A hazard located on private property must be removed from the threatened public property (without entering private property). Routine maintenance and trimming is not eligible. Proper documentation must be provided as described in FEMA's Public Assistance Program and Policy Guide, FP 104-009-2 (April 2017), Public Assistance Debris Management Guide, FEMA-325 (July 2007), Public Assistance Debris Monitoring Guide FEMA 327 (October 2010), and FEMA Fact Sheet "Public Assistance: Debris Removal Tips" (August 31, 2017).

- **Hazardous Limbs**: Must be two inches or larger in diameter. Only the minimum cut required to eliminate the threat is eligible.
- **Hazardous Trees:** Must have a diameter of six inches or greater measured 4.5 feet above ground level and must have a split trunk, broken canopy, or be leaning at an angle greater than 30 degrees.

- **Hazardous Stumps**: Eligible on a per-stump basis if they are at least two feet in diameter measured two feet above the ground and extraction is required as part of the removal. Root-ball removal and back filling of the remaining hole is eligible if more than 50% exposed. If it is less expensive to grind the stump in-place than to extract it, grinding is eligible. If the root-ball is less than 50% exposed, a flush cut at ground level is eligible, but grinding of the remaining stump is not eligible. The per-stump cost must be all-inclusive. For other stumps that don't meet the size requirement or require extraction, funding is limited to a per-unit price by volume or weight calculated based on the Stump Conversation Table published in FEMA's Public Assistance Program and Policy Guide, FP 104-009-2 (April 2017) and Public Assistance Debris Management Guide, FEMA-325 (July 2007).

Hazardous Trees on Right-of-Way
2015 - Butte Wildfire

Hazardous Materials: Eligible activities associated with the removal and disposal of pollutants and hazardous substances include: separation of hazardous materials from other debris, control and/or stabilization of the hazardous material, pumping and treating contaminated water, clean-up and disposal of the hazardous material, and any specialized procedures for handling and disposing of hazardous materials. Handling of hazardous substances should be conducted by certified hazardous waste specialists.

Compliance with the Resource Conservation and Recovery Act (RCRA), the Comprehensive Environmental Response Compensation and Liability Act (CERCLA), and the Clean Water Act (CWA) is required. Additionally, compliance with federal, state, territorial, tribal, and local government environmental and permitting requirements is required. Work for which the U.S. Environmental Protection Agency (EPA) or the U.S. Coast Guard (USCG) have the authority to respond to hazardous materials spills or discharges, as categorized by inland or coastal regions, is not eligible.

Waterways: Debris deposited into waterways by a declared disaster event is eligible only if its removal is necessary to eliminate an immediate threat to life, public health, safety, or improved property. Surveys and searches to look for waterway debris are not eligible unless an affected area has

Marine Debris Removal
2011 - Alabama Tornado Super-Outbreak

been previously identified as posing an immediate threat. Additional documentation requirements are applicable.

- **Navigable Waterways:** The applicant must have legal responsibility for maintenance of the waterway and the debris must obstruct passage of vessels to a maximum of two feet below the low-tide draft of the largest vehicle that utilized the waterway prior to the incident. Debris below this zone is not eligible unless it reaches up into the eligible zone. Waterway debris removal from federally maintained waterways is not eligible as the USCG and U.S. Army Corps of Engineers (USACE) have authority in these areas.
- **Non-Navigable Waterways, Including Flood Control Works and Natural Waterways:** Removal is eligible if it obstructs or could obstruct intake structures, could cause damage to structures such as bridges and culverts, or is causing or could cause flooding to improved public or private property during the occurrence of a five-year flood. Some exceptions exist for debris removal eligibility from qualifying waterways that fall under the authority of the NRCS Emergency Watershed Protection Program (EWP) and the USACE Rehabilitation and Inspection Program (RIP).

Privately-Owned Vehicles and Vessels: Removal of privately-owned vehicles and vessels is eligible if all the following conditions are met:

- The vehicle or vessel blocks access to a public-use area
- The vehicle or vessel is abandoned, and the applicant/sub-applicant is unable to identify the owner
- The applicant/sub-applicant follows applicable state, territorial, tribal, and local government ordinances or laws for private vehicle or vessel removal
- The applicant/sub-applicant verifies the chain of custody of the vehicle or vessel

A limited timeframe for storage is eligible if the vehicle or vessel must be removed prior to finding the owner, however the federal share of any funds recovered must be returned to FEMA if the owner is identified.

Abandoned Vehicles
2005 - Hurricane Katrina

Debris Removal from Private Property: FEMA may grant approval of reimbursement eligibility for debris removal from private property if the applicant has legal authority to perform the work and the debris affects the general public in the community by posing a threat to public health, safety, or the economic recovery of the community as a whole. A special request must be made to FEMA by the applicant including proper documentation of public interest, legal responsibility, indemnification of the Federal Government from claims, and the location(s) of affected private areas.

Private Property Debris Removal
2005 - Hurricane Katrina

Disposal: Various disposal costs are eligible if performed in an efficient and cost-effective manner. To minimize the utilization of landfill space, reduction activities are eligible

including establishing and operating a temporary debris storage and reduction site. Landfill tipping fees are eligible, except for any special fees that are not directly related to landfill operations, such as taxes related to other governmental services or public infrastructure.

Utilization of trucks or trailers that are hand-loaded or don't have a solid tailgate are reimbursed at lower percentages due to FEMA's determination that the debris cannot be compacted to the same level as in mechanically loaded, solid-tailgate trucks and trailers. Only 50% of the vegetative debris loaded into hand-loaded hauling units and up to 85% of vegetative debris in hauling units without a solid tailgate are eligible.

APPROACH TO ENSURING WORK ELIGIBILITY

P&J offers comprehensive knowledge of local, state, and federal government disaster mitigation, preparedness, response and recovery programs, as well as local and state government disaster operations issues. Our accounting and financial management team has in-depth knowledge of FEMA's Public Assistance Program and its related policies, procedures, rules, and regulations.

ENSURING WORK ELIGIBILITY

P&J's approach to disaster debris management incorporates our solid understanding of federal grant reimbursement requirements and regulations. We help our clients maximize reimbursement by implementing the following:

- **Preparedness & Planning**
- **Knowledge & Training**
- **Close Communication with our Clients**
- **Appropriate & Accurate Documentation of Work Performed**

Minimization of ineligible work starts during the pre-event phase, continues during process implementation in the field during project operations, and remains a key consideration through project invoicing and close-out. P&J understands what is required on disaster debris management missions to ensure that work performed qualifies and is deemed eligible. Our proven methodology and approach to providing disaster debris management services incorporates many controls that ensure the utmost focus is given to compliance with all applicable local, state, and federal regulations.

P&J's successful track record providing federally reimbursable disaster debris management services over the past 43 years is testament to our understanding of eligibility requirements and to our ability to ensure that our work incorporates only eligible work, unless specifically required by our contract or expressly requested by our client. The following components of our methodology and approach ensure that our disaster debris management missions exclude ineligible work.

PREPAREDNESS & PLANNING

P&J takes a two-fold approach to disaster contract activation readiness, focusing on the preparedness posture of our clients and our firm so that when a disaster strikes response efforts can commence immediately and we are prepared to meet the required timelines for project mobilization and completion.

P&J'S PREPAREDNESS POSTURE

By constantly maintaining our Disaster Services Program, P&J remains prepared to assist our clients when they need us to immediately respond following a disaster. Our high level of organization supports an efficient and effective project environment that maximizes the project team's understanding of eligibility of work and their ability to execute a compliant project.

Client Preparedness: Working together with our clients in advance of a disaster helps us proceed with a

contract activation in an organized and effective manner.

- **Pre-Event Planning:** P&J participates, to the extent required/desired by our clients, in pre-event planning sessions that identify important components of the debris management plan such as DMS locations, final disposal sites, zoning, and environmental and historic preservation special considerations, among others. By establishing an understanding of these parts of the operations plan in advance, our team can streamline project mobilization activities, leading into efficient project operations that will reduce issues with eligibility.

- **Pre-Identification of Eligible ROWs**: Utilization of existing local GIS data and GPS technology is imperative to ensure that debris is being removed within eligible public property, ROW, or right-of-entry boundaries. P&J will integrate this technology with ADMS hardware/software to facilitate certainty of the work's geographic eligibility.

P&J Preparedness: By constantly maintaining our Disaster Services Program, P&J remains prepared to assist our clients when they need us to immediately respond following a disaster. Our high level of organization supports an efficient and effective project environment that maximizes the project team's understanding of eligibility of work and their ability to execute a compliant project.

- **Maintaining a Prepared Workforce**: P&J maintains close relationships with key pre-qualified subcontractors who are capable and experienced at executing debris management missions. Most of these subcontractors work with us on other projects even when not activated for disaster response work, which has led to strong business relationships and familiarity in working together in all types of scenarios. Our experience working together on debris management projects validates a high level of understanding of work eligibility and compliance. Even during "blue-sky days," P&J makes sure we have current pertinent business information on file for these firms so that we can mobilize immediately, if the need arises.

Staged Hauling Units
2012 - North Carolina I-40 Rock Slide

- **Immediate Access to Relevant Equipment:** FEMA guidance includes strict regulations on the type and condition of equipment that can be used during reimbursable debris management missions, so having access to the right equipment is key in meeting eligibility requirements. As a heavy civil contractor, P&J is accustomed to quickly meeting the unique equipment needs of many types of projects, and as a leading provider of disaster debris management services, we know what is required to execute this type of work and we know how to quickly obtain the necessary equipment. In addition to maintaining our own fleet of over 750 pieces of heavy equipment, P&J also maintains serviceable contracts with major national rental equipment providers that can be sourced to fill equipment needs, and our key pre-positioned subcontractors can also supplement resource needs as many maintain their own fleets that are inclusive of relevant debris management equipment.

- **Internal Staff & Operational Planning:** P&J understands the importance of being ready to support our clients' debris management needs at a moment's notice. To support this goal, our Disaster Services Division maintains a list of current personnel who have experience and training relevant to disaster deployments and who could be made available to support a disaster contract activation. Regular reviews and updates to our disaster project organization charts, core response group, and disaster activation standard operating procedures helps us maintain a strong position of readiness to include the ability to provide a knowledgeable management team who can facilitate work in compliance with current FEMA regulations.

KNOWLEDGE & TRAINING

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

Institutional Knowledge: Over the past 43 years, P&J has managed over 250 debris management missions for local, state, regional, and federal governments and agencies in 22 states across the nation. P&J's extensive past work history providing debris management services for some of the largest and most complex disaster response missions in history and for repeated clients serves as demonstration of our understanding of FEMA requirements surrounding reimbursable work eligibility.

Client Training & Exercises: P&J regularly administers current FEMA debris management training to our pre-positioned contract clients and participates in client-administered exercises, as needed. P&J-administered training sessions include a curriculum that covers work eligibility from all angles including FEMA requirements that pertain to various components of preparedness, project operations, and documentation.

Ongoing Employee Training Programs: P&J maintains a robust employee training program which includes certifications and training that is specific to debris management and those required to perform on federal projects, such as the USACE Contractor Quality Management training and National Incident Management System (NIMS)/Incident Command System (ICS) training. This ensures that we can offer a knowledgeable project team that understands work eligibility on FEMA-reimbursable contracts. Each of our clients is assigned a project manager that understands current policy and documentation requirements to support eligibility claims.

Project-Specific Training: When P&J responds to a disaster event, a project-specific training session is facilitated to ensure that everyone on the site has a clear understanding of eligibility. This training session is held prior to project kick-off to discuss safety, operations, and eligibility requirements. All P&J project personnel (including subcontractor staff) attend this session, and client, monitoring firm, and FEMA representatives are invited to participate. All P&J project personnel share the responsibility for ensuring work eligibility and this training session ensures that all personnel have a solid understanding of specific geographic and environmental concerns, as well as FEMA requirements.

Keeping Current with New Industry Training & Guidance: Our staff regularly monitors FEMA, Occupational Safety and Health Administration (OSHA), and other relevant websites which helps our staff keep up with new developments in the industry. Additionally, our team is often alerted to new developments in the industry through requirements in solicitations that need to be complied with to be awarded new contracts or maintain existing contracts. In this case, P&J often pursues new certifications or licenses that support the collective strength of our workforce and broaden our team's understanding of local, state, and/or federal requirements, increasing our comprehensive work eligibility knowledge.

Participation in Industry Events & Training Courses: P&J Disaster Services staff actively participate in relevant conferences and trade shows. Partaking in these events and being involved in industry organizations helps keep our staff informed on current news and developments in the disaster response and recovery industry. Some of these include maintaining memberships and/or attending events facilitated by the National Emergency Management Agency (NEMA), the National Hurricane Conference, the Solid Waste Association of North America (SWANA), the American Public Works Association (APWA), and various state and regional emergency management conferences, among others, and includes attending FEMA and/or regional or topical training at these conferences or provided by these organizations.

CLOSE COMMUNICATION WITH OUR CLIENTS

Throughout the disaster debris management mission, the P&J project team will maintain close communication with the client and their authorized representatives, ensuring up-to-date resolution of any eligibility issues that may arise. This is accomplished through the following project tasks:

- Kick-off and scoping meetings
- Daily meetings
- Daily and/or weekly reports
- On-site and disposal site monitoring

APPROPRIATE & ACCURATE DOCUMENTATION OF WORK PERFORMED

Compliance with FEMA documentation requirements is a major component of work eligibility. As described in more detail in our general operations plan, P&J's proven approach to disaster response contract activations includes the following tasks to help ensure proper documentation of eligible work to avoid deobligation of funds and maximize reimbursement for our clients:

- Load tickets – electronic or otherwise
- Applicable project forms
- Daily and/or weekly reports
- ADMS and GIS information
- Data management and integrity
- Photos of work in the field
- Invoices and data reconciliation
- Internal corporate project controls

COMPREHENSIVE & COMPLIANT DOCUMENTATION PROCESS

P&J has developed a system of project controls specific to disaster debris management missions that accumulates the required FEMA-compliant documentation. The documentation system is designed to be multi-purpose and provides the foundation for invoicing, subcontractor payment, and recovery of reimbursable costs from appropriate federal agencies.

All debris-related documentation generated by P&J is designed to meet current FEMA Public Assistance Program guidelines. This includes the following:

- Certificates of Load Carrying Capacity
- Load Tickets

- Daily Reports
- Employee Check-in Forms
- Equipment Check-in Forms
- Employee Time Cards

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

REIMBURSEMENT SERVICES

P&J can provide Franklin County with assistance in obtaining reimbursement of eligible debris costs by:

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

Occasionally, circumstances require P&J to perform ineligible work during the course of a disaster debris management mission. If we are requested by a client or its authorized representative to perform ineligible work, the request will be discussed with Franklin County and required to be submitted to P&J in writing. P&J strives to maintain flexibility and to exceed our clients' expectations. Therefore, our project team will perform the job requirements as approved and requested by Franklin County, while remaining in close communication regarding eligibility guidelines and maintaining transparency in project operations.

PROVEN HISTORY OF SUCCESSFULLY MANAGING FEMA-REIMBURSABLE DEBRIS MANAGEMENT PROJECTS

P&J offers in-depth knowledge related to the implementation of requirements codified in FEMA's *Public Assistance Debris Management Guide, FEMA-325* (July 2007) and Super Circular or Title 2, Chapter 200 of the Code of Federal Regulations (2CFR200 [2016]), previously 44 CFR, as well as the development of Memorandums of Understanding with and between local, county, state, and federal stakeholders. Just as we have done for our previous clients, P&J will meet all industry and program standards outlined in relevant debris management guidance documents for any Franklin County contract activation.

P&J has successfully performed disaster debris management services in excess of $550 million over the past 11 years under five federal contracts (involving over 70 separate task orders), and 106 pre-positioned contracts with state and municipal entities.

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

5.2. PRE-POSITIONED CONTRACT MANAGEMENT & CLIENT SERVICES

5.2.1. POST-AWARD & PRE-EVENT COORDINATION

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

5.2.2. BLUE-SKY SERVICES

Outside of any disaster contract activations, throughout the year P&J provides certain services to our pre-positioned clients during "blue-sky days" that will benefit any future contract activation if/when a debris generating disaster strikes. These services are provided to our clients at no additional cost and are essential for the preparedness of our clients, as well as keeping us aware of the expectations that our clients have for us. Some of P&J's blue-sky services are as follows:

- Contract Review & Client Maintenance
- FEMA Regulations and Requirements Updates

- Readiness & Responsiveness
- Debris Management Planning Assistance
- Client Training and Continuing Education Improvement
- Participation in Franklin County/Regional Exercises
- Community Relations Program Assistance
- DMS Site Assessment & Identification Assistance
- USACE Debris Estimate Model-Based Projections and Planning Support
- Coordination with appointed Debris Coordinator and/or Debris Monitoring Firm

5.2.3. PRE-EVENT PLANNING & TRAINING

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

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

- Planning for Preliminary DMS Selections
- Review and Update Debris Collection Zone Maps
- Review and Update of Primary Road Clearance Routes
- Local Subcontractor Coordination
- Hazardous Waste Handling
- Potential Beach and Shoreline Restoration Criteria and Current Permitting Requirements
- Force Account Documentation Evaluation and Recommendations

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

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

5.2.4. COMMUNITY RELATIONS

Educating citizens about their role in post-disaster debris operations plays an important part in the execution of a timely, coordinated, and fiscally responsible disaster debris management mission. A community relations program should be developed and put in place before an event occurs to ensure effective communication with the public and efficient implementation of the disaster recovery effort. The community relations program should be tailored to the needs, demographics, and area in which it will be implemented. Keeping the public informed through post-disaster public communications also demonstrates effective management and control of the situation by government officials and thus fosters positive recognition.

P&J can support the Franklin County's Community Relations Program by assisting with the development of public service announcements (PSA) both prior to and during disaster response operations. PSAs can aid in accomplishing expedient and coordinated debris removal by informing the community about debris placement regulations, debris pick up schedules, locations of citizen drop-off sites, and other important information.

Channels of communication of PSAs can include television, radio, newspaper, direct mail, billboards, signs, handbills, and websites. The communication method is contingent upon the audience and the timing of the message (i.e., pre-event versus post-event). For example, depending on the magnitude of the disaster a post-event communication may be as basic as the distribution of handbills or direct mail, or it may involve a full-media campaign.

P&J can assist Franklin County's public information officer or similar official with development of disaster response and recovery communications. Assistance provided by P&J can include the following:

Developing graphics for television and newspaper advertisements related to the schedule and progress of debris removal operations, the location of citizen debris drop-off points, and how debris is to be segregated when brought to the edge of the right of way by citizens for collection.

- Developing handbills for posting throughout the community.
- Developing audio/visual presentations for public meetings.
- Developing and routinely updating a web site for real time schedules, progress, and collection locations.
- Developing print media inserts for early season educational efforts concerning disaster debris.
- Participating in the development and presentation of educational programs for civic associations, community social groups, and other community meetings.

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

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

All major cutting of vegetation and tree removal should be completed before June 1st, the beginning of hurricane season. In order to reduce the amount of hazardous debris in your community:

- Cut back all trees and weak branches that could come in contact with buildings.
- Thin foliage so that wind can flow freely through branches, decreasing the chance that trees/plants will be uprooted.
- Place tree trimmings at the curb on your regularly scheduled collection day and follow the 6/50 rule: each piece cannot exceed 6 feet in length or 50 pounds in weight.
- Containerize small pieces of vegetation such as pine needles, leaves, twigs, etc. in bags or cans that weigh less than 50 pounds when full and place at the curb on your scheduled yard waste day.
- Clean your yard of any items that could become projectiles in a storm such as old lumber, broken lawn furniture, etc. and place curbside on your normal bulk waste collection day.

Atlantic Hurricane Season: June 1 – November 30

In order to reduce the amount of hazardous debris in your community, once a storm has been named:

- Do not cut down trees or do major yard work.
- Do not begin construction projects that produce debris.
- Do not take materials to the curb, transfer stations, or landfill during a watch or warning period.
- Once a watch or warning had been issued, do not trim vegetation of any kind.
- Mass cutting places a tremendous burden on the normal collection process and there may not be enough equipment or manpower to collect the additional material before the storm makes landfall.

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

After the Storm has Passed

Please be patient! We ask all residents to be our partners in restoring the community to its pre-storm state. Your cooperation and support enable us to complete the entire process in the quickest, safest, and most efficient manner possible. We will provide regular updates on the progress of debris collection.

- Franklin County's number one priority is the regularly scheduled collection of household garbage.
- Keep household garbage, recycling, and vegetative and/or construction storm debris in separate piles.
- Securely containerize all household garbage in plastic bags or cans to be placed curbside on your scheduled day.
- Don't place any debris near or on a fence, mailbox, fire hydrant, power line equipment, poles, transformers, downed electrical wiring, water meters, or storm drain inlets.
- Be prepared to repair possible damage to swale areas from the specialized equipment used to collect storm debris.
- Contact Franklin County information services at [phone number] or visit [website] for updates on your collection services.
- Please do not call and ask that trucks be pulled from scheduled routes to pick up your own debris first. Deviation from carefully planned routes causes delay in the overall process.

IMPORTANT! There is no reimbursement provided to any individual resident or homeowner association who hires a private contractor to remove and dispose of storm related debris.

5.3. DISASTER DEBRIS MANAGEMENT GENERAL OPERATIONS PLAN

The following Disaster Debris Management General Operations Plan addresses the technical requirements outlined within the bid documentation published by Franklin County and incorporates P&J's standard protocols and procedures implemented for disaster debris management missions. This plan is scalable and can be adjusted to meet the needs of our clients based upon their unique needs following a disaster regardless of magnitude.

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

The general mobilization and operations approach utilized by P&J reflects our collective past experience gained from responding to natural disasters that have occurred throughout the U.S. over the past 43 years. Some examples of major disasters for which P&J has implemented this general mobilization and operations approach to successfully accomplish disaster debris management include Hurricane Florence (2018), Hurricanes Harvey and Irma (2017), Hurricane Matthew (2016), multiple flooding events in Texas and Louisiana (2015-2016), a major North Carolina/South Carolina ice storm event (2014), Hurricane Sandy (2012), the historic tornado super-outbreak in Alabama (2011), and the EF-5 tornado that devastated Joplin, Missouri (2011).

5.3.1. CONTRACT ACTIVATION & PROJECT START-UP

PRE-EVENT COORDINATION

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

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

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

PRELIMINARY DAMAGE ASSESSMENT

P&J has found it favorable for both our clients and our project managers to be involved and participate in preparations prior to an event and in the initial damage assessment (IDA) immediately following an event. P&J has experienced staff that can assist in training Franklin County staff on how to perform an IDA that will collect and document the information that will later be required to validate the threshold of damages. Proper documentation during the IDA is critical to providing validation during the preliminary damage assessment that will also involve FEMA and the Florida Division of Emergency Management. Being aware of the relevant thresholds is helpful to understanding the likelihood of a federal disaster declaration and to knowing when to move forward with debris management task orders. P&J's clear understanding of the requirements of the declaration process will be valuable to Franklin County during this process if an event does occur.

PRE-POSITION OF RESOURCES

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

P&J will also pre-position our own equipment and key pre-positioned subcontractors' equipment as required. P&J's preference is to utilize as many local qualified subcontractors and vendors as possible to support the debris management mission. In order to maximize local participation, P&J will identify potential subcontractors and vendors based in and around Franklin County as part of our post-award activities. Furthermore, P&J has existing agreements in place with key pre-positioned subcontractors that have over 180 combined years of experience working with P&J and understand the importance of having personnel and equipment ready to quickly and efficiently respond to debris management work assignments. Equipment from both local and key pre-positioned subcontractors and vendors will be pre-positioned so that it is ready for deployment following arrival of the event.

EXPERIENCE WORKING WITH MONITORING FIRMS

P&J has been providing disaster debris removal services for the past 43 years and has supported over 250 individual projects. Over the course of this extensive experience, we have worked with all the major debris monitoring firms currently working in the industry, as well as on projects where the entity chooses to self-perform monitoring services. We are very familiar with the expectations and requirements of performing in these business partner relationships. P&J understands that debris monitoring firms act as a representative of our clients, to ensure eligibility and proper documentation of debris removal work being performed to maximize Federal reimbursement.

COMMUNICATION PLAN

P&J will maintain accurate records of debris collected in the field through the use of tickets that will be backed up by Franklin County's monitoring staff. P&J will follow the preference of Franklin County as to whether our staff utilizes paper tickets or an ADMS electronic ticketing system. The ADMS is typically provided by the monitoring firm, however, P&J can provide an ADMS and provide training for Franklin County to utilize force account labor if preferred. Daily and weekly reports are provided to all parties and reconciled against the monitoring firm's records to ensure accuracy prior to being finalized for Franklin County to submit to FEMA.

DEBRIS ESTIMATION & RESOURCE PLANNING

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

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

P&J understands, from past debris management missions, that the average effective cubic yards hauled per load (over the total project) is between 45 and 54 cubic yards. Experience has also shown that each truck needs to complete at least 10 loads per day to be effective. If during project execution it is observed that this number of loads per day is not being met, the response plan is adjusted. If the debris management sites (DMS) are located long distances from the debris collection areas, P&J will identify DMSs that are closer to reduce the haul distance. If trucks cannot locate enough debris to make 10 loads per day, the number of trucks will be reduced.

RESOURCE PLANNING: THE USACE DEBRIS ESTIMATING MODEL

The USACE Debris Estimating Model results provide a frame of reference that enables us to anticipate the resources needed to execute an effective and efficient response to the event. P&J validates the model results based on industry standards and guidance, and our own knowledge and understanding gained from 43 years of experience providing debris management services and after-action evaluations of data and results. The model results are then used to calculate project-specific resource needs that are incorporated into the response plan.

In addition to the trucks meeting their daily number of loads, it is critical to recognize when the configuration of the loading crews require adjustment. The ideal production ratio of loading crews to trucks averages 1:5; however, constant field awareness and adjustment is required to determine the most effective configuration. Unless specific project requirements dictate otherwise, P&J typically conducts hauling operations during a 120-day period thus allowing 60 additional days to complete any reduction/recycling activities and DMS restoration to comply with the FEMA Category A 180-day allowable project duration.

It is important to remember that the USACE Hurricane Debris Estimating Model is a planning tool, not a definitive quantifier, and experience has proven that each disaster event has its own unique fingerprint with its

own set of unique challenges. The estimates produced by the model are predicated to have an accuracy of + 30% (accuracy is limited due to the many variables inherit to the debris removal process).

In order to provide an understanding of the data produced by the USACE Hurricane Debris Estimating Model, P&J populated the model based on Franklin County's housing unit count from the last U.S. Census (2010), and P&J's classification of Franklin County as a region with heavy vegetative density and light commercial density. The model results are presented in the table below. The truck count has been adjusted from the model result based on what P&J anticipates would be required to meet the needs of Franklin County. This estimate would change for each contracting Franklin County, however, this information is provided to give insight to P&J's operational processes.

Storm Category	Estimated CY of Debris		DMS Acreage		Avg # Trucks Per Day	
---	DRY CY	WET CY	DRY CY	WET CY	DRY CY	WET CY
Hurricane Category 1	13,332	17,332	5	7	4	7
Hurricane Category 2	53,328	69,326	8	12	7	10
Hurricane Category 3	173,316	225,311	16	24	15	20
Hurricane Category 4	333,300	433,290	34	45	22	28
Hurricane Category 5	533,280	693,264	55	71	30	36

Based on these Franklin County-specific model results, P&J believes that Franklin County would need to remove the cubic yard (CY) volumes listed in the columns titled "Estimated Cubic Yards of Debris" following either a "dry" or "wet" storm. The next two columns to the right, "DMS Acreage", demonstrate the estimated acreage that would be needed to process the appropriate amounts of debris. Finally, the last two columns, "Avg # Trucks Per Day", estimates the number of trucks that would need to be operational per day to meet the ideal production ratio and maximize efficiency during a debris removal mission.

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

IMMEDIATE POST-EVENT RESPONSE

Once notice-to-proceed (NTP) has been issued, P&J will immediately take the following actions:

- Coordinate with Franklin County regarding the priority of routes and areas to be cleared
- Prepare project-specific safety work plans for all required activities
- Modify road clearance plan if needed and begin work as tasked
- Work with Franklin County representatives to provide damage assessments and actual debris estimates
- Modify sectoring plan to fit actual field conditions and degree of storm damage
- Determine frequency of project meetings and reporting schedule
- Work with Franklin County and representatives to determine ticket system (paper/electronic)

- Determine whether or not to implement a recycling program
- Quality assurance for vehicle check-in, project monitoring, project closure (force account or third party)
- Work with Franklin County representatives to initiate communication with the general public concerning segregation of debris and other project information

P&J can provide sufficient resources to fulfill a 24-hour mobilization requirement and to include emergency road clearance, without reliance on subcontractors. P&J will meet all mobilization requirements as dictated by contractual requirements.

P&J will look to Franklin County for direction on Franklin County's goals and priorities and then work to execute those priorities for Franklin County. Franklin County and/or its designated representative will provide direction to P&J including identifying critical roads and infrastructure and work eligibility and other key components that will affect the development of the work plan.

P&J is committed to providing high-quality services to Franklin County and will remain flexible throughout the process to ensure that the disaster debris mission is managed efficiently, that all requirements from FEMA 325 are met, and that the needs of Franklin County are addressed throughout the project.

LOGISTICS SUPPORT

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

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

ACCESS TO RELEVANT EQUIPMENT RESOURCES

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

ESTABLISHED EQUIPMENT RESOURCES

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

P&J's corporate-owned equipment is strategically located at multiple in-house storage and maintenance shops throughout the country. This dispersion of resources allows P&J to quickly mobilize all required equipment to the disaster zone regardless of location. Corporate-owned equipment is deployed from storage yards via Fleet Services or our network of external haulers. Corporate Fleet Services consists of drivers and trucks that move equipment throughout the country as needed for a wide range of construction projects.

Equipment Staging Area
2007 - Oklahoma City Ice Storm

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

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

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

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

P&J Mobile Command Trailer

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

Description	Quantity	Owned	Rented	Description	Quantity	Owned	Rented
All Terrain Utility Vehicle	57	57	3	Mower	4	4	0
Attachments	52	52	0	Off Road Truck	88	88	61
Backhoe Loader	8	8	0	Office Trailer	1	1	0
Bucket Truck	2	2	0	On-Road Dump Truck	14	14	0
Chippers/Grinders	13	13	0	Palmetto Plow	1	1	0
Compactors/Rollers	55	55	7	Parts Trailer	1	1	0
Compressor	15	15	5	Passenger Vehicle	19	19	0
Conveyor	1	1	0	Pickup	432	428	5
Crane	6	6	5	Pit Burner	15	15	0
Dozer Clearing	23	23	1	Pressure Washer	7	7	0
Dozer Heavy	91	91	26	Pugmill	2	2	0
Excavator Clearing	70	70	1	Pump	43	43	10
Excavator Heavy	102	102	37	Scales	1	1	0
Farm Tractor	42	42	16	Scraper	25	25	19
Fellerbuncher	7	7	1	Site Prep Machine	7	7	0
Forwarder	5	5	0	Skidder	5	5	0
Fuel/Lube Truck	33	33	0	Skidsteer Loader	38	38	4
Fuel/Oil Trailers	36	36	0	Soil Stabilizer	2	2	1
Generator	16	16	2	Sport Utility Vehicle	10	10	1
GPS Equipment	131	131	4	Storage Container	90	90	0
Grader	18	17	4	Sweepers/Brooms/Fork Attach.	9	9	3
Grapple/Prentice	8	8	1	Telehandlers/Fork Lifts	12	12	1
Hydroseeders	9	9	0	Trailer	11	11	3
Licensed Trailer	253	253	0	Trencher	1	1	0
Lightplant	42	42	0	Utility Equipment	13	13	0
Loader	65	65	10	Utility Truck	30	30	0
Lowboy	16	16	0	Vacuum Truck	1	1	0
Mechanic Truck	28	28	0	Water Tanker Off Road	18	18	2
Miscellaneous	30	30	1	Water Truck	19	18	5
Motor Home / Camper	4	4	0	--	--	--	--
Grand Total					2157	2151	239

5.3.2. DEBRIS COLLECTION & REMOVAL OPERATIONS

SECTOR PLANNING & DETERMINATION OF RESOURCES

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

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

- Municipality/jurisdictional boundaries
- Roads, streams, landmarks, or other natural and manmade boundaries
- Population density
- Debris density

- Type of equipment required for each area
- Commercial property versus residential property
- Degree of impact within the disaster location
- Number of, and proximity to, disposal sites

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

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

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

MOBILIZATION

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

Operational personnel report to a resource staging area for processing, receive an assignment of living quarters if required, provide verification of valid commercial driver's license (if applicable) by the P&J logistics manager, and receive distribution of required personal protective equipment (PPE) supplies. A job bulletin board is constructed at the staging area and used to post legal notices (Equal Employment Opportunity, sexual harassment, safety and health information, prevailing wages, grievance procedures, etc.), contract information, and the project safety performance record. Operational personnel also participate in an orientation that addresses the scope of work to be performed, site-specific health and safety requirements, P&J ethics and anti-kickback policy training, and emergency contact telephone numbers. After each work crew has completed its mobilization to the project

site, the P&J operations manager assigns the work crew to a specific operational area. Once assigned, the work crew will only work in the assigned operational area until released by the operations manager.

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

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

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

PROVEN LARGE-SCALE MOBILIZATION CAPABILITY

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

- **Within 24 hours after receipt of NTP, P&J deployed eight search & rescue crews, mobilized essential field management personnel to the disaster zone, established a temporary office and equipment staging area, and began safety inspections of equipment and registration of project assets.**
- **Within 72 hours after receipt of NTP, P&J completed mobilization of all field management personnel, deployed 15 debris removal crews, identified DMSs, and established a permanent project office and staging area.**
- **Within 15 days after receipt of NTP, P&J completed mobilization of +300 employees and +50 subcontractors, constructed and began operation of 32 DMSs, and established 10 equipment staging areas and 10 temporary offices at various locations throughout the disaster zone.**

EMERGENCY ROADWAY CLEARANCE

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

Within 12 hours or sooner after receiving NTP from Franklin County, P&J will commence with push operations. Prior to receipt of NTP, P&J will activate a sufficient number of local pre-positioned subcontractors to accomplish emergency roadway clearance. A P&J field crew manager will proceed to the location(s) where the subcontractors are staged to complete check-in of personnel and equipment. Upon receipt of NTP, subcontractor debris push crews begin clearance operations working 24-hour shifts with rotating personnel until push operations are completed. First-push operations are conducted on primary transportation routes pre-specified by Franklin County and entrances into police stations, hospitals, fire stations, and other critical facilities. First push operations generally consist of moving debris from roadways and facility entrances to adjacent the public right of way. If debris cannot be pushed into a right of way, it is loaded and hauled to a nearby off-street location for temporary staging and subsequently removed during debris clearing operations.

Curbside Debris Segregation
2005 - Hurricane Katrina

Each debris push crew typically consists of (1) foreman, (2) equipment operators, (2) laborers equipped with chain saws and rakes, (2) certified flaggers, (1) bucket truck, (1) rubber-tired loader, and is supported if necessary, by several transport trucks. Work activities are supervised by P&J's operations manager, field safety managers, and field crew managers. The number of push crews deployed is dictated by Franklin County based upon the severity of the storm. Debris push crews work together with local government representatives and local/regional power companies to maximize public safety and minimize further damage to utility systems and public infrastructure (i.e., sidewalks, drainage structures, traffic signals and signage, etc.). All personnel will be outfitted with proper personal protective equipment (PPE) and approved traffic control devices.

Household Hazardous Waste (HHW) Processing Site
2005 - Hurricane Katrina

PUBLIC RIGHT OF WAY DEBRIS COLLECTION

DEBRIS SEGREGATION

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

cadmium, chromium, and mercury). SME examples include, but are not limited to, gasoline powered equipment (lawnmowers, weed trimmers, chainsaws, etc.) that contain fuel, oil, and other hazardous substances. P&J segregated and processed over 1,450,000 HHW items, 780,000 E-waste items, and 51,000 SME items during the Hurricane Katrina disaster debris management mission.

DEBRIS SEGREGATION PROGRAM

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

The objective of P&J's debris segregation program is to minimize the amount of debris requiring disposal in a lined landfill thus maximizing the amount of debris that can be disposed of at significantly lower tipping fees. This is accomplished by implementing a comprehensive curbside debris segregation program, like the one developed by P&J in concert with the Occupational Safety and Health Administration (OSHA), U.S. Environmental Protection Agency (EPA), USACE, and state agencies for the responses to Hurricane Katrina in New Orleans, the 2011 tornado super-outbreak in Alabama and the Joplin, Missouri tornado. Curbside debris generally falls into the following major categories: vegetative debris, household hazardous waste (HHW), white goods, small motorized equipment (SME), municipal solid waste (MSW), e-waste, asbestos containing material (ACM), and construction and demolition (C&D) debris.

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

- Vegetative Debris – hauled from curbside to DMS, reduced by chipping/grinding or incineration, and transported to landfill or other designated location for disposal or beneficial reuse.
- HHW – hauled from curbside to HHW Processing Site, consolidated as allowable, and transported to licensed disposal site.
- White Goods – hauled from curbside to Debris Processing Site; Freon and putrescible wastes removed; Freon recycled; and units crushed, bailed, and recycled.
- SME – hauled from curbside to Debris Processing Site, oil and gasoline removed, and drained liquids transported to HHW Processing Site for final disposition.
- MSW – hauled from curbside and transported directly to sanitary landfill for disposal.
- E-waste – hauled from curbside to Debris Processing Site, bailed, and recycled.
- ACM – bagged at curbside and transported to landfill approved for ACM disposal.
- C&D Debris – hauled from curbside and transported directly to C&D landfill for disposal.

DEBRIS LOAD & HAUL

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

Right-of-Way Debris Removal
2013 - Colorado Flood

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

Loading and hauling of debris is accomplished by public right of way debris removal crews. Vegetative debris is typically transported to a designed DMS for reduction while C&D debris is transported directly to an authorized landfill for disposal.

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

Hazardous Limb Removal
2014 - South Carolina Ice Storm

HAZARDOUS TREES, LIMBS, & STUMPS

Hazardous Tree/Limb Removal: This task involves removal of hazardous trees/limbs identified by Franklin County from the public right of way and other public properties (schools, parks, golf courses, etc.). P&J removed and reduced approximately 52,600 hazardous limbs following a 2014 ice storm that impacted South Carolina, and over 1,200 hazardous trees and 52,300 hazardous limbs during the 2017 Hurricane Irma disaster debris management mission.

A hazardous tree is defined as a tree that is 6 inches or greater in diameter, and leaning at an angle greater than 30%, or has more than 50% of its crown damaged, that presents a threat or danger to the general public. A hazardous limb is a limb or branch that is greater than 2 inches in diameter, broken or partially broken, and is in danger of falling. Only hazardous trees and limbs located in the public right of way are eligible for removal. Hazardous trees are identified and marked in the field by Franklin County representatives in accordance with FEMA guidelines, and are categorized based upon the diameter at breast height (DBH) applicable to a given tree. Only those trees marked by Franklin County are cut by P&J. Trees located on private property or leaning on houses are subject to the requirements of private property debris removal (PPDR).

Stump Removal Operations
1995 - Hurricane Opal

Hazardous tree/limb removal is accomplished by tree trimming crews. Felled trees/limbs are subsequently transported to a designated DMS.

HAZARDOUS STUMP REMOVAL

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

Two separate crew types work simultaneously to accomplish hazardous stump removal: small stump removal crews and large stump removal crews. Small and large stumps are transported to a designed DMS for reduction.

White Goods Removal
2005 - Hurricane Katrina

SPECIALTY DEBRIS

WHITE GOODS REMOVAL

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

Removal of white goods is accomplished by white goods removal crews. White goods are transported by the crews to a central debris processing site where they are processed and prepared for final disposal.

VEHICLE & VESSEL REMOVAL

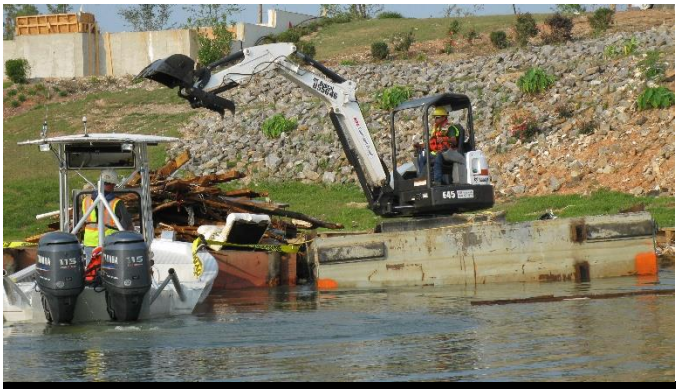
This task involves collection and transport of damaged cars/trucks and vessels from the public right of way and public lands. In the event that a particular vehicle or vessel is found to show signs of a leak or release of fluid, removal of gas, oil, and/or other lubricants may be required prior to removal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

Stranded Vessels
2005 - Hurricane Rita

Vehicle removal is accomplished by vehicle removal crews. All vehicles and vessels are transported to storage sites designated by Franklin County. To support of vessel removal operations, a second 30-ton rubber tired mobile crane with slings is stationed at each storage site to off-load vessels upon delivery from the field. Following delivery to storage sites, each vehicle/vessel is decommissioned (removal of all fluids, batteries, etc.) and prepared for recycling or refurbishing if practical. Because of the unknown size of the vessels to be removed and disposed of, quantification of all storm-related damaged vessels will be done by the linear foot.

MARINE DEBRIS REMOVAL

This task involves identification and retrieval of debris located in marine environments including navigable waterways. P&J maintains insurance as required by the U.S. Longshoreman & Harbor Workers' Compensation Act to perform waterway debris removal services. The location of marine debris is initially determined through visual observation from boats and/or aircraft and using sonar equipment. Retrieval of the debris is accomplished by marine debris removal crews. The debris is lifted onto the barge deck and then placed at various off-loading sites on land.



Marine Debris Removal
2011 - Alabama Tornadoes Super-Outbreak

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

Following Hurricane Harvey in 2017, P&J removed 96,765 CY of vegetative debris and 1,424 hazardous trees from approximately 100 miles of storm drainage canals and 13 bayous for the Harris County Flood Control District.

SAND REMOVAL & REPLACEMENT

This task involves removal of sand from public lands or the right of way (streets, beaches, and parks); transport of the sand to a central sand processing site; screening of debris from the sand; and finally, replacement of the clean sand on beaches or along waterways. P&J imported and spread a total of 227,500 tons of sand as part of the Collier County Beach Renourishment Project (Florida) during 2013 in response to beach erosion caused by several tropical systems.

Beach Renourishment
2013 – Collier County, FL

After collected sand is screened at the sand processing site, the clean sand is transported by sand removal crews to designated locations for spreading by sand replacement crews. Four separate crew types work simultaneously to accomplish sand removal and replacement: sand removal crews, sand screening crews, debris support crews, and sand replacement crews. All debris removed from sand during screening operations is collected by debris support crews and either transported to a designated DMS (vegetative debris) for reduction or transported directly to an authorized landfill (C&D debris) for disposal.

AUTHORIZED DEMOLITION

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

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

Demolition Operations
2011 - Joplin, Missouri Tornado

ASBESTOS CONTAINING MATERIAL

This waste type is visually identified in curbside piles (i.e., obvious ACM such as transite shingles and vinyl floor tiles). Obvious ACM is removed from these areas by trained crews with required personal protective equipment, wetted, and sealed in polyethylene bags. Sealed bags are placed in a box truck and delivered to a landfill permitted to receive this type of waste. Large quantities of curbside ACM are generally loaded using wet methods with heavy equipment (i.e., similar to Regulated Asbestos-Containing Material demolition) and sealed in plastic

sheeting within haul trucks. Segregation of ACM from curbside debris is a Best Management Practice to protect workers during both load/haul and landfill placement operations and is normally exempt from regulations such as the National Emissions Standards for Hazardous Air Pollutants. During the Hurricane Katrina disaster debris management mission, P&J collected and processed over 42,000 cubic yards of ACM.

ANIMAL CARCASS REMOVAL

This task involves removal of livestock, wildlife, and other animals that perished during the disaster event. Animal carcass collection, transportation, and disposal is accomplished in accordance with applicable local, state, and federal laws, standards, and regulations. P&J generally utilizes air curtain refractory incinerators ("box burners") for animal carcass reduction with subsequent landfill disposal of the rendered burn product, or direct disposal of carcasses at a landfill approved to accept this specific type of waste. Removal of animal carcasses is accomplished by carcass removal crews. The per day removal rate for animal carcasses is highly variable and dependent upon the type, condition, and concentration of the dead animals.

Asbestos Containing Materials (ACM) Removal
2005 - Hurricane Katrina

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

AUTHORIZED PRIVATE PROPERTY DEBRIS REMOVAL

In certain instances, if requested, FEMA public assistance can be extended to private road and private property debris removal. Right of Entry (ROE) access must be granted by the property owner(s) prior to entering the property. Typically, this documentation, in the form of a ROE packet, is provided by Franklin County to P&J.

A central feature of the private property debris removal process is documentation of the property condition immediately preceding the work and following completion. P&J utilizes both digital camera and digital video recorders to accommodate these requirements. Imagery is electronically archived and can be retrieved based upon the physical address or date the work was performed. During the Hurricane

Private Property Debris Removal Program
2005 - Hurricane Katrina

Katrina disaster debris management mission, P&J removed debris from over 16,000 individual private properties located throughout the greater New Orleans area.

5.3.3. DEBRIS REDUCTION & PROCESSING OPERATIONS

DEBRIS MANAGEMENT SITE IDENTIFICATION

The disposal side of the debris equation is more important than the removal side of equation for a successful disaster debris management mission.

Establishing multiple DMSs that can accept debris early in the mission schedule significantly improve the efficiency of debris removal and reduce costs. At the beginning of each disaster debris management mission, P&J determines or verifies DMS locations as well as the feasibility, operational limitations, and environmental characteristics of each site. Selection of an appropriate DMS considers the following criteria:

- Acreage of site
- Special permitting requirements
- Presence of wetlands, endangered species, sensitive plants, etc.
- Presence of historical or archeological significant sites
- Presence of adjacent surface water bodies, storm water conveyance systems, drainage structures, retention ponds, etc.
- Relatively flat topography to minimize storm water erosion and runoff issues
- Presence of well field protection areas or use of the surficial groundwater in the vicinity for potable purposes
- Site geology as it relates to protection of potable aquifer systems
- Human population density in the downwind direction of the prevailing winds (i.e. dust and smoke nuisances)
- Ingress and egress to the property and ability to control traffic
- Sensitivity of area to noise and light nuisances that would be generated from site operations for 24 hours per day, 7 days per week
- Avoid sites near residential communities, hospitals, churches, daycares, etc.
- Proximity to the debris to be collected, nearby sanitary landfills for debris disposal, and recycling options (i.e. mulch and chip disposal, steel, concrete crushing, etc.)
- Public versus private property - use of publicly owned lands is preferable and will avoid costly and time-consuming leases.
- Weight limiting factors, such as bridges with weight limits that would preclude debris collection and debris removal trucks from traveling efficiently to and from the site, will be evaluated when selecting an alternative disposal site or recycling center.

Having DMSs in place and ready to accept debris prior to an event will significantly improve the efficiency of the removal process and reduce the recovery process. P&J has more than 30 years of experience identifying, securing, permitting, constructing, and operating DMSs. In 2011, P&J simultaneously operated over 45 DMSs during debris operations in response to the tornado super-outbreak that impacted the State of Alabama and Joplin, Missouri. More recently in 2017, P&J simultaneously operated 21 DMSs in Florida following Hurricane Irma.

PERMITTING & ACQUIRING LAND LEASE RIGHTS

If the need is identified for P&J to obtain a DMS site for Franklin County, P&J would assume responsibility for acquiring the lease and any necessary permits. As part of this process, P&J would work with Franklin County GIS

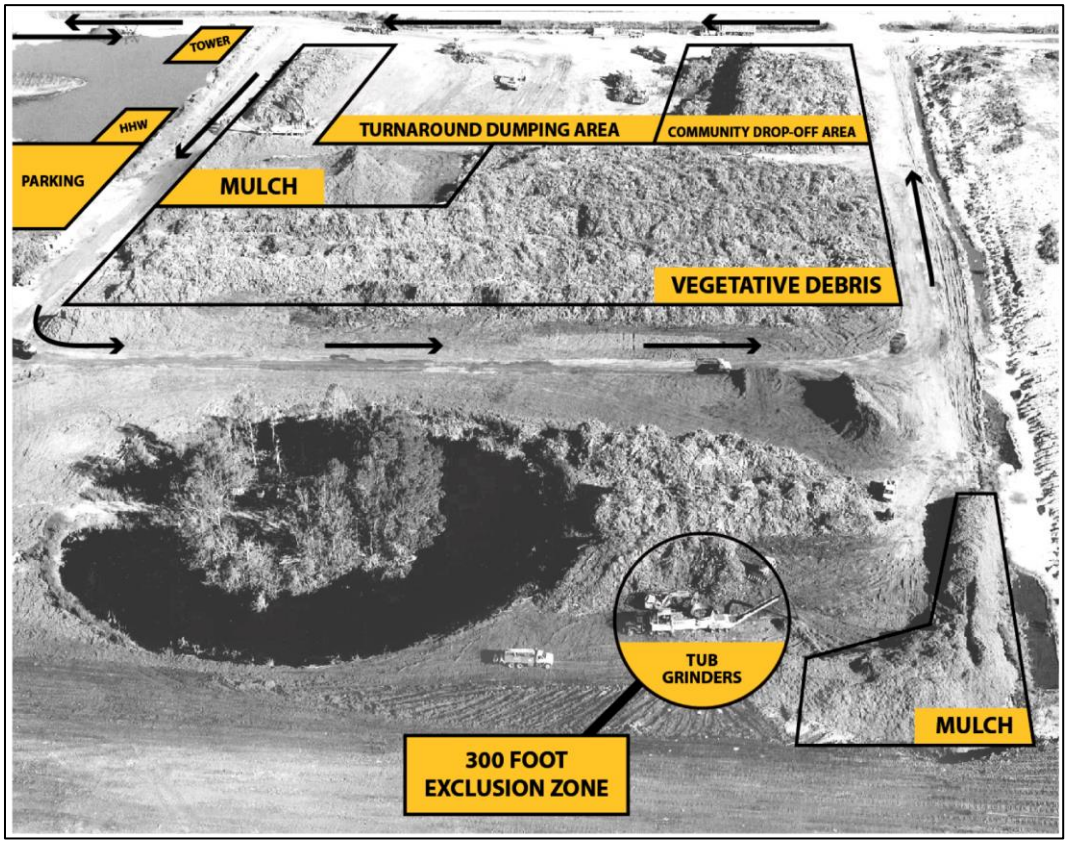
Department to ensure that the site is not in a flood plain and that there is no historical significance to the property. We would then procure a lease with a land owner to acquire rights. The project team will then work with the Florida Department of Environmental Protection (FDEP) to make sure that the site is in compliance with all applicable laws and regulations and acquire the necessary permits in P&J's name. Prior to any site layout P&J would enlist Golder & Associates to administer baseline soil and groundwater testing. This process will also be administered upon project completion to ensure no contamination occurred during the project.

If the DMS is provided by Franklin County, the lease and any permits would be issued in Franklin County's name. In this situation, P&J can assist with the process by providing a site layout, performing an inspection to ensure that the site is not near any well points and is the proper distance from residential areas and fire hydrants, performing the site preparation (environmental screening, ingress / egress, fencing, etc.), performing site management during debris reduction and processing operations, and overseeing site restoration and close-out.

DEBRIS MANAGEMENT SITE CONSTRUCTION

This task involves all construction activities necessary to prepare DMSs for operations including but not limited to construction of inspection towers, placement of gravel covered roadways, and installation of erosion control devices. Material required for DMS construction are obtained from local vendors. In addition, a baseline environmental screening is conducted for each DMS prior to initiation of construction activities. DMS construction is accomplished by site construction crews.

The general layout for a DMS is illustrated in the graphic that follows.



BASELINE ENVIRONMENTAL SCREENING

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

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

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

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

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

DEBRIS MANAGEMENT SITE OPERATIONS

SITE OPERATIONS PLAN

Following identification of DMSs to be utilized for the temporary storage and reduction of debris, P&J develops an operations plan for each site. Elements of the plan include, but are not limited to, the following:

- Site management to include point of contact and organizational chart
- Site ingress and egress

- Environmental baseline screening
- Site preparation including clearing, erosion control, and grading
- Traffic control procedures
- Site security and safety

Site layout/segregation plan to include as applicable: air curtain incineration areas, mechanical chipping/grinding areas, ash storage areas, hazardous waste containment area, contractor work areas, inspection tower locations, and safety zone clearance areas (100-foot clearance area between stockpiled debris and incineration operations and 1,000-foot clearance area from structures).

Debris Reduction via Burning
1996 - Hurricane Fran

Environmental mitigation plan including considerations for smoke, dust, noise, traffic, safety buffer zones, storm water runoff, historic preservation, wetlands, and endangered species as appropriate.

DEBRIS REDUCTION

This task involves reduction of vegetative debris transported to DMSs by public right of way and residential debris removal crews. Reduction of the debris is accomplished by DMS operations crews. In addition, the required number of mechanics are assigned to maintain, and fuel equipment used for operations at all DMSs. At DMSs where tub grinders are installed, each crew can reduce approximately 1,500 cubic yards of vegetative debris per grinder per day. At DMSs where box burners are installed, each crew can reduce approximately 1,600 cubic yards of vegetative debris per burner per day.

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

Household Hazardous Waste Processing
2005 - Hurricane Katrina

Balance of vegetative reduction by using a combination of grinding and incineration is also important. In large scale disasters the markets for wood chips are quickly overwhelmed by the volume of woody material available. This market glut often leaves disaster-stricken areas with large amounts of mulch type material with no market for disposal. Large stockpiles of chips and mulch produce an

undesirable leachate over time and become a fire hazard due to fermentation. This situation in the past has forced communities to haul chips to a landfill for use as cover, or incinerate the chips, both of which are expensive options.

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

DEBRIS PROCESSING

This task involves processing of non-wood items (including white goods, HHW, residual C&D debris, SMEs, and e-waste) transported to a central debris processing site by debris segregation and white goods crews. Processing of these items is accomplished by debris processing site crews.

Upon receipt of each debris load at a DMS, items that were not previously segregated are separated for alternate disposal. HHW is placed into a plastic lined temporary storage area at the DMS until it is transported to the central HHW processing site. E-waste is consolidated on wooden pallets and shrink-wrapped for final disposal. SME items are drained of gasoline/oil and placed into roll off dumpsters for final disposal. Liquids drained from SME items are transported to a central HHW processing site for final disposal. White goods are decontaminated, drained of oil and freon, and finally bailed. E-waste and SME items are transported to an authorized landfill for final disposal while white goods are transported to a recycling facility approved by Franklin County.

5.3.4. DEBRIS DISPOSAL

DEBRIS RECYCLING AND / OR ALTERNATIVE END USE

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

COMMITMENT TO SUSTAINABILITY

P&J is committed to the sustainability of our planet and to ensuring that our projects are performed in an eco-friendly manner. To assist us in formalizing our commitment to conserve the resources utilized in the conduct of our operations for the benefit of those communities in which we live and work, P&J has developed a corporate Environmental Sustainability Strategic Plan.

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

One example of P&J's past success in accomplishing disaster debris reduction involved the Hurricanes Frances and Wilma event response in Palm Beach County during which P&J hauled mixed debris piles from the streets to the 20 Mile Bend and Hooker Highway debris management sites, and segregated vegetative debris from other

debris greatly decreasing the amount of C&D debris that was hauled to the landfill for final disposal. The vegetative debris was reduced to mulch and recycled. As part of our response during Hurricane Fran, P&J successfully recycled a large quantity of wood chips for use as boiler fuel, and during the Hurricane Katrina response commissioned a recycling vendor to crush, bale, and sell white goods collected during the disaster debris management mission.

RECYCLING & REUSE STRATEGY

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

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

VEGETATIVE DEBRIS

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

Vegetative Debris Reduction via Chipping
2017 - Hurricane Irma

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

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

CONSTRUCTION & DEMOLITION DEBRIS

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

Two basic approaches are employed for recycling of C&D debris. One involves segregating recyclable building material at the curbside for direct transport to locations for recycling. The other involves loading and transport of mixed C&D debris to authorized landfills where it undergoes sorting to segregate recyclable building material. Either of these approaches offers distinct advantages and disadvantages, and both curbside and centralized segregation are considered by P&J when evaluating recycling opportunities during a disaster debris management mission.

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

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

OTHER DISASTER SPECIALTY DEBRIS

During the performance of a disaster debris management mission, segregated debris items (white goods, e-waste, and small motorized equipment) are transported from the field to debris processing sites where they are processed for final disposition. In addition, vehicles and vessels are transported from the field to staging locations where they are processed for final disposition. Beneficial reuse of these types of debris includes, but is not limited to, the following:

C&D Loading and HHW Separation
2011 - Joplin, Missouri Tornado

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

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

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

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

Small Motorized Equipment (SME) Processing
2005 - Hurricane Katrina

5.3.5. PROJECT CLOSEOUT ACTIVITIES

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

- Equipment removal and site restoration at the debris processing site and the sand processing site (if utilized)
- Demobilization of company and subcontractor equipment/personnel
- Preparation of final reports and payment of outstanding subcontractor invoices
- Closure of DMSs (tower/equipment removal, site restoration, closeout environmental screening)

Upon removal of all debris transported to DMSs for reduction, P&J removes equipment; demolishes inspection towers; removes fencing, erosion control devices installed at each site, and signage; and completes restoration of each site (removal of stone used for temporary access roads, grading of disturbed areas, seeding of disturbed areas, etc.). DMS closure is generally accomplished within 30 days after receipt of the last load of vegetative debris. P&J's operations manager conducts a final closeout inspection of each site with a Franklin County representative and obtains a final release if the site condition is determined to be acceptable. In the event deficiencies are identified during the final closeout inspection, additional site restoration is performed to correct the deficiencies.

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

5.3.6. GENERAL OPERATIONS TASKS FOR SPECIFIC SCENARIOS

P&J understands that the scope and complexity of a disaster debris management mission will vary based on the timing, geographic location, and magnitude of an event and the unique needs of each client. P&J is experienced with the full range of debris management services that may be performed following a debris-generating event. Our proven approach to providing disaster debris management services has been developed and refined over our 43 years of responding to disaster events and P&J is fully capable and committed to serving the Agency in a timely and efficient manner in order to ensure maximum reimbursement through available federal grant programs such as the FEMA Public Assistance Grant Program. Our impeccable track record of providing services for which maximum reimbursement has been received is testament to our ability to meet this commitment.

Within the following subsections, P&J provides an overview of the allocation of resources and operational activities that would be implemented to manage a response to several potential scenarios. *More detailed information regarding our General Operations Plan for Disaster Debris Management and our corporate policies and practices is provided throughout Section 4 of this proposal.*

The following section demonstrates P&J's standard operational tasks A-I which are typically performed following a debris-generating disaster event. Based on the specific requirements of the pre-positioned contract, the unique circumstances of the event, and the goals and priorities of the Agency at the time of the event, these tasks may or may not be performed by P&J, and they may be scaled up or down to ensure maximum efficient production rates.

A. PRE-EVENT POSITIONING OF EQUIPMENT

Equipment and crews to be utilized for emergency clearance operations can be prepositioned if needed whenever there is an event that is predictable such as a tropical storm / hurricane or ice storm. When pre-positioning of equipment is not possible or feasible, mobilization of equipment will begin when the "all clear" is given by local emergency responders, typically within 24 hours of the event impact.

B. PRELIMINARY DAMAGE ASSESSMENT

If needed, P&J will assist with a preliminary damage assessment, provide information to Franklin County as to the condition of roadways, and will work with Franklin County staff to develop a recommended plan of action for

debris clearance. Generally, the initial assessment assist will be completed by P&J's operations manager and/or project manager.

C. EMERGENCY CLEARANCE / PUSH

Following clearance of hazards, emergency clearance crews will begin emergency clearance operations to provide access for emergency vehicles, and load and haul crews will be deployed if needed. Debris within the ROW that is blocking traffic flow will be cut and placed on the edge of the ROW. If debris poses a hazard on the ROW, load and haul crews will be dispatched to remove debris as needed (if requested by Franklin County).

D. DEBRIS SEPARATION PROGRAM

In a scenario involving mixed debris, debris separation by type is performed curbside by debris separation crews. Crews will separate vegetative debris from C&D and other mixed/specialty debris such as HHW, e-waste, SME, white goods, etc. so that debris removal crews can efficiently perform collection operations in a safe yet efficient manner.

E. HAZARDOUS TREE, LIMB AND STUMP REMOVAL

Tree trimming crews will be deployed as needed to address hazardous trees and limbs that pose a risk to public safety. Stumps will be addressed by two types of crews: large and small stump removal crews. Tree trimming and stump removal crews will also be properly trained personnel (i.e.; certified chainsaw operators, certified traffic control), accompanied by appropriate traffic control, and equipped with relevant PPE. Trees, limbs, and stumps will be cut down and placed on the ROW for collection and transport by debris removal crews to the DMS for reduction.

F. DEBRIS COLLECTION

P&J will utilize crews equipped with 45 to 120 cubic yard self-loading vehicles and/or heavy-duty pickup trucks with 20 to 35 cubic yard mechanically loaded dump trailers.

The pickup truck / trailer option works well when geography dictates that large self-loaders cannot be used. The majority debris volume will be found in urban and semi-urban areas, which can present distinct challenges in the removal of debris, including, but not limited to, narrow streets, limited access for large equipment, higher density of population, and higher pedestrian and vehicular traffic flows. Safe and efficient removal of debris may require the utilization of medium and smaller trucks, medium to smaller/lighter support equipment, a higher level of traffic control/awareness, and more labor driven activities. This option also supports disadvantaged / local participation goals by supplementing larger vehicles with smaller local companies.

The trucks will be supported by rubber tired and/or rubber track bobcats and tele-handlers gathering and loading the debris, as well as debris separation crews, sawyers, and laborers cutting and moving the debris to locations where it can be safely accessed by the loading equipment. Debris piled further from travel lanes and, in some cases, at the back of ditch lines and/or swales will require the use of either self-loaders or tele-handlers to ensure safe loading with minimal damage to the ROW.

The P&J project team will assist Franklin County in setting the schedule and routes based on the sectoring method that Franklin County already uses for zoning and the appropriate fleet volume to achieve maximum production rates. Critical and secondary routes will be established, based on Franklin County's priorities.

For areas from which debris must be hauled over longer distances, the number of trucks will be increased accordingly to maintain the efficiency of loading and hauling operations and ensure that crews are able to average loading and hauling between 8 to 10 loads per day. This may vary based on debris type, haul distance, traffic conditions, and other variables specific to the project.

G. SITE MANAGEMENT

At every DMS established, P&J will conduct baseline assessments per the federal and state requirements and will be responsible for the construction and restoration of these sites.

DMS development will involve the following:

- Soil and groundwater sampling prior to delivery of debris
- Installation of erosion control features (Storm Water Pollution Prevention Plan)
- Site clearing
- Aggregate covered entrance road and turnaround
- 1-2 inspection tower(s) per site

DMS restoration will involve the following:

- Debris ash and/or chip removal
- Inspection tower(s) removal
- Removal of roads and unsuitable soils
- Post-project soil and groundwater sampling
- Site leveling using imported fill material
- Application of grass seed

Geography, debris amounts, and haul distance are the primary factors that would create the need for multiple sites. P&J will follow instruction provided by Franklin County and/or its authorized representative regarding which sites will be utilized to stage / process various types of debris and which reduction methods will be implemented at each site.

P&J is knowledgeable of the rules and regulations that must be followed and implemented in order to ensure maximum reimbursement for the cost of debris management efforts through the FEMA Public Assistance Grant Program and other disaster federal disaster grant programs. As per FEMA 325 and other guidelines, some examples of required considerations include:

- Baseline data collection
- Debris reduction methods
- Environmental and historic preservation
- Environmental monitoring

- Fire suppression
- First aid / toilet facilities
- Location and size of the site
- Mulch / ash storage
- Operational boundaries
- Permits
- Safe grinder / equipment placement
- Tower construction / placement
- Traffic patterns

H. DEBRIS REDUCTION AND DISPOSAL

Based on the magnitude and specific circumstances of the event and the volume of debris to be removed, material may either be hauled directly to the final disposal facility or it may be hauled to a DMS and reduced via Franklin County's preferred method before hauling to the final disposal facility. P&J will work closely with Franklin County and its authorized representatives to determine the best option for Franklin County.

Vegetative Debris: If it is in the best interest of Franklin County to reduce debris before final disposal, P&J will follow the direction of Franklin County as to preferred reduction method(s). If grinding / mulching is the best option, the following will apply:

Grinding sites will be structured as follows:

- 1-2 tub/horizontal grinders
- 2 grapple excavators
- 2 D6 – D8 dozers with root rake
- 2-4 light plants
- 1 quality control site foreman
- 24/7 shifts if necessary

Mulch Hauling will be structured as follows:

- Excavator, 3.5 cubic yard bucket
- Walking floor trucks and trailers
- Production
  - <15 haul miles - 2,000 cubic yards per day
  - 16 - 30 haul miles - 1,600 cubic yards per day
  - 31 - 60 haul miles - 1,000 cubic yards per day

- In order to consider burning as a viable option for reduction, the site must be large enough and isolated enough from neighborhoods, highways, and other public-use areas and the governing state environmental body (Florida Department of Environmental Protection) must approve all burning methods and issue a permit. P&J can assist with obtaining the permit. If burning is determined to be the best option for vegetative debris reduction, incineration sites will be structured as follows:

- Up to 4 box burners/incinerators per site
- 2 grapple excavators
- Up to 2 D6/D7 dozer with root rake
- 2-4 light plants
- 1 water truck
- 1 quality control site foreman
- 24/7 shifts if necessary

- **Mixed Debris**: In a scenario where mixed debris is involved, the debris will be segregated curbside and delivered separately to the DMS by type of debris. Once delivered to the DMS, the various types of non-vegetative debris (C&D, HHW, e-waste, SME, white goods, etc.) will be processed as required by federal, state, and local regulations before being hauled out to the approved final disposal location.

- If desired by Franklin County, C&D can be reduced by compaction. C&D is inspected to ensure proper separation from other debris types and consolidated into a pile. The C&D is then compressed by a D8 bulldozer (or similar) prior to being hauled out to the final disposal location.

I. FINAL DISPOSAL

Once reduced or processed, P&J will haul all debris materials to their final disposal location, as determined by Franklin County or its authorized representative. In some cases, recyclable debris can be hauled directly to the recycler, while in other cases it would have to be processed prior to delivery. In the latter case, P&J would stage and process the material at a DMS prior to delivery.

Beneficial reuse options, such as the agricultural land application of mulch or delivering vegetative debris to a power production facility to be used as fuel, will be evaluated to determine viability for Franklin County

SPECIFIC OPERATIONS DETAILS FOR SPECIFIC SCENARIOS

Based on our utilization of the USACE Hurricane Debris Estimation Model for Franklin County, P&J anticipates the following would apply, per the vegetation canopy and population of the County.

Franklin County, FL	
Task / Resource	**Explanation**
Expected Debris Volume	• Hurricane Category 1: 13,332 – 17,332 CY • Hurricane Category 2: 53,328 – 69,326 CY • Hurricane Category 3: 173,316 – 225,311 CY • Hurricane Category 4: 333.300 – 433,290 CY • Hurricane Category 5: 533,280 – 693,264 CY *(Generated by the USACE Hurricane Debris Estimation Model)*
Typical Response Time	• NTP – Begin mobilization and staging of Emergency Clearance Crews • Within 12 Hours – Project Manager Reports to EOC • Within 24 Hours – Emergency Clearance Operations begin • Within 72 Hours – Debris Removal & DMS Operations begin *NOTE: Response time may vary based on specific project needs*

Franklin County, FL	
Task / Resource	**Explanation**
Anticipated Timeline	Total Anticipated Project Schedule: 60-120 days P&J will complete debris collection and removal operations within 30-120 days, depending on the size of the event and the impacted area. All work on the DMS will be completed within 30 calendar days after the last load is delivered to the final disposal location (including debris processing and reduction, site restoration, and demobilization). *NOTE: Anticipated Project Schedule may change based on the magnitude and scale of the event.*
P&J Office Location	Any debris management project will be managed out of P&J's regional office located in San Antonio, FL with support from our Corporate Headquarters in Knoxville, TN. A temporary satellite office will set up wherever necessary.
P&J Supervision Staff Resources	• Mission Manager – Overall Event Manager * • Operations Manager – Regional Manager * • Project Manager – Project Specific • ES&H Manager – Project Specific * *Applicable in a scenario where P&J has multiple pre-positioned contracts activated at the same time for a single event.*
Labor Staff Resources	• Crew Foreman • QC Monitors • ES&H Field Staff • Subcontractor Staff • Local Hires
Anticipated Equipment Origin	Company-Owned Resources: San Antonio, FL and Knoxville, TN office. Additional equipment may be sourced from subcontractors or rental companies based on actual project needs.
Average Number of Trucks per Day	• Hurricane Category 1: 4-7 Trucks (240-700 CY hauling capacity) • Hurricane Category 2: 7-10 Trucks (420-1,000 CY hauling capacity) • Hurricane Category 3: 15-20 Trucks (900-2,000 CY hauling capacity) • Hurricane Category 4: 22-28 Trucks (1,320-2,800 CY hauling capacity) • Hurricane Category 5: 30-36 Trucks (1,860-3.600 CY hauling capacity) *(Based on the USACE Hurricane Debris Estimation Model)*

SPECIFIC SCENARIO RESPONSES

The following table lists 6 different scenarios. As requested in Franklin County's RFP, P&J details the individual responses for each. Each of these descriptions are determined by the unique qualities necessary for that particular task and event impact requirements. While our General Operations Tasks described above will define our overall approach, the individual scenario responses listed below will distinguish the appropriate course of action necessary to accomplish the timeliest recovery possible, while ensuring adherence to the FEMA guidelines necessary to achieve maximum Federal reimbursement.

Event Type	Scenario Type
1	Spot Jobs – Localized
2	Small Event – Widespread or County Wide
3	Significant Event – Removal, Reduction, Hauling – Woody Debris Only – Widespread or County Wide
4	Significant Event – Removal, Reduction, Hauling, And Separating – Mixed Debris – Widespread or County Wide
5	Catastrophic Event – Removal, Reduction, Hauling, And Separating – Mixed Debris – County Wide
6	Catastrophic Event – Site Management – County Wide

SPECIFIC SCENARIO RESPONSES

EVENT TYPE 1: SPOT JOBS – LOCALIZED

In this particular scenario, P&J's client support manager would be in direct communication with Franklin County Emergency Management staff prior to the event impact. In the case of a "no-notice event" such as a tornado, we would be in contact with the County directly after the event's impact. We would deploy a project manager within 6 hours of a Notice to Proceed, to assist the County with damage assessments. If it were a predictable event (such as a Hurricane) we would stage necessary road clearance equipment and crew members as close to the affected area as possible while maintaining a safe distance away from the impact area. In a small, localized event we would provide 2-5 crews consisting of a wheel loader-w/operator, skid steer-w/operator, chainsaw operator, two ground crew members, and appropriate number of hauling vehicles once the clearing has been accomplished. Most likely a small event will not require the need for a Debris Management Site. The storm-related debris that is cleared and removed will be delivered directly to an approved final disposal facility.

EVENT TYPE 2: SMALL EVENT – WIDESPREAD OR COUNTY WIDE

The communications contact and road clearance methods described above in "Event Type 1" would be followed in the same manner, with the exception of adding an appropriate number of clearance crews. That number would probably reach as many as 5-10 similarly equipped crews. P&J will work with Franklin County and their third-party monitors to certify and register the appropriate equipment necessary to complete the debris collection. This includes volume measurements for the hauling vehicles. Once the road clearance has been accomplished, we would deploy 10-12 large self-loading vehicles with trailers (60-100cy of hauling capacity). All of these crews will be utilizing traffic control methods described in the Manual for Uniform Traffic Control. Depending on the geography of the overall impacted area and the volume of debris to be removed, it may expedite recovery to utilize land provided by the Ordering Agency to establish a Debris Management Site(s) in order to reduce the time necessary to accomplish round trip hauls to a disposal site. This will extremely diminish the turnaround time necessary for our debris haulers to gain access to dispose of storm-related debris in a line for a public use landfill. After the initial public traffic subsides at the selected Solid Waste Facility, the debris that has been temporarily stored at the established DMS can be delivered for final disposal at the approved facility in a much quicker fashion. The land utilized for the DMS will then be returned to its initial condition. Pre and post event soil sampling will be administered to ensure no contamination. All project documentation and ticket reconciliation will be accomplished to expedite invoice generation and ultimately Ordering Agency's Federal reimbursement.

EVENT TYPE 3: SIGNIFICANT EVENT – REMOVAL, REDUCTION, HAULING – WOODY DEBRIS ONLY WIDESPREAD OR COUNTY WIDE

The communications contact and road clearance methods described above in "EVENT TYPE 1" would be followed in the same manner, with the exception of adding an appropriate number of clearance crews. That number would likely reach as many as 10-15 similarly equipped crews. The method utilized in "EVENT TYPE 2" in regard to the equipment certification would be exactly the same with the exception of deploying between 25-50 self-loading hauling vehicles (depending on the affected geographic area). Utilizing land provided by the Ordering Agency, multiple (potentially 4) DMS locations will be prepared for use. This will include ingress/egress, construction of a monitoring tower, portable facilities/handwashing station, potable water, and portable power. Site management equipment such as bulldozers, excavators and wheel loaders will be utilized at these sites. Within seven days, a horizontal grinder will be delivered to the DMS and grinding operations will begin. Our goal is to have a delivery/reduction/removal process completed in a 15-day cycle. This will all be accomplished in strict adherence to the guidelines set forth by FDEP in regard to temporary debris and mulch storage. After the woody debris has been reduced, we plan to load the mulch into 100 CY walking floor trucks and deliver it for beneficial end use methods such as agricultural applications, bio-fuel plants, landfill daily cover. At the conclusion of project activity, we will accomplish the site and project close out methods as described in "EVENT TYPE 2".

EVENT TYPE 4: SIGNIFICANT EVENT – REMOVAL, REDUCTION, HAULING AND SEPARATING MIXED DEBRIS- WIDESPREAD OR CITY/COUNTY WIDE

The communications contact and road clearance methods described above in "EVENT TYPE 1" would be followed in the same manner, with the exception of adding an appropriate number of clearance crews. That number would likely reach as many as 10-15 similarly equipped crews. The method utilized in "EVENT TYPE 2" in regard to equipment certification would be exactly the same with the exception of deploying between 25-50 self-loading hauling vehicles (depending on the affected geographic area). This method will differ slightly by means of adding ground crews at the loading site to segregate mixed debris types in order to accomplish proper reduction methods at a DMS and not deliver all debris to a landfill. Unfortunately, mixed debris has to be treated the same as Construction & Demolition debris. Where segregation is not possible, debris will be loaded and delivered to an appropriate, approved facility for final disposal. The methods utilized for the establishment and operation of DMS locations will be exactly the same as "EVENT TYPE 3" with the exception of establishing secure stations for storing recyclables such as white goods and metals, as well as providing space to safely store electronic and household hazardous waste for later delivery to final disposal. The vegetative reduction method would be exactly the same as described in "EVENT TYPE 3". At the conclusion of all project activity, we will accomplish the site and project close out methods as described in "EVENT TYPE 2".

EVENT TYPE 5: CATSTOPHIC EVENT – REMOVAL, REDUCTION, HAULING AND SEPARATING MIXED DEBRIS- CITY/COUNTY WIDE

The communications contact and road clearance methods described above in "EVENT TYPE 1" would be followed in the same manner, with the exception of adding an appropriate number of clearance crews. That number would likely reach as many as **25-30** similarly equipped crews. The method utilized in "EVENT TYPE 2" in regard to equipment certification would be exactly the same with the exception of deploying between **85-120** self-loading hauling vehicles (depending on the affected geographic area). This method will differ slightly by means of adding multiple ground crews at the loading sites to segregate mixed debris types in order to accomplish proper reduction methods at a DMS and not deliver all debris to a landfill. Unfortunately, mixed debris has to be treated the same as Construction & Demolition debris. Where segregation is not possible, debris will be loaded and delivered to an appropriate, approved facility for final disposal. The methods utilized for the establishment and operation of DMS locations (potentially **6** locations throughout the County) will be exactly the same as "EVENT TYPE 3" with the exception of establishing secure stations for the temporary storage of recyclable materials such as white goods and metals, as well as providing space to safely store electronic and household hazardous waste for later delivery to final disposal. This may require added DMS locations for the storage of these specialized debris streams. The vegetative reduction method would be exactly the same as described in "EVENT TYPE 3". If C&D material is delivered to a DMS for temporary storage, it will be compacted for more efficient delivery to an

approved final disposal facility at a later time. At the conclusion of all project activity, we will accomplish the site and project close out methods as described in “EVENT TYPE 2”.

EVENT TYPE 6: CATASTOPHIC EVENT – SITE MANAGEMENT – CITY/COUNTY WIDE

A review of the ticketing methods and all parties involved in delivering materials to the DMS will be necessary to ensure properly reconciled documentation at the end of the project for Franklin County to deliver to Florida DEM and FEMA for reimbursement. Following the event impact and preliminary damage assessment, a review of the available DMS space will be discussed, along with the stage of permitting status for each of the Owner identified sites. If more space is necessary, P&J will identify geographically advantageous / FDEP compliant DMS space and enter into lease agreements with individual landowners. In a catastrophic event this could be as many as 10-12 sites. Pre-use soil sampling will be administered at each site. Sites will then be prepared to receive hauling vehicles and to temporarily store and reduce storm-related debris. This will include ingress/egress, storm water pollution prevention, construction of a monitoring tower(s), portable facilities/handwashing station(s), potable water, and portable power & lights. Site management equipment such as bulldozers, excavators and wheel loaders will be utilized at these sites. Within seven days, horizontal grinders will be delivered to the DMS locations and grinding operations will begin. Our goal is to have a delivery/reduction/removal process completed in a 20–30 day cycle. If burning is permitted, we will deliver the appropriate number of air-curtain burner units to the DMS along with fire suppression tools and equipment. This will include a 3000-gal water truck for fire suppression as well as dust control. The ash will then be utilized for agricultural application or be delivered to an approved facility for final disposal. If grinding is the selected method for reduction, after the woody debris has been reduced, we plan to load the mulch into 100 CY walking floor trucks and deliver it for beneficial end use methods such as agricultural applications, bio-fuel plants, landfill daily cover. Following the complete removal of all reduced storm-related debris, P&J will return the site as closely as possible to its original condition. This will include removal of all loose debris and storm water pollution devices, grading the site to achieve proper drainage, post-event soil sampling/testing, seeding the site, final inspection and invoicing based on reconciled documentation.

5.4. SUPPORTING OPERATIONAL POLICIES & PROCEDURES

WORK HOURS & FIELD SUPERVISOR RATIO

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

The ratio of field supervisors (i.e., zone monitors) to debris removal crews will vary depending upon the geography of specific areas within which operations are being conducted, and the severity of the disaster event. However, in general one zone monitor is responsible for the supervision of no more than two debris removal crews. Each zone monitor reports directly to his/her assigned section manager who in turn reports directly to the project manager.

COMPLIANCE WITH APPLICABLE LAWS & REGULATIONS

As a leading provider of disaster debris management services, P&J is knowledgeable of federal, state, and local laws and regulations within the localities and states in which we operate. Studying and understanding laws and regulations regarding our operations is an important component of P&J’s disaster debris management methodology. P&J obtains all required permits and licenses and takes all precautions to ensure no laws are

violated in the delivery of services to our clients and that all work is performed in compliance with applicable requirements.

DAILY OPERATION REPORTS

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

SmartTRACK™ Sample Report - Summary by Day

Hauling Summary By Day

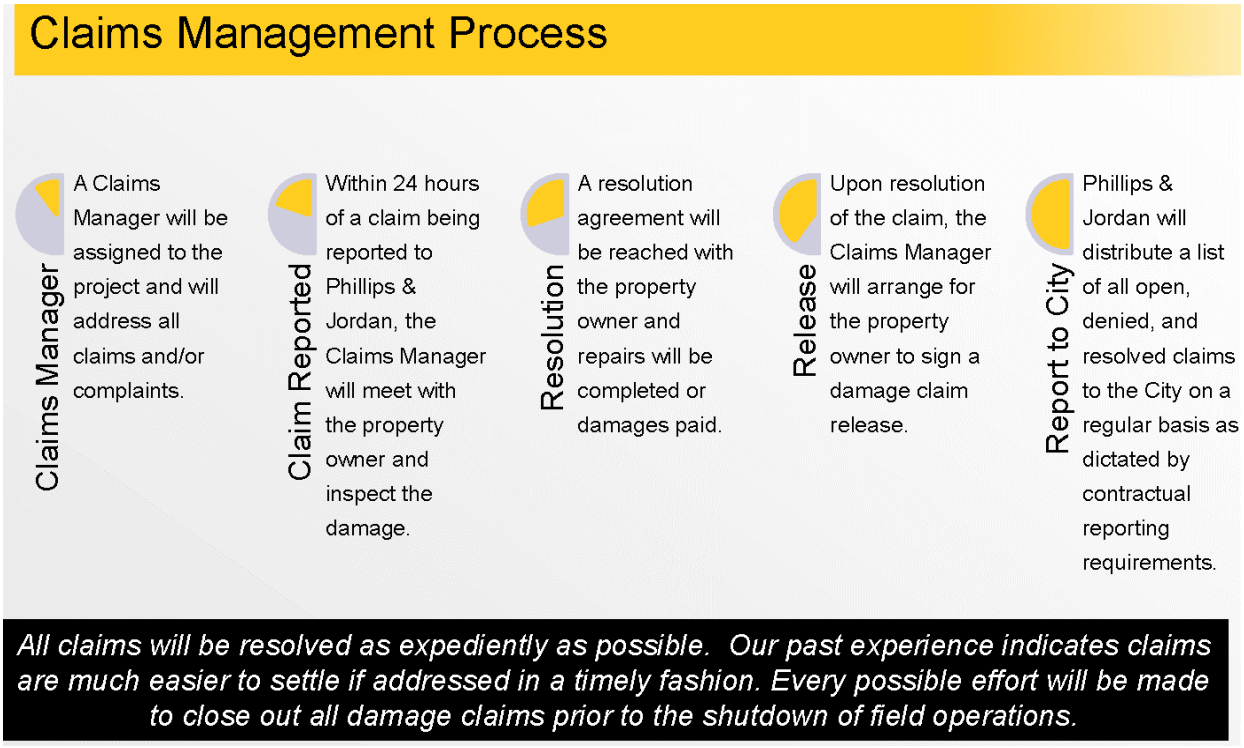
Project Name: **Knox County**
Dates: **to 6/29/2017**

Date	Material	Tickets	First Load	Last Load	Trucks	Highest	Lowest	Avg	Volume
5/9/2017	VEG	13	9:24 AM	4:58 PM	5	95.0 %	60.0 %	85.8 %	260.90
5/10/2017	VEG	10	8:13 AM	1:52 PM	6	90.0 %	50.0 %	72.5 %	155.65
5/11/2017	VEG	21	3:16 PM	9:48 PM	9	90.0 %	40.0 %	79.0 %	363.20
5/12/2017	VEG	9	9:23 AM	9:47 AM	3	100.0 %	50.0 %	85.6 %	142.50
5/13/2017	VEG	11	9:51 AM	7:55 PM	4	100.0 %	50.0 %	82.3 %	215.75
5/15/2017	VEG	18	2:52 PM	7:19 PM	10	95.0 %	50.0 %	76.4 %	284.35
5/17/2017	VEG	7	6:52 AM	10:10 AM	5	100.0 %	80.0 %	85.0 %	100.05
5/24/2017	VEG	3	1:55 PM	4:48 PM	3	90.0 %	80.0 %	83.3 %	49.20
5/25/2017	VEG	5	11:02 AM	2:46 PM	3	100.0 %	50.0 %	70.0 %	86.00
5/26/2017	VEG	74	8:35 AM	2:36 PM	8	95.0 %	50.0 %	72.0 %	1145.15
5/27/2017	C&D	23	7:56 AM	4:32 PM	9	95.0 %	55.0 %	75.4 %	338.60
5/28/2017	VEG	4	3:22 PM	3:51 PM	4	90.0 %	80.0 %	86.3 %	65.35
5/29/2017	C&D	43	7:09 AM	3:06 PM	10	95.0 %	55.0 %	81.6 %	812.65
5/30/2017	VEG	26	6:22 AM	12:02 PM	10	100.0 %	70.0 %	81.5 %	381.75
								Total Tickets 267 | Trucks 13 | Volume 4401.10	

CLAIMS MANAGEMENT

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

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



ACCOUNTING & DOCUMENTATION MANAGEMENT

TIMELY & ACCURATE BILLING

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

RESOURCE CONTROLS

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

DAILY TIME CARDS

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

- Employee name, identification number, and classification
- Equipment identification number (if applicable)

- Date and hours worked (shift start and stop)
- Down time
- Work location
- Employee signature
- Supervisor signature and identification number
- Inspector signature and identification number

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

DATA PROCESSING

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

CLIENT INVOICING & SUBCONTRACTOR PAYMENT

Franklin County invoicing and subcontractor payment processes implemented by P&J begin with the initial capture of data from the field. P&J employs several technologies for data capture including customized scale software, radio frequency identification tags for hauling units, and automated debris management system (ADMS) hardware and software. A customized database and reporting system is used when data entry is required for manually written debris load tickets. Regardless of the capture method, all FEMA and contractually required data is input, manually or automatically, into a database for processing and review along with images of the supporting documentation.

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

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

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

EMPLOYEE TRAINING PROGRAMS

Training is the foundation of the P&J safety culture. As such, P&J is committed to providing the most up to date training for its employees, so they have the knowledge necessary to complete projects safely and maintain our "People First" approach. P&J maintains an effective employee training program and we track employee training certifications to ensure that required skill proficiencies are current.

ROBUST TRAINING PROGRAM

P&J's robust employee training program includes year-round certifications and training as well as project-specific training sessions and ensures that we can offer a knowledgeable project team that understands work eligibility on FEMA-reimbursable contracts.

Minimum training requirements for all P&J field employees include the following:

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

P&J also provides annual training to all personnel according to the worker's specific work process. Depending on the nature of the work, employees and subcontractors receive the following specific training:

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

- **Over-the-Road Truck Driver:** New Hire/Site Orientation; Debris Hauling Safety Procedures; Verification of Medical Card, CDL, and Driver File

Years ago, P&J began to develop an innovative process for providing extensive training for both employees and subcontractors specifically for emergency/disaster response so that we stand ready to respond appropriately to each new mission. Disaster-specific training covers FEMA 325 Public Assistance Debris Management Guidelines, U.S. Army Corps of Engineers (USACE) concept of operations, USACE safety, and the FEMA Public Assistance program. This team training has augmented P&J's impressive response history.

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

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

No regulatory licenses are required to perform disaster debris removal services. However, P&J maintains a robust training program that ensures that our disaster debris management clients are provided with knowledgeable and capable project teams. In addition to the job-specific training explained previously, some of the industry-specific certifications held by our staff include the following:

- FEMA Emergency Management Institute Training:
  - FEMA 325, Public Assistance Debris Management Guide
  - E0202, Debris Management Planning
  - IS-100.b, Introduction to Incident Command System (ICS)
  - IS-200.b, ICS for Single Resources and Initial Action Incident
  - IS-230.d, Fundamentals of Emergency Management
  - IS-235.c, Emergency Planning
  - IS-700.a, National Incident Management System
  - IS-800.b, National Response Framework

- U.S. Army Corps of Engineers: Contractor Quality Control Certification

Additional information regarding the specific certification of individuals can be found on the resumes provided in Appendix I.

SAFETY PROGRAM

PROGRAM OVERVIEW

As a People First company guided by a commitment to care, safety is a shared value at P&J. It starts with our people and extends to property and the environment. This commitment to care is a fundamental cornerstone of all P&J projects and is shared by all P&J employees. We embrace individual accountability at all levels, but most importantly it starts with leadership. Our Chief Executive Officer has primary accountability for the safe execution of our work. This tone at the top is embraced throughout the company and ranks above all other aspects of our business, including schedule and production.

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

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

CORE VALUES AND PRIORITIES

Our Core Values and Priorities – Integrity, Safety, Quality, and Production – guide our daily business practices. P&J is a People First company, and we hold safety as an imperative above all other objectives. A safe workplace and workforce are the only acceptable way to do business - and the only way to take care of the community, the people, and the environment. We carry this commitment with us as we pursue challenging projects.

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

- Safety Culture and Policy
- Duties & Responsibilities
- Return to Work Policy
- Personnel Duties and Responsibilities

- Personnel Training
- Hazard Recognition, Evaluation, and Control
- Safe Work Practices
- Driver Safety Program
- Occupational Noise Exposure
- Drug Free Workplace Program
- Accident Investigation, Reporting, and Medical Treatment Procedures
- Disease Transmission Prevention Plan

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

IMPLEMENTATION APPROACH

Prior to initiation of jobsite activities, the Vice President of Safety & Risk Management oversees the preparation of a Site-Specific Safety and Health Plan that includes a completed Job Safety Analysis (JSA) checklist. The JSA is revised by the project safety manager during the duration of the project if any new or previously unidentified hazards are encountered. Please find an example of P&J's typical disaster response safety documents in Appendix I to this proposal. These documents will be tailored to the specific needs of Franklin County:

- Accident Prevention Plan for Debris Management Activities
- Health and Safety Plan (HASP) for Debris Management Activities

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

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

Daily Safety Meeting
2015 – Butte Wildfire Response

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

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

Safety is one of P&J's Core Values
2018 – Hurricane Florence

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

PERSONAL PROTECTIVE EQUIPMENT

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

AUTOMATED DEBRIS MANAGEMENT SYSTEM

ADMS SYSTEM OVERVIEW

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

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

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

ADMS Electronic Ticketing Portable Printer

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

TAC Insight began development of an ADMS system in 2004 that was designed to meet the technical specifications of a U.S. Army Corps of Engineers (USACE) Advance Contracting Initiative solicitation that required P&J to provide an automated debris ticketing system. Planning and development of the system was based upon our experience related to debris ticket administration gained over the previous two decades performing both federal and non-federal disaster debris management missions including those performed for Hurricane Fran, the 9/11 World Trade Center terrorist attack, Hurricane Katrina, and the 2011 Alabama tornado outbreak.

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

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

ADMS MOBILIZATION & RESPONSE

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

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

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

TAC Insight currently maintains an inventory of more than 50 handheld device/printer combinations and five DMS tablet computers. An additional 100 handheld device/printer combinations and five DMS tablet computers can be made available no later than 96 hours after receipt of notice to proceed if additional equipment is required.

Additional handheld devices/printers can typically be sourced within 48 to 72 hours while DMS tablet computers can typically be sourced within 96 hours.

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

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

- DMS technical support team – one per site
- Field technical support team – one per 50 users
- Equipment certification manager – one per equipment certification site
- Database and system administrator – one per mission
- Help desk attendant – one per mission available 24 hours/7 days a week

ADMS PAST PERFORMANCE

Example projects for which the FASTweigh ADMS™ was, or is currently being, utilized in conjunction with similar requirements identified by Franklin County include the following:

Event Name	Year	# Records
Nuns, Tubs, Atlas, & Pocket Wildfires **Pacific Gas & Electric Company**	2017 - Ongoing	+10,500
Hurricane Irma **Florida Department of Transportation**	2017 - Ongoing	+30,000
Hurricane Irma **True North Emergency Management**	2017 - Ongoing	+51,000
Hurricane Harvey **True North Emergency Management**	2017 - Ongoing	+4,000
Wildfire Fuel Source Mitigation **Pacific Gas & Electric Company**	2016 - Ongoing	+31,000
Texas Flood Response **Harris County Flood Control District**	2016	2,484
Colorado Flood Response **Colorado Department of Transportation**	2014	4,940

Event Name	Year	# Records
Hurricane Isaac **Transport Tracking, LLC**	2012	14,439
State of Alabama Tornado Outbreak **U.S. Army Corps of Engineers**	2011	~150,000
Joplin, Missouri EF-5 Tornado **Weston Solutions**	2011	~36,000
Coal Fly Ash Release **Tennessee Valley Authority**	2008 - 2010	~108,000
Lake Pontchartrain & Vicinity 109 Levee Work **BIS Services, LLC**	2010	56,791
West Bank & Vicinity 15A.2 Levee Work **Phylway Construction, LLC**	2010	64,300
Levee Rebuilding Project **Plaquemines Parish, Louisiana**	2009	2,541

ADMS TECHNICAL CAPABILITY

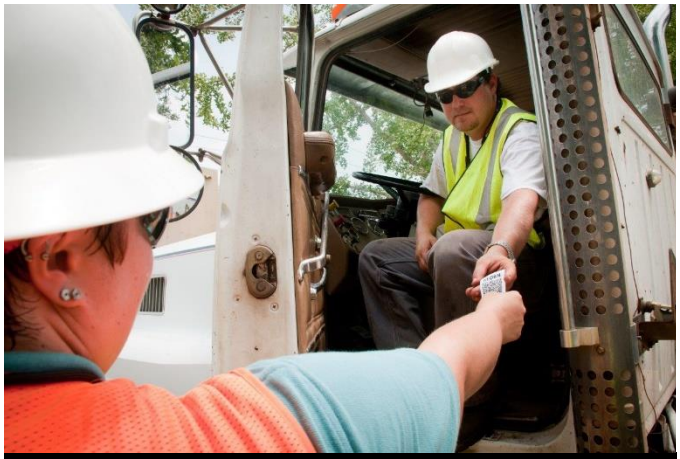
Data Storage & Security: All FASTweigh ADMS™ websites and data are hosted in the Microsoft Azure Cloud. The cloud maintains a diverse set of regulatory compliance protocols that adhere to the following:

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

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

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

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



ADMS Electronic Ticketing in the Field

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

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

Reporting & Controls: The FASTweigh ADMS™ has the capability to share database records with stakeholders, contractors, and auditors via the internet. Data contained in the system is password protected; implements role-based access controls; and has viewing, printing, and reporting capabilities. Stakeholders are granted permissions that only allow them to review and print information specific to their needs.

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

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

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

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

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

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

QUALITY MANAGEMENT

CORPORATE QUALITY PROGRAM

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

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

- Managing and delivering services that are defect free and performed safely, on time, and within budget
- Maintaining personal contact with client representatives and engineers to actively address project issues and recommendations

CORPORATE QUALITY IMPLEMENTATION PROCEDURES

Our QMS is augmented by 16 corporate quality implementation procedures (CQIPs) that establish guidance for how we operate as an organization. QMS CQIPs address the following topics:

- **Procedure Policy and Purpose**
- **Control of Documents**
- **Quality Records**
- **Management Review**
- **Contract Review and Closeout**
- **Client Relations**
- **Continual Improvement**
- **Competency, Awareness, and Training**
- **Control of Operations**
- **Inspection, Measuring, And Test Equipment**
- **Construction Control Plan Development**
- **Purchasing**
- **Inspection Process**
- **Internal Quality Audits**
- **Corrective and Preventive Action**
- **Control of Nonconforming Construction**

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

Leadership & Top Management Commitment: Our Chief Executive Officer, President, and departmental and other managers responsible for operations, marketing, safety, purchasing, human resources, quality control, information technology, and facilities comprise our corporate leadership. Each of the leaders in our organization is personally committed to the success of our QMS and take personal responsibility in the implementation, maintenance, enforcement, and improvement of our program.

Client Management: P&J has been very successful over our 66-year history in developing and retaining relationships with clients such as the USACE, Tennessee Valley Authority, and Duke Energy by conducting our work competently, safely, ethically, and with the highest quality standards achievable in our industry. We have established formal client satisfaction survey procedures to ensure that we receive adequate and representative feedback from clients in all of our five business markets. We seek and utilize the feedback of our clients to continuously improve and develop the quality of our work to meet and exceed our client's expectations.

Training & Education: P&J seeks to attract and retain the finest and highest quality talent available in the industry, whether they are seasoned professionals or industry beginners. To do so, we have established procedures for thoroughly vetting prospective employees and establishing training needs for career development. Our training programs are designed to develop the skills of the employee for their specific position and to provide opportunities for professional growth. We give our employees the tools and let them decide their path.

Teamwork: Whether it is one business market working with another business market, prime contractor to subcontractor, or joint venture relationship, we enter a project with the same overall goals: exceed client expectations, do it safely, do it ethically, and do it right the first time! We have over 1,000 employees and utilize the most qualified people to staff a project. We rely heavily upon each person to have good judgment, make good decisions, and to protect the interests of our clients and our company.

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

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

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

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

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

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

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

PROJECT-SPECIFIC QUALITY MANAGEMENT FOR DEBRIS REMOVAL MISSIONS

P&J's corporate quality standards and policies are engrained into our key management and supervisory personnel and actively communicated with our project teams (including our client and their authorized representatives) at the start of the project. The project-specific quality control plan is regularly monitored and updated as needed throughout the project to address any project-specific issues that might arise.

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

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

P&J CODE OF ETHICAL CONDUCT

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

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

5.5. DEBRIS MANAGEMENT TIMELINE

P&J stands ready to mobilize upon receipt of notice to proceed (NTP) from Franklin County. Our Disaster Services Division regularly monitors predictable weather events and prepares to activate response personnel and key subcontractor contracts for our pre-positioned contract clients as soon as a threat is identified. P&J deploys disaster services personnel to affected locations in advance of predictable events and can begin deployment within 12 hours of non-predictable events.

The timeline of any disaster debris management project is determined by the circumstances and magnitude of the event, as well as the unique needs of each individual client following an event. P&J typically aims to complete the debris removal process within 90 days and debris reduction and disposal operations within 120 days. Regardless of the specific project goals, all work must be completed within 180 days to be eligible for reimbursement through the FEMA Public Assistance Grant Program. If additional time is needed, which is rare, P&J can assist Franklin County with filing for an extension.

When a threat is identified in advance, P&J's Disaster Services personnel will contact all our pre-positioned contract clients who could potentially be impacted to gain an understanding of each client's specific needs and requirements if an activation is possible. The P&J team will reach out to Franklin County to initially discuss expected resource needs based on the unique circumstances of the event. Therefore, P&J will be aware of Franklin County mobilization requirements and will be planning to meet these requirements well in advance of NTP.

A guaranteed timeline for 100% of all resources to be mobilized is not realistic at this time since the complexity and magnitude of the event is unknown. However, P&J will plan to begin mobilization within 12-24 hours following NTP and can typically have hauling units mobilized to the project and checked in to begin debris removal operations within 72 hours of NTP, or sooner. If Franklin County anticipates for P&J to be assigned emergency clearance operations (push / cut and toss) following a predictable event, equipment to perform this work will be positioned in the area prior to impact and will be ready to go following the all-clear notice after the event. Usually, P&J can mobilize ~50% of the hauling units within the first 72 hours and ~100% within 96 hours.

Debris reduction equipment including grinders / incinerators will arrive to the site within the first week of the DMS site set up. In all cases, P&J will comply with specific mobilization obligations as dictated by contractual requirements.

Figure 1: Predictable Event Mobilization Timeline

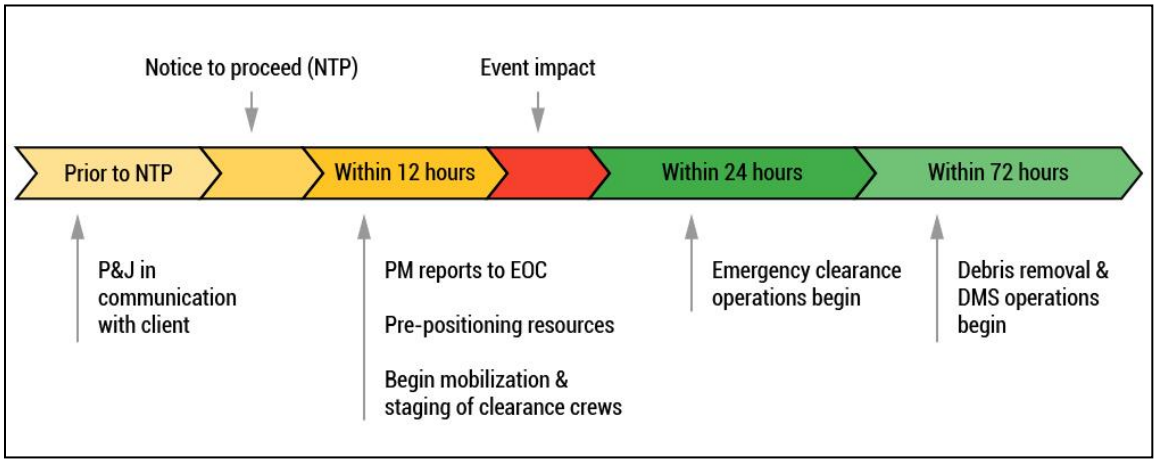
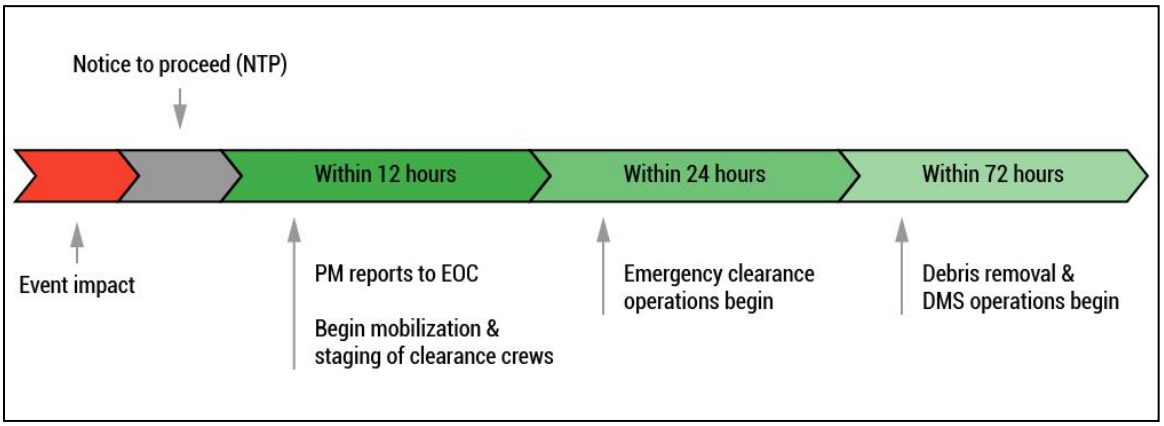


Figure 2: Non-Predictable Event Mobilization Timeline



The following table provides additional detail regarding P&J's typical response timeline for a predictable event. Please note that every event is different, and this timeline can be tailored to meet the individual needs of our clients.

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

5.6. ABILITY TO PERFORM / ACCESS TO NECESSARY RESOURCES

P&J has access to extensive equipment, personnel, and financial resources throughout the State of Florida, both in-house and through our network of subcontractors, which can be used to support immediate response efforts following a debris-generating event, as needed. The following key points ensure P&J's ability to respond to a contract activation within Franklin County:

- Over $120 million in equity, interest-bearing debt to equity ratio of approximately 0.2 to 1, $50 million in working capital, and an aggregate bonding capacity line in excess of $1.5 billion with an individual contract line exceeding $500 million.
- Over 100 management and field personnel that have supported disaster debris management missions.
- An extensive cadre of management and field personnel that have supported disaster debris management missions thus providing our organization with a uniquely qualified team to support Franklin County during a future disaster event. This highly qualified and experienced workforce includes a core response group of individuals that offer demonstrated disaster response experience on multiple missions and have numerous FEMA, USACE, and OSHA certifications.
- Extensive fleet of company-owned production and related support equipment.
- Network of regional equipment rental vendors underpinned by national accounts with numerous heavy equipment manufacturers that are capable of providing supplemental equipment to fill any equipment gaps.
- Proven history of meeting the equipment needs for a diverse range of projects, and resources to provide the necessary equipment quickly and economically.
- Long-term relationships and executed enforceable master subcontracts for disaster response services with a highly qualified group of key pre-positioned subcontractors, many of which are based in Florida, that have provided manpower and equipment for previous P&J disaster debris management missions.
- Database of pre-registered subcontractors, including 3,411 located in the State of Florida.

RELEVANT RESOURCES

P&J'S deep bench of resources ensures our ability to respond for our clients following a debris-generating disaster, regardless of the magnitude of the event and the specific circumstances surrounding the activation of our pre-positioned contracts. P&J constantly seeks out challenging projects and is experienced with finding unique solutions when needed. Our ability to perform is guaranteed by our access to relevant resources:

- **Access to Appropriate Equipment**
- **Knowledgeable, Appropriately Trained Personnel**
- **Experienced Pre-Qualified Subcontractors**
- **Bonding Capacity Unparalleled in the Industry**
- **Financial Strength to Support Massive Projects**

5.7. ESTABLISHED, EXPERIENCED SUBCONTRACTOR RESOURCES

5.7.1. SUBCONTRACT PROCUREMENT POLICY

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

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

ABILITY TO SECURE SUBCONTRACTOR RESOURCES

The ongoing relationship between P&J and our key pre-positioned subcontractors along with our compensation philosophy ensures that our subcontractors are motivated to assist P&J on disaster response projects, provide the best personnel and equipment possible, ensure that their work activities are conducted in a safe manner and are of the highest quality possible, and remain committed throughout the duration of the project.

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

Furthermore, to support our clients' efforts to comply with the procurement requirements as stated in 2 C.F.R. 200.321, P&J actively encourages participation of minority businesses, women's business enterprises and labor surplus area firms as a part of disaster debris management projects whenever possible. P&J solicits certified socio-economically disadvantaged businesses to provide collection and transportation of debris; reduction and disposal of vegetative debris; sorting, decommissioning, packaging, and transportation of household hazardous waste (HHW), construction and demolition (C&D), white goods, electronic waste, or other non-vegetative debris; performing traffic control, demolition activities, hazardous tree removal, or installation of erosion control; and general labor for miscellaneous work. P&J is committed to incorporating the following acts of good faith:

- Assisting interested minority/woman-owned business enterprises (M/WBEs) in obtaining bonding, lines of credit, and insurance
- Providing interested M/WBEs technical assistance or information related to the plans, specifications and requirements for work to be subcontracted or supplied by M/WBEs
- Assisting interested M/WBEs in obtaining necessary equipment, supplies, materials or related assistance or services

- Sub-dividing bid items into economical feasible work units to allow M/WBEs every advantage to quoting the project
- Negotiating in good faith with interested M/WBEs

5.8. SUBCONTRACTOR RESOURCES

5.8.1. PRE-POSITIONED SUBCONTRACTORS

During our 43-year history of providing disaster debris management services, P&J has established long-term relationships with a highly qualified group of key pre-positioned subcontractors that have provided equipment and manpower for numerous disaster debris management missions previously completed by P&J. In order to ensure the readiness of these subcontractors to immediately mobilize in response to a disaster event, P&J has executed enforceable master subcontracts for disaster response services with each of our key pre-positioned subcontractors – rather than just letters of commitment.

In addition to disaster-related projects, many of our key pre-positioned subcontractors provide support to P&J for construction projects that are conducted on a year-round basis. The ongoing relationship between P&J and our key pre-positioned subcontractors provides the advantages of established lines of communication, a full understanding of each team member's core capabilities and approach to conduct of operations, and the necessary manpower and equipment to address any size disaster event.

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

	Hurricane Irma (2017)	Hurricane Harvey (2017)	Hurricane Matthew (2016)	Louisiana Historic Flooding (2016)	Texas Tax Day and Memorial Day Floods (2016)	Butte Wildfire (2015)	South Carolina Flooding (2015)	South Carolina Ice Storm (2014)	Colorado Flooding (2013)	Hurricane Isaac (2012)	Hurricane Sandy (2012)	Raleigh, NC Tornado (2011)	Alabama Tornado Super-Outbreak (2011)	Joplin, MO Tornado (2011)	Hurricane Irene (2011)	Cherokee County/Tahlequah Ice Storm (2009)	Hurricanes Gustav & Ike (2008)	Buffalo, NY Ice Storm (2006)	Hurricane Katrina (2005)	Hurricane Rita (2005)	Hurricane Wilma (2005)	Hurricanes Frances & Jeanne (2004)
Bush Construction and Disaster Company (FL)												X	X				X		X		X	X
Cheoah Construction Company, Inc. (NC)													X									
Drewery Construction Company, Inc. (TX)			X	X							X		X	X				X	X	X	X	X
EE&G Disaster Response, LLC (FL)															X				X	X	X	X
Grillot Construction, LLC (LA)	X	X																				
H&R of Belle Glade, LLC (FL)	X												X		X		X		X		X	X
Lane Hauling & Excavating (TN)													X									X
Metrolina Landscape Company, Inc. (NC)	X												X						X		X	
Optimum Services, Inc. (FL)	X		X													X	X		X	X	X	X
Parkman Tree Service (SC)	X		X				X						X				X		X	X		
Rio-Bak Corporation (FL)	X		X					X					X		X		X		X		X	X
Selco Construction (VA)		X																				
Siboney Contracting Co. (FL)	X			X		X							X				X					
Terry Bucks Contracting, LLC (GA)			X	X																		
Terry Tree Service South, LLC (NY)	X		X			X					X		X	X	X		X	X	X	X	X	X
Thunder Disaster Services, Inc. (NC)	X		X				X	X			X	X	X	X	X	X		X	X	X	X	X
Tiger Bayou, Inc. (LA)		X		X									X				X		X	X		
Bush Construction and Disaster Company (FL)												X	X				X		X		X	X
Cheoah Construction Company, Inc. (NC)													X									

5.8.2. PRE-REGISTERED SUBCONTRACTORS

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

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

5.8.3. PROPOSED SUBCONTRACTORS

The following table lists key pre-positioned subcontractors that could support P&J under task orders for debris removal, tree and stump removal, vegetative debris reduction, and environmental services as part of the disaster debris management mission. P&J's intent is to distribute work evenly among all subcontractors. Regardless of the level of subcontractor participation, P&J will ensure that all required manpower and equipment is deployed to meet the specific needs of any debris management contract activation.

Company Name	Location	Designation	Type of Work
Basulto Management Consulting, Inc	Hallandale Beach, FL	DBE, SBE	Hauling
Bush Construction and Disaster Co.	Auburndale, FL	None	Hauling
Cheoah Const. Co. Inc.	Robbinsville, NC	HZ, SBE, WBE	Hauling
Contractor Support Services, Inc.	Wellington, FL	MBE, SBE	Hauling
Drewery Construction Co, Inc.	Nacogdoches, TX	None	Hauling
EE&G Disaster Response, LLC	Miami Lakes, FL	None	ENV
Grillot Construction, LLC	Belle Chase, LA	None	Hauling
H & R of Belle Glade, LLC	Belle Glade, FL	HZ, MBE, SBA	Hauling
Lane Hauling & Excavating	Clarkrange, TN	HZ, SDB, WBE	Hauling
Metrolina Landscape Co, Inc.	Charlotte, NC	None	Hauling
Optimum Services, Inc.	Okeechobee, FL	HZ, SBE, VO	Hauling
Parkman Tree Service	Lancaster, SC	SBE	Hauling
Rio-Bak Corporation	Wellington, FL	SBE (Federal)	Hauling

Company Name	Location	Designation	Type of Work
Selco Construction	Bristol, VA	None	Hauling
Siboney Contracting Co.	West Palm Beach, FL	MBE	Hauling
Terry Bucks Contracting, LLC	Gainesville, GA	None	Hauling
Thunder Disaster Services, Inc.	Waynesville, NC	VO, WBE	Hauling
Terry Tree Service South, LLC	Rochester, NY	None	Hauling
Tiger Bayou, Inc.	Port Allen, LA	SBE	Hauling

DBE: Disadvantaged Business Enterprise | HZ: HubZone | SBA: Small Business Administration-Certified | SBE: Small Business Enterprise | SDB: Small Disadvantaged Business | MBE: Minority-Owned Business Enterprise | VO: Veteran-Owned Business | WBE: Woman-Owned Business Enterprise

5.9. APPROACH TO SUBCONTRACTOR MANAGEMENT

5.9.1. SUBCONTRACTOR UTILIZATION

P&J anticipates that approximately 60% of the work performed during a disaster debris management mission would be subcontracted in the event of a contract activation. Subcontractors typically perform or partially support the following requirements on an as needed basis:

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

5.9.2. SUBCONTRACTOR MANAGEMENT APPROACH

GUIDING MANAGEMENT PRINCIPLES

P&J's approach to managing subcontractors is based on the following guiding principles:

- Effective channels of communication are clearly defined and established
- Responsibilities and authorities are clearly defined in the master work order
- Required documentation is clearly defined in the master work order
- Specific services are clearly defined in the master work order
- Any constraints imposed on a subcontractor, including schedule and budget constraints, are clearly defined in the master work order

- Safety, quality, and insurance requirements are clearly defined in the master work order
- Appropriate terms and conditions are clearly defined in the master work order

PERFORMANCE & MONITORING

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

Upon activation of the contract by Franklin County, P&J activates subcontractors needed to support debris management operations, including qualified local subcontractors in accordance with the Stafford Act. P&J then issues a master work order to each subcontractor. P&J requires each subcontractor to provide a single point of contact for their subcontract to ensure accountability and clear channels for communication between the companies. Subcontractor employees assigned to support activities are directly accountable to the P&J operations manager for their overall job performance.

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

REPORTING

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

5.9.3. SUBCONTRACTOR AVAILABILITY & RETENTION

Regarding subcontractor availability, P&J maintains executed enforceable master subcontracts for disaster response services with each of our key pre-positioned subcontractors – rather than just letters of commitment. All the key pre-positioned subcontractors identified in this proposal have supported major disaster debris management missions conducted by P&J in the past. In addition to disaster-related projects, many of these subcontractors provide support for P&J construction projects that are conducted on a year-round basis. Additionally, P&J's subcontractor compensation philosophy ensures that we can pay our subcontractors reasonable compensation for their support. P&J also pays subcontractors on debris management projects in a timely manner, typically on a weekly basis, to ensure

SUBCONTRACTOR COMPENSATION PHILOSOPHY

Pricing developed by P&J for our disaster debris management clients considers essential factors that ensure we can pay our subcontractors reasonable compensation for their services. When subcontractors are paid reasonable compensation, they are motivated to provide the best personnel and equipment possible, ensure that their work activities are conducted in a safe manner and are of the highest quality possible, and remain committed to completing their work assignments throughout the duration of the project.

the highest commitment to the project. The ongoing relationship between P&J and our key pre-positioned subcontractors along with our compensation philosophy ensures that our subcontractors are motivated to assist P&J on disaster response projects, provide the best personnel and equipment possible, ensure that their work activities are conducted in a safe manner and are of the highest quality possible, and remain committed throughout the duration of the project.

5.9.4. LOCAL & DISADVANTAGED BUSINESS SUBCONTRACTING

AFFIRMATIVE ACTION POLICY STATEMENT

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

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

SUBCONTRACTING TRACK RECORD

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

PARTICIPATION MODEL

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

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

P&J is constantly seeking qualified, safety conscious socioeconomically disadvantaged subcontractors to add to our subcontractor database. To this end, we have a page on our website (www.pandj.com) that allows

subcontractors from any locale to enter contact information, specialties, and disadvantaged status. Using information registered at our website, P&J continuously updates a database which lists subcontractors, suppliers, and vendors who have pre-registered and expressed an interest in working with P&J on future disaster debris management missions.

DISASTER RESPONSE

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

Upon initiation of disaster debris management operations, P&J contacts pre-registered subcontractors and other local subcontractors to evaluate their capabilities and availability to support operations in accordance with the Stafford Act. Particular emphasis is placed on identifying qualified local small and disadvantaged subcontractors. P&J limits, when feasible, competition to only local subcontractors again with an emphasis on small and disadvantaged business concerns. Additionally, in order to ensure the "flow down" of this philosophy, P&J will obtain commitments from its large business subcontractors to identify discreet tasks or portions of acquisitions that could be set-aside for local small and disadvantaged business concerns.

After assessing the size and scope of a disaster debris management mission, P&J may also recruit and hire local residents to assist in a variety of capacities and essential functions within the mission structure. The purpose of this is fourfold: the local residents know the area best, they have a vested interest in a recovery mission, it puts people to work that might otherwise be jobless in the immediate aftermath of a disaster event, and it lets local people see firsthand the importance that their local officials place on the recovery of the community. Depending upon the size and scope of the disaster event, local personnel may be trained and utilized for essential functions including, but not limited to, the following:

- Sector/Zone Monitors
- Quality Control Monitors
- Traffic Control Personnel
- Clerical and Administrative Staff
- Logistical Assistance
- Health Related Services

PROVEN HISTORY OF M/WBE AND LOCAL SUBCONTRACTOR UTILIZATION

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

Depending on the size and duration of the recovery efforts, and to facilitate the performance of the necessary clerical and administrative functions, P&J may rent or lease local office space as close to the impacted area as possible. This provides ease of access, contact, and coordination with local officials and other government

representatives. Meeting all permitting and business licensing requirements for a local office (and for the project) heightens the awareness of P&J as a part of the community and contributes to the local tax base.

5.10. PRICING

PRICING JUSTIFICATION

OVERALL PRICING PHILOSOPHY

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

REASONABLE SUBCONTRACTOR COMPENSATION

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

PROVEN METHODOLOGY

Our consistent practice of fairly and reasonably pricing disaster debris management contracts has served our firm and our clients well in the past. For example, in response to Hurricane Irma's Florida landfall and widespread impacts, 25 of Phillips & Jordan's pre-positioned contracts were activated in seven Florida counties (Broward, Highlands, Hillsborough, Miami-Dade, Palm Beach, Pinellas, and Volusia) to assist with emergency road clearance and debris removal, reduction and disposal. While other contractors were abandoning pre-established pricing and lobbying their clients for higher rates in an effort to lure hauling resources to their projects, P&J secured sufficient hauling units to complete our contracted work on time and based on the rates in our existing contracts. Despite the challenges stemming from the volatile market caused by Hurricane Irma's widespread impact and immediate demand by multiple prime contractors for a finite number of available resources, P&J maintained our timeline and pricing commitments to both our clients and our subcontractors on all of our activated contracts following Hurricane Irma.

Unit Cost Fee Rate Schedule

DESCRIPTION OF SERVICE	UNIT	UNIT COST
MOBILIZATION AND DEMOBILIZATION	L.S.	$1.00

DESCRIPTION OF SERVICE	UNIT	UNIT COST
EMERGENCY ROAD CLEARING AND REMOVAL OF DEBRIS FROM THE PUBLIC RIGHT-OF-WAY		
Backhoe - Rubber Tire Type, J.D. 310 or equal w/bucket & hoe	Hour	$120.00
Bucket Truck - 50 Ft.	Hour	$145.00
Bucket Truck - 50' to 75'	Hour	$165.00
Chipper w/2-man Crew	Hour	$140.00
Crane - 100 Ton (8 Hr. Minimum)	Hour	$675.00
Crane - 50 Ton	Hour	$525.00
Crane 30 Ton or larger	Hour	$360.00
Dozer -D-6 or equivalent	Hour	$160.00
Dozer-CAT D4 or equivalent	Hour	$125.00
Dozer-Cat D8 or equivalent	Hour	$225.00
Dump Truck - 5 CY	Hour	$75.00
Dump Truck - Trailer, 50-80 cubic yard	Hour	$130.00
Dump Truck-Tandem, 14-18 cubic yard	Hour	$100.00
Dump Truck-Trailer, 24-40 CY	Hour	$100.00
Dump Truck-Trailer, 41-60 CY	Hour	$115.00
Dump Trailer w/Tractor, 30 to 40 CY	Hour	$115.00
Dump Trailer w/Tractor, 41 to 50 CY	Hour	$125.00
Dump Trailer w/Tractor, 51 to 60 CY	Hour	$130.00
Dump Truck - 10 to 15 CY	Hour	$85.00
Walking Floor Trailer w/Tractor, 100CY	Hour	$135.00
Equipment Transports	Hour	$125.00
Excavator - Cat 320 or equivalent	Hour	$135.00
Excavator - Cat 325 or equivalent	Hour	$150.00
Excavator - Cat 330 or equivalent	Hour	$175.00
Excavator - Rubber Tired with debris grapple	Hour	$225.00

This document in its entirety must be completed and returned with your Submittal

Unit Cost Fee Rate Schedule (Page 2 of 7)

DESCRIPTION OF SERVICE	UNIT	UNIT COST
EMERGENCY ROAD CLEARING AND REMOVAL OF DEBRIS FROM THE PUBLIC RIGHT-OF-WAY (CONTINUED)		
Farm Tractor w/Box blade	Hour	$70.00
Feller Bunchers 611 Hydro-Ax or equivalent	Hour	$150.00
Forklift - Extends Boom with debris grapple	Hour	$130.00
Jetter Vac Truck	Hour	$275.00
Loader - Bobcat, 753 or John Deere 648-E with debris grapple or equivalent	Hour	$155.00
Loader - Front End, 544 or equal with debris grapple or equivalent	Hour	$125.00
Loader - Knuckle boom -216 Prentice or equivalent	Hour	$175.00
Loader - Self, Knuckle Boom Truck, 25-35 CY Body	Hour	$225.00
Loader - Self, Knuckle Boom Truck, 35-45 CY Body	Hour	$245.00
Loader - Skid Steer-753 Bobcat w/Bucket or equivalent	Hour	$95.00
Loader - Steer-753 Bobcat Skid with Street Sweeper or equivalent	Hour	$100.00
Loader - Towed w/Tractor, Prentice 210 or equivalent	Hour	$175.00
Loader - Wheel JD 644, or equivalent, with debris grapple or equivalent	Hour	$144.00
Loader - Wheel, Cat 955 or equivalent	Hour	$155.00
Loader - Wheel, Cat 966 or equivalent	Hour	$165.00
Loader - Wheel, JD 644, 2-3 CY Articulated w/Bucket or equivalent	Hour	$145.00
Log skidder-JD 648E, or equivalent	Hour	$155.00
Motor Grader-CAT 125 - 140HP or equivalent	Hour	$165.00
Pickup Truck - Unmanned	Hour	$20.00
Portable Light Plant	Hour	$18.00
Power Screen	Hour	$175.00
Loader-Self, Scraper CAT 623 or equivalent	Hour	$145.00
Stacking Conveyor	Hour	$55.00
Stump Grinder/ Vermeer 252 or equivalent	Hour	$45.00
Street Sweeper	Hour	$85.00
Sweeper – open air broom	Hour	$60.00
Track hoe 690 J.D. or equivalent	Hour	$135.00

Unit Cost Fee Rate Schedule (Page 3 of 7)

DESCRIPTION OF SERVICE	UNIT	UNIT COST
EMERGENCY ROAD CLEARING AND REMOVAL OF DEBRIS FROM THE PUBLIC RIGHT-OF-WAY (CONTINUED)		
Truck - 1 ton Pickup	Day	$250.00
Truck - 1/2-ton Pickup	Day	$200.00
Truck - 3/4-ton Pickup	Day	$225.00
Truck - 6 Wheel Drive Heavy Off Roads	Hour	$125.00
Truck - Box	Day	$200.00
Truck - Service	Hour	$90.00
Truck - Supplies	Hour	$75.00
Truck - Water	Hour	$65.00
Utility Van	Day	$200.00
Other (List) PUSH crew Wheel Loader, 2.5 CY, 950 or Similar w/Operator, Foreman with Support Vehicle and Small Equipment, Laborer w/Chain Saw, and 2 Laborers w/Small Tools.	HR	$355.00
Other (List)		
Other (List)		

Unit Cost Fee Rate Schedule (Page 4 of 7)

DESCRIPTION OF SERVICE	UNIT	UNIT COST
DEBRIS REMOVAL SERVICES		
Debris Removal from Event Site and Hauling to DMS 0-30 Miles.	CY	$9.15
Debris Removal from Event Site and Hauling to Landfill or Final Disposal Site* 0-30 Miles.	CY	$9.45
Debris Removal from DMS and Hauling to Landfill or Final Disposal Site* 0-30 Miles.	CY	$5.25
Debris Removal from Event Site and Hauling to DMS 31-60 Miles.	CY	$9.50
Debris Removal from Event Site and Hauling to Landfill or Final Disposal Site* 31-60 Miles.	CY	$9.95
Debris Removal from DMS and Hauling to Landfill or Final Disposal Site* 31-60 Miles.	CY	$6.25
Debris Removal from Event Site and Hauling to DMS 61+ Miles.	CY	$11.25
Debris Removal from Event Site and Hauling to Landfill or Final Disposal Site* 61+ Miles.	CY	$11.70
Debris Removal from DMS and Hauling to Landfill or Final Disposal Site* 61+ Miles.	CY	$7.95
White Goods removal, segregation, and disposal at approved location*	Item	$60.00
HAZWASTE removal, segregation, and packaging at DMS for disposal by others	Pound	$9.00
Freon Management, Recycling and Disposal*	Per unit	$30.00
Carcass Removal, Transportation and Disposal* (Removal of debris that will decompose such as animals or organic	Pound	$3.50
Waterway Debris Removal *Debris removal from canals, rivers, creeks, streams & ditches*	CY	$72.00
Sand Collection and Screening *Pick up, screen and return debris laden sand/mud/dirt/rock*	CY	$18.00
Vessel Removal	Unit (LF)	$35.00
Demolition of Private Structure	CY	$18.00
Vehicle Removal	Unit (EA)	$225.00
Electronic Waste *Removal of electronic debris that contain hazardous materials, such as cathode ray tubes. Includes computer monitors and televisions*	Unit (EA)	$25.00
Biowaste Removal of waste capable of causing infection to humans *(Animal waste, human blood, pathological waste)*	Pound	$13.50

*NOTE: Contractor will pay tipping fee or other disposal fee at final disposal site(s) and charge the Entity at cost. All final disposal sites must be approved by Entity.

Unit Cost Fee Rate Schedule (Page 5 of 7)

DESCRIPTION OF SERVICE	UNIT	UNIT COST
TREE OPERATIONS, INCLUDING HAULING		
Hazardous Trees Removal 6" diameter to 12" diameter	Tree	$65.00
Hazardous Trees Removal >12" diameter to 24" diameter	Tree	$135.00
Hazardous Trees Removal >24" diameter to 36" diameter	Tree	$225.00
Hazardous Trees Removal >36" to 48"	Tree	$315.00
Hazardous Trees Removal >48" +	Tree	$400.00
Hazardous Limbs Removal >2"	Tree	$92.00
Hazardous Stumps Removal >24" – 36"	Stump	$250.00
Hazardous Stumps Removal >36" – 48"	Stump	$385.00
Hazardous Stumps >48" +	Stump	$550.00
Stump Fill Dirt *Fill dirt for stump holes after removal*	CY	$25.00

DESCRIPTION OF SERVICE	UNIT	UNIT COST
MANAGEMENT AND REDUCTION		
Grinding *Grinding/chipping vegetative debris*	CY	$2.20
Air Curtain Burning *Air Curtain Burning vegetative debris*	CY	$1.95
Open Burning *Opening burning vegetative debris*	CY	$1.35
Compacting *Compacting vegetative debris*	CY	$0.85
Debris Management Site Management *Preparation, management, and segregating at debris management site*	CY	$2.00

Tipping Fees at Franklin County Landfill

Vegetation $45.00/TON

All Other Debris $65.00/TON

Unit Cost Fee Rate Schedule (Page 6 of 7)

DESCRIPTION OF SERVICE	UNIT	UNIT COST
FINAL DISPOSAL		
Tipping Fees (Vegetative) *Fee includes negotiated contract price or pass-through amount for vegetative*	CY	N/A - PASS THROUGH - actual cost
Tipping Fees (Mix) *Fee includes negotiated contract price or pass-through amount for mix*	CY	N/A - PASS THROUGH - actual cost
Tipping Fees (C&D) *Fee includes negotiated contract price or pass-through amount for C&D*	CY	N/A - PASS THROUGH - actual cost

DESCRIPTION OF SERVICE	UNIT	UNIT COST
MISCELLANEOUS EQUIPMENT & SERVICES		
Hay bales	Each	$5.00
Staked Silt Fence	LF	$2.95
Fill Dirt	CY	$25.00
Tree Protection, as required	LF	$7.00
Dewater, as required	Hour	$180.00
Bagged Ice, 50/100 lbs. (50 lb.)	per	$25.00
Bottled Water, Palletized Truck Load	Lb.	$0.30
Bulk Water, Tanker	Gal	$1.00
Water Tanker for Bulk Water, Tanker	Gal	$1.00
Light Tower w/Generator	Day	$200.00
Office Trailer, 40 ft	Day	$250.00
Portable Toilet, Single	Day	$25.00
Portable Toilet, Single	Week	$200.00