Unit Cost Fee Rate Schedule (Page 7 of 7)						
DESCRIPTION OF SERVICE	UNIT	UNIT COST				
Personnel F	Personnel Rates					
Traffic Control Personnel	Hour	\$45.00				
Laborer	Hour	\$49.00				
Survey Person w/Truck	Hour	\$80.00				
Inspector w/Vehicle	Hour	\$74.00				
Chainsaw w/Operator	Hour	\$54.00				
Foreman w/Truck	Hour	\$79.00				
Superintendent w/Truck	Hour	\$89.00				
Climber w/Gear	Hour	\$68.00				
Mechanic w/Truck and Tools	Hour	\$90.00				
Ticket Writers / Individual	Hour	\$40.00				
Clerical / Individual	Hour	\$45.00				
Program Management Services – Professional	Hour	\$95.00				
Program Management Services – Administrative	Hour	\$75.00				
Other (List)	Hour					
Other (List)	Hour					
Other (List)	Hour					

Page left blank intentionally

TAB F: LICENSES

6. LICENSES

6.1. LICENSES

STATE OF FLORIDA LICENSES

P&J is a national contractor that is licensed in all 50 states. Our headquarters office is located in Knoxville, Tennessee and we have a regional office in Pasco at 30115 SR 52, San Antonio, Florida 33576. P&J will obtain all required licenses and/or permits prior to the start of any work within the Franklin County. No industry-specific licenses or certifications are required to perform disaster debris removal services.

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





I certify from the records of this office that PHILLIPS AND JORDAN, INCORPORATED is a North Carolina corporation authorized to transact business in the State of Florida, qualified on April 11, 1974.

The document number of this corporation is 832152.

I further certify that said corporation has paid all fees due this office through December 31, 2021, that its most recent annual report/uniform business report was filed on April 26, 2021, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.



Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the First day of July, 2021

Secretary of State

Tracking Number: 7873715550CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication



RON DESANTIS GOVERNOR 605 Suwannee Street Tallahassee, FL 32399-0450 KEVIN J. THIBAULT, P.E. SECRETARY

May 24, 2019

PHILLIPS AND JORDAN, INCORPORATED P.O. BOX 52050 KNOXVILLE, TENNESSEE 37950-2050

RE: CERTIFICATE OF QUALIFICATION

Dear Sir/Madam:

The Department of Transportation has qualified your company for the type of work indicated below. Unless your company is notified otherwise, this Certificate of Qualification will expire 6/30/2020. However, the new application is due 4/30/2020.

In accordance with S.337.14 (1) F.S. your next application <u>must be</u> filed within (4) months of the ending date of the applicant's audited annual financial statements.

If your company's maximum capacity has been revised, you can access it by logging into the Contractor Prequalification Application System via the following link: HTTPS://fdotwp1.dot.state.fl.us/ContractorPreQualification/

Once logged in, select "View" for the most recently approved application, and then click the "Manage" and "Application Summary" tabs.

FDOT APPROVED WORK CLASSES:

DEBRIS REMOVAL (EMERGENCY), DRAINAGE, FENCING, FLEXIBLE PAVING, GRADING, GRASSING, SEEDING AND SODDING, GUARDRAIL, HOT PLANT-MIXED BITUM. COURSES, MINOR BRIDGES, DEWATERING.

You may apply for a Revised Certificate of Qualification at any time prior to the expiration date of this certificate according to Section 14-22.0041(3), Florida Administrative Code (F.A.C.), by accessing your most recently approved application as shown above and choosing "Update" instead of "View." If certification in additional classes of work is desired, documentation is needed to show that your company has done such work with your own forces and equipment or that experience was gained with another contractor and that you have the necessary equipment for each additional class of work requested.

All prequalified contractors are required by Section 14-22.006(3), F.A.C., to certify their work underway monthly in order to adjust maximum bidding capacity to available bidding capacity. You can find the link to this report at the website shown above.

Sincerely.

Alan Autry, Manager Contracts Administration Office

AA:cj

www.fdot.gov

TAB G: INSURANCE

7. PROOF OF INSURABILITY

With regard to insurance coverage, P&J's agent (Scott Insurance) has in place the following policy limits:

- Commercial General Liability \$5,000,000 (each occurrence)
- Automobile Liability \$5,000,000 (combined single limit each accident)
- Umbrella Liability \$25,000,000 (each occurrence)
- Workers Compensation and Employers' Liability \$1,000,000 (each accident)

A sample Certificate of Liability Insurance is presented on the following page. If P&J is awarded a pre-positioned contract with Franklin County, an insurance certificate meeting the requirements outlined in the RFP and naming Franklin County as an additional insured can be submitted prior to contract execution.

P&J also carries Longshoreman's & Harbor Workers & Maritime Insurance as required to perform marine debris removal services.

40	ORD CI	ERTIF	ICATE OF LIA	BILITY INS	URANC	E	DATE (MM/DD/YYYY)
THIS	S CERTIFICATE IS ISSUED AS A	MATTER	OF INFORMATION ONL	Y AND CONFERS	NO RIGHTS	UPON THE CERTIFICA	5/28/2021 TE HOLDER. THIS
CER BEL REP	TIFICATE DOES NOT AFFIRMATI OW. THIS CERTIFICATE OF INS RESENTATIVE OR PRODUCER, AI	URANCE	R NEGATIVELY AMEND. DOES NOT CONSTITU ERTIFICATE HOLDER.	EXTEND OR ALT	BETWEEN	VERAGE AFFORDED I THE ISSUING INSURER	BY THE POLICIES
IMP If St this	ORTANT: If the certificate holder JBROGATION IS WAIVED, subject certificate does not confer rights t	is an ADI to the te o the cer	DITIONAL INSURED, the rms and conditions of the tificate holder in lieu of s	policy(ies) must ha he policy, certain p such endorsement(ive ADDITIO olicies may	NAL INSURED provision require an endorsement	ns or be endorsed it. A statement or
ODU	CER			NAME: Carla Con		10.110	
cott	Insurance (Knoxville,TN)			PHONE ALC. No. Fatty 865-68	4-1795	FAX (A.C. No)	434-455-8884
nox	ville TN 37932			E-MAIL ADDRESS: COOOK(2)	scottins.com	30.502	110
i carr				IN	SURER/SI AFFO	RDING COVERAGE	NAIC #
				INSURER A : America	an Contractor	s Insurance (A)	12300
SURE	D		PHIL-10	NSURER B : ACIG In	surance Com	ipany (A)	19984
hillip	os & Jordan, Inc. 2 Bedraida Drive Suite E00			INSURER C : Nationa	Fire Insuran	ce Company of Hartford (A) 20478
014. nox	ville TN 37922			INSURER D : Contine	ntal Insurance	e Company (A)	35289
100				INSURER E :			1.000000
				INSURER F :			
OVE	RAGES CER	TIFICAT	E NUMBER: 799533308	the second second		REVISION NUMBER:	
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IND	CATED. NOTWITHSTANDING ANY RE	QUIREME	NT, TERM OR CONDITION	OF ANY CONTRACT	OR OTHER	DOCUMENT WITH RESPE	CT TO WHICH THIS
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11	TYPE OF INSURANCE	ADDLISUBA	POLICY KUMBER	POLICY EFF	POLICY EXP	1.00	TS
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ő	FICER WEMBEREXCLUDED?	N/A	WCA000011621	5/1/20/21	6(1)2022	EL. EACH ACCIDENT	\$1,000,000
100	ves, describe under					EL DISEASE - EA EMPLOYER	\$1,000,000
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otal 10.0	Combined Excess Liability limits of \$1 00.000 Excess Liability coverage prov	00,000,00 ided by T	10 broken out as follows: ba Continental Insurance (Company (A) Policy:	#7014992500	effective 6 1 2021-6 1 20	20
15,0	00,000 Excess Liability coverage prov	rided by E	verest Indemnity Insurano	e Company (A+) Pol	cy # XC1EX0	0363-211 effective 6.1.21	-6.1.22
10,0	00,000 Excess Liability coverage prov 00,000 Excess Liability coverage prov	ided by E	nourance Risk Solutions A vanston Insurance Compa	vssurance Co. (A+) P inv (A) Policy #MKL\	olicy #EXC30 /5EUE101404	000012806 effective 6.1. i effective 6.1.2021-6.1.20	2021-6.1.2022
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ADDI	TIONAL REMA		Page _ 1_ of	
AGENCY Scott less manage (Vices) des TAU		NAMED INSURED		
POLICY NUMBER		10142 Parkside Drive, Suite 500 Knoxville TN 37922		
ADDED	NAIC CODE	-		
		EFFECTIVE DATE:		
DDITIONAL REMARKS				
HIS ADDITIONAL REMARKS FORM IS A SCHED	ULE TO ACORD FORM,			
ORM NUMBER: FORM TITLE: CER	TIFICATE OF LIABILITY I	NSURANCE		

The ACORD name and logo are registered marks of ACORD

TAB H: REQUIRED DOCUMENTS

8. REQUIRED DOCUMENTS

This section contains the following required forms:

- Proposal Submittal Checklist
- Proposer's Certification
- Addendum Acknowledgement
- Drug-Free Workplace Certificate
- Sworn Statement Pursuant to Section 287.133 (3)(a) F.S. in Public Entity Crimes
- Affidavit of Non-Collusion
- Professional References
- MWBE Participation Statement
- Vendor Information
- W-9 Form
- Unit Cost Fee Rate Schedule

Section 8 – Required Forms

PROPOSAL SUBMITTAL CHECKLIST

Proposer's Certification

____Addendum Acknowledgement

- ____Drug-Free Workplace Certificate
- Sworn Statement Pursuant to Section 287.133 (3)(a) F.S. in Public Entity Crimes
- Affidavit of Non-Collusion
- Professional References
- ✓____MWBE Participation Statement
- Vendor Information
- V-9 Form
- Unit Cost Fee Rate Schedule

Submission of one (1) original marked "ORIGINAL", five (5) identical paper copies, and one (1) electronic copy in pdf format on CD.

BY: Phillips and Jordan, Inc.

Bidder

(Authorized Signature)

July 15, 2021

(Date)

Morgan Pierce

(Print Name)

This document must be completed and returned with your Submittal

DISASTER DEBRIS REMOVAL & DISPOSAL SERVICES RFP

PROPOSER'S CERTIFICATION

I have carefully examined the Request for Proposals, Instructions to Proposers, General and/or Special Conditions, Specifications, RFP Proposal, and any other documents accompanying or made a part of this invitation.

I hereby propose to furnish the goods or services specified in the Request for Proposal at the prices or rates as finally negotiated. I agree that my proposal will remain firm for a period of up to ninety (90) days to allow the Entity's adequate time to evaluate the proposal. Furthermore, I agree to abide by all conditions of the proposal.

I certify that all information contained in this RFP is truthful to the best of my knowledge and belief. I further certify that I am a duly authorized to submit this RFP on behalf of the Proposer / Contractor as its act and deed and that the Proposer / Contractor is ready, willing, and able to perform if awarded the contract.

I further certify that this RFP is made without prior understanding, Contract, connection, discussion, or collusion with any person, firm or corporation submitting a RFP for the same product or service; no officer, employee or agent of the Entity's Board of Entity's Commissioners or of any other proposer interested in said RFP; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

I further certify that having read and examined the specifications and documents for the designated services and understanding the general conditions for contract under which services will be performed, does hereby propose to furnish all labor, equipment, and material to provide the services set forth in the RFP.

I hereby declare that the following listing states any clarifications, all variations from and exceptions to the requirements of the specifications and documents. The undersigned further declares that the "work" will be performed in strict accordance with such requirements and understands that any exceptions to the requirements of the specifications and documents may render the proposal non-responsive.

NO EXCEPTIONS ALLOWED AFTER THE RFP IS SUBMITTED:

Please check one:
I take NO exceptions.
Exceptions:

The unit of measure "UNIT" on the Fee Schedule has been clarified with "LF" for Linear foot, or "EA" for Each

Phillips and Jordan, Inc NAME OF BUSINESS

AUTHORIZED SIGNATURE

Morgan Pierce, Senior Vice President NAME, TITLE, TYPED

10142 Parkside Drive, Suite 500 MAILING ADDRESS

Knoxville, TN 37922

CITY, STATE & ZIP CODE

865-688-8342 / 865-688-8369 **TELEPHONE NUMBER / FAX NUMBER**

56-0694573

My Commission Expires: MILL MILL

> STATE TENNESSEE OTARY

Munimum M Ssion Expires

A DISTUTE OF STREET

BATH

FEDERAL IDENTIFICATION #

The foregoing instrument was acknowledged before me this 5 day o

STATE OF FLORIDA CHMPSSER ENTITY'S OF

personally known to me or who has produced as identification and who did take an oath.

disasterservices@pandi.com

E-MAIL ADDRESS

MILLIC TATE STHis document must be completed and returned with your Submittal

DISASTER DEBRIS REMOVAL & DISPOSAL SERVICES RFP

ADDENDUM ACKNOWLEGEMENT

I have carefully examined this Request for Proposal (RFP) which includes scope, requirements for submission, general information and the evaluation and award process.

I acknowledge receipt and incorporation of the following addenda, and the cost, if any, of such revisions has been included in the price of the proposal.

Addendum #	Date:
Addendum #	Date:
$\langle D \rangle$	
itt	in
(Authorized Signature)	

Addendum # _____ Date: _____

Addendum # _____ Date: _

July 15, 2021 (Date)

Morgan Pierce

(Print Name)

STATE OF FLORIDA Tennessee

The foregoing instrument was acknowledged before me this <u>5</u> day of <u>20</u> by <u>40</u> by <u>40</u> by <u>40</u>, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires



a proposit

Notary Public

This document must be completed and returned with your Submittal

TO LOTED DEDDIG DEL COLLI

DRUG FREE WORKPLACE

I, the undersigned, in accordance with Florida Statute 287.087, hereby certify that, (Print or type name of firm) Phillips and Jordan. Inc.

- Publishes a written statement notifying that the unlawful manufacture, distribution, dispensing, possession
 or use of a controlled substance is prohibited in the Workplace named above and specifying actions that will
 be taken against violations of such prohibition.
- Informs employees about the dangers of drug abuse in the workplace, the firm's policy of maintaining a drug free working environment, and available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug use violations.
- Gives each employee engaged in providing commodities or contractual services that are under bid or proposal, a copy of the statement specified above.
- Notifies the employees that as a condition of working on the commodities or contractual services that are
 under bid or proposal, the employee will abide by the terms of the statement and will notify the employer
 of any conviction of, please or guilty or nolo contendere to, any violation of Chapter 1893, or of any controlled
 substance law of the State of Florida or the United States, for a violation occurring in the workplace, no later
 than five (5) days after such conviction, and requires employees to sign copies of such written statement to
 acknowledge their receipt.
- Imposes a sanction on, or requires the satisfactory participation in, a drug abuse assistance or rehabilitation program, if such is available in the employee's community, by any employee who is so convicted.
- Makes a good faith effort to continue to maintain a drug free workplace through the implementation of the Drug Free Workplace program.
- "As a person authorized to sign this statement, I certify that the above-named business, firm or corporation complies fully with the requirements set forth herein".

(Authorized Signature)

<u>July 15, 2021</u> (Date)

Morgan Pierce (Print Name)

STATE OF FLORID ENTITY'S OF7

The foregoing instrument was acknowledged before me this 5 day of , 2021 by 100000 Pickets personally known to me or who has produced as identification and who did take an oath.

Y LING Y LAND My Commission Expires 111111 MILLIC

CALFARENER RANKER

Notary Public

SWORN STATEMENT UNDER SECTION 287.133(3)(A), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

Before me, the undersigned Entity's, personally appeared <u>Morgan Pierce</u>, who, being by me first duly sworn, made the following statement:

- 2. My relationship to <u>Phillips and Jordan, Inc.</u> (name of Offeror or business) is Senior Vice President (relationship such as sole proprietor, partner, president, vice president).
- 3. I understand that a public entity crime as defined in Section 287.133 of the Florida Statutes includes a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity in Florida or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any proposal or contract for goods or services to be provided to any public entity or such an agency or political subdivision and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.
- 4. I understand that "convicted" or "conviction" is defined by the <u>Florida Statutes</u> to mean a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, because of a jury verdict, non-jury trial, or entry of a plea of guilt or <u>nolo contendere</u>.
- 5. I understand that "affiliate" is defined by the <u>Florida Statutes</u> to mean (1) a predecessor or successor of a person or a corporation convicted of a public entity crime, or (2) an entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime, or (3) those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate, or (4) a person or corporation who knowingly entered into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months.
- Neither the Offeror or Contractor, nor any officer, director, executive, partner, shareholder, employee, member, or agent who is active in the management of the Offeror or Contractor, nor any affiliate of the Offeror or Contractor has been convicted of a public entity crime subsequent to July 1, 1989. (Draw a line through paragraph 6 if paragraph 7 below applies.)
- 7. There has been a conviction of a public entity crime by the Offeror or Contractor, or an officer, director, executive, partner, shareholder, employee, member or agent of the Offeror or Contractor who is active in the management of the Offeror or Contractor or an affiliate of the Offeror or Contractor. A determination has been made pursuant to Section 287.133(3) by order of the Division of Administrative Hearings that it is not in the public interest for the name of the convicted person or affiliate is _____. A copy of the order of the Division of Administrative Hearings is attached to this statement. (Draw a line through paragraph 7 if paragraph 6 above applies.)

(Authorized Signature)

Morgan Pierce (Print Name)

STATE OF FLORIDA TOMOSOCO

<u>July 15, 2021</u> (Date)

The foregoing instrument was acknowledged before me this tay of ______ by <u>Upper Pierre</u> ho is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires

Notary Public



AFFIDAVIT OF NON-COLLUSION AND OF NON-INTEREST OF ENTITY'S EMPLOYEES

Morgan Pierce

_____, * being first duly sworn, deposes and says that he (it) is the Offeror in the above proposal, that the only person or persons interested in said proposal are named therein; that no officer, employee or agent of the Entity's Board of Entity's Commissioners or of any other Offeror is interested in said proposal; and that affiant makes the above proposal with no past or present collusion with any other person, firm or corporation.

(Authorized Signature)

July 15, 2021 (Date)

Morgan Pierce (Print Name)

STATE OF FLORIDA Temessee ENTITY'S OF Knox County

The foregoing instrument was acknowledged before me this 5 day of , 20²¹ by who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires:

otary Public

NALATER REPRESENTATION A REPRESENTATION

*NOTICE: State name of Offeror followed by name of authorized individual (and title) that is signing as Affiant. If Offeror is an individual, state name of Offeror only.

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: Sebrin	g, FL	-		
	Telephone Number: <u>863-402-6877</u>				
	Email Address:	chowerton@highlandsfl.gov	_		
	Description of goods	or services provided: <u>Debris Management</u> (See Section 2.6 of this proposal)			
Contract Amount: <u>\$11,438,240</u>					
	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: <u>561-315-2010</u>

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 good	s or services provided: <u>Debris Management</u>	(See Section 2.6 of this proposal)		
	Contract Amount: <u>\$10,742,307</u>				
	Start/End Date of Contract: September 2017/January 2018				

MWBE PARTICIPATION STATEMENT

Note: The Contractor is required to complete the following information and submit this form with the proposal.

Project Description: Disaster Debris Removal and Diposal Services

Contractor Name: Phillips and Jordan, Inc.

This Contractor (is X) (is not) a certified small or Minority or Woman Owned Business Enterprise (MWBE) per 44 C.F.R. § 13.36 (e).

Expected percentage of contract fees to be subcontracted to MWBE(s): 20 %

If the intention is to subcontract a portion of the contract fees to MWBE(s), the proposed MWBE sub-Contractors are as follows:

DBE Sub-Contractor	Type of Work/Commodity
Contractor Support Services, Inc.	Hauling
H&R of Belle Glade, LLC.	Hauling
Siboney Contracting Co.	Hauling
Thunder Disaster Services, LLC.	Hauling
Dev-Land Demolition & Site, Inc.	Hauling
GranCor Enterprises, Inc.	Hauling
Rio-Bak Corporation	Hauling
Paynes Environmental Services, LLC.	Hauling
(Authorized Signature) Morgan Pierce	<u>July 15, 2021</u> (Date)

(Print Name)

This document must be completed and returned with your Submittal

VENDOR INFORMATION

(Pleas	e attach a current W9 Form)		
Name	of Individual or Business Name:		
Phillip	os and Jordan, Inc.		
Parent	t Company Name (if different than above):		
Phillip	os Infrastructure Holdings		
Тахра	yer Identification Number (TIN): <u>56-06945</u>	73	
Vendo	or is:		
(X) Corporation		
() Partnership		
() Sole Proprietorship		1
() Other		(Explain)
_			
Perma	anent Residence/Corporate Office Address:		
Addre	ss <u>10142 Parkside Drive, Suite 500</u>		
City_	(noxville	StateIN	Zip Code <u>37922</u>
Phone	865-688-8342	Fax <u>865-688-8369</u>	
E-mail	disasterservices@pandj.com		
Payme	ent Address (if different from above):		
Addre	SS		
City		State	Zip Code
Phone		Fax	
E-mail			
<u>Purch</u>	ase Order Address (if different from above):		
Addre	SS		
City		State	Zip Code
Phone	2	Fax	D
E-mail			
	This document must be comp	pleted and returned with your Sub	mittal

	14/	0
Form		-3
(Rev. O	ctober	2018)
Departn	nent of t	the Treasury

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

► Go to www.irs.gov/FormW9 for instructions and the latest information.

-			_
1	Name (as shown on your income tax return)	. Name is required on this line: do not leave this line blank.	

	Phillips and Jordan, Incorporated						
Print or type. ific Instructions on page 3.	2 Business name/disregarded entity name, if different from above						
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Che following seven boxes. □ Individual/sole proprietor or single-member LLC □ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partner Note: Check the appropriate box in the line above for the tax classification of the single-member ov LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the canother LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single is disregarded from the owner should check the appropriate box for the tax classification of its owner of the case instruction.	Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) Exemption from FATCA reporting code (if any) (Applies to accounts maintained outside the U.S.)					
be	5 Address (number street and ant or suite no.) See instructions	Requester's name a	nd address (optional)				
00	10110 Devletide Dr. Cuite 500	nequeeter e name e					
Se	6 City state and ZIP code						
	Knoxville, IN 3/922						
	7 List account number(s) here (optional)						
Pa	Taxpaver Identification Number (TIN)						
Enter	your TIN in the appropriate box. The TIN provided must match the name given on line 1 to av	oid Social sec	urity number				
backu reside entitie	up withholding. For individuals, this is generally your social security number (SSN). However, for ent alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other es, it is your employer identification number (EIN). If you do not have a number, see <i>How to ge</i> ater	ta or					
Note	: If the account is in more than one name, see the instructions for line 1. Also see What Name is ber To Give the Requester for guidelines on whose number to enter.	and Employer	identification number				

Part II Certification

Under penalties of perjury, I certify that:

- 1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- 2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- 3. I am a U.S. citizen or other U.S. person (defined below); and
- 4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, <u>you</u> are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign	Signature of	21	9 0	7/4/21	
Here	U.S. person ►	1 mg	1	Date ►	

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

Form 1099-INT (interest earned or paid)

Form 1099-DIV (dividends, including those from stocks or mutual funds)

• Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)

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 Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)

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- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

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 TH	IE PUBLIC RIO	<u>GHT-OF-WAY (CONTINUED)</u>	
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	<u>A THE PUBLIC</u>	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 SERV	<u>(ICES</u>		
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.	СҮ	\$9.45	
Debris Removal from DMS and Hauling to Landfill or Final Disposal Site* 0-30 Miles.	СҮ	\$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.	СҮ	\$9.95	
Debris Removal from DMS and Hauling to Landfill or Final Disposal Site* 31-60 Miles.	СҮ	\$6.25	
Debris Removal from Event Site and Hauling to DMS 61+ Miles.	СҮ	\$11.25	
Debris Removal from Event Site and Hauling to Landfill or Final Disposal Site* 61+ Miles.	СҮ	\$11.70	
Debris Removal from DMS and Hauling to Landfill or Final Disposal Site* 61+ Miles.	СҮ	\$7.95	
White Goods removal, segregation, and disposal at approved location*	ltem	\$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*	Pound	\$3.50	
(Removal of debris that will decompose such as animals or organic			
Waterway Debris Removal		¢72.00	
Debris removal from canals, rivers, creeks, streams & ditches	CY	φ72.00	
Sand Collection and Screening		* 10.00	
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		\$25.00	
as cathode ray tubes. Includes computer monitors and televisions	Unit (EA)		
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, INCLUD	ING 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	СҮ	\$25.00

DESCRIPTION OF SERVICE	UNIT	UNIT COST	
MANAGEMENT AND REDUCTION			
Grinding Grinding/chipping vegetative debris	СҮ	\$2.20	
Air Curtain Burning Air Curtain Burning vegetative debris	СҮ	\$1.95	
Open Burning Opening burning vegetative debris	СҮ	\$1.35	
Compacting Compacting vegetative debris	СҮ	\$0.85	
Debris Management Site Management Preparation, management, and segregating at debris management site	СҮ	\$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	СҮ	N/A - PASS THROUGH - actual cost	
Tipping Fees (Mix) Fee includes negotiated contract price or pass-through amount for mix	СҮ	N/A - PASS THROUGH - actual cost	
Tipping Fees (C&D) Fee includes negotiated contract price or pass-through amount for C&D	СҮ	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	

Unit Cost Fee Rate Schedule (Page 7 of 7)			
DESCRIPTION OF SERVICE	UNIT	UNIT COST	
Personnel	RATES		
Traffic Control Personnel	Hour	\$45.00	
Laborer	Hour	\$49.00	
Survey Person w/Truck	Hour	\$80.00	
Inspector w/Vehicle	Hour	\$74.00	
Chainsaw w/Operator	Hour	\$54.00	
Foreman w/Truck	Hour	\$79.00	
Superintendent w/Truck	Hour	\$89.00	
Climber w/Gear	Hour	\$68.00	
Mechanic w/Truck and Tools	Hour	\$90.00	
Ticket Writers / Individual	Hour	\$40.00	
Clerical / Individual	Hour	\$45.00	
Program Management Services – Professional	Hour	\$95.00	
Program Management Services – Administrative	Hour	\$75.00	
Other (List)	Hour		
Other (List)	Hour		
Other (List)	Hour		

APPENDIX I: RESUMES OF CORE RESPONSE GROUP



APPENDIX I: RESUMES OF CORE RESPONSE GROUP

Please find resumes for P&J's team leaders in this attachment. As previously explained, selection of the specific key personnel that would support a disaster debris management mission for the GDOT 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 core response group includes the following individuals, and detailed resumes are presented in on the following pages.

- Tommy Webster Program / Contract Manager, Operations / Project Manager
- Morgan Pierce Mission Executive
- Eric Hedrick Mission / Operations Manager
- Edd Satterfield Operations / Project Manager
- Heath Stone Operations / Project Manager
- William Goodgine Project Manager
- Alan Carver Project Manager
- Rex Wilson Project Manager, Area/Sector/Zone Manager
- Roger Hatfield Project Manager, Area/Sector/Zone Manager
- John Franklin Area/Sector/Zone Manager
- Dustin Haunhorst Field Safety Manager
- Justin Hobbs Field Safety Manager
- Wade Cutshaw Field Safety Manager
- Steve Thompson Corporate Environmental, Safety & Health Manager
- Mike Teem Quality Control Manager

Tommy Webster Disaster Services Program Manager | Program / Contract Manager, Operations / Project Manager Home Office: Knoxville, Tennessee

DISASTER EXPERIENCE

Years of Relevant Experience: 18 Years at P&J: 6

Mr. Webster has been employed by P&J since 2014 and offers over 30 years of construction experience, 18 years of which is related to disaster response and debris management. In 1999, he was the General Contractor in charge of the first Federal Emergency Management Agency (FEMA) Hazard Mitigation Elevation program in the United States. He has also served as project manager for multiple response and recovery projects, including disaster debris management missions, in response to a wide range of events across the nation including ice storms, hurricanes, flood events, wildfires, and environmental incidents.

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

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2018 | Hurricane Florence Debris Management

Craven County, Cities of Boiling Spring Lakes and New Bern, Towns of River Bend and Trent Woods, North Carolina and City of Briarcliff Acres, South Carolina

Project Role: Operations Manager

2017 | Hurricane Irma Debris Management

Highlands, Hillsborough, Palm Beach and Volusia Counties; Cities of Coral Springs, Kenneth City, and Pinellas Park; and Town of Belleair, Florida

Project Role: Operations Manager

2017 | Hurricane Harvey Land and Waterway Debris Management

Harris County Flood Control District, Texas Project Role: Operations Manager

2016-2017 | Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program

Pacific Gas & Electric: 12 Counties in Northern and Central California Project Role: Area Manager



Continued: Tommy Webster

2016 | Tax Day and Memorial Day Floods Debris Management

Harris County Flood Control District, Texas Project Role: Project Manager

2016 | Louisiana Historic Flood Debris Management

Louisiana Department of Transportation and Development, District 62: Livingston, Natchitoches, St. Helena, and Tangipahoa Parishes

Project Role: Superintendent

2015 | Hurricane Joaquin Flood, Failed Dams Hazard Abatement

South Carolina Department of Health and Environmental Control **Project Role:** Superintendent

2015 | Hurricane Joaquin Flood Debris Management

South Carolina Department of Transportation: Berkeley and Dorchester Counties Project Role: Superintendent

2014 | North Carolina Ice Storm Debris Management

Orange County; City of Burlington; and Towns of Alamance, Elon, Haw River, Hillsborough, and Mebane, North Carolina

Project Role: Operations Manager

2013 | Colorado Flood Right of Way and Waterway Debris Management

Colorado Department of Transportation: Boulder, Broomfield, Jefferson, Larimer, Logan, Morgan, and Weld Counties

Project Role: Operations Manager

2010 | BP Deepwater Horizon Oil Spill Oil Containment Boom Deployment and Monitoring

Escambia County, Florida Project Role: Operations Manager

2008 | Hurricane Ike Land and Waterway Debris Monitoring

Chambers and Jefferson Counties, Texas Project Role: Operations Manager, Client Liaison

2005 | Pre-Event Disaster Preparation

Horry County, South Carolina Project Role: Project Manager

2003 | California Wildfires Debris and Grant Management

San Bernardino and San Diego Counties, California Project Role: Area Project Manager, Client Liaison, Grant Manager

2003 | Hurricane Isabel Debris Removal Monitoring

Multiple Counties and Municipalities in Virginia Project Role: Area Project Manager, Client Liaison

2002 | North Carolina Ice Storm Debris Removal Monitoring

Multiple Counties in North Carolina

Project Role: Area Project Manager, Client Liaison



EDUCATION

High School Diploma

TRAINING / CERTIFICATIONS

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

Morgan Pierce Sr. Vice President | Mission / Operations Manager Home Office: Knoxville, Tennessee

DISASTER EXPERIENCE

Years of Relevant Experience: 19 Years at P&J: 17

Mr. Pierce has been employed by P&J since 2004 and offers 19 years of disaster response and debris management experience. In addition to his duties as a Senior Vice President of P&J, Mr. Pierce coordinates disaster response activities and serves in a leadership role for disaster debris management missions. His responsibilities in the role of Missions Executive have included executive level management of debris collection and reduction operations; interfacing with stakeholder representatives in support of operational goals; and acting as liaison between P&J and federal, state, and local government officials. Mr. Pierce has supported disaster debris management missions related to hurricanes, tornados, and animal carcass incineration.

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2017 | Hurricane Irma Debris Management

Highlands, Hillsborough, Palm Beach and Volusia Counties; Cities of Coral Springs, Kenneth City, and Pinellas Park; and Town of Belleair, Florida

Project Role: Missions Executive

2015-2019 | Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program

Pacific Gas & Electric: 12 Counties in Northern and Central California **Project Role:** Missions Executive

2011 | Alabama Tornado Super-Outbreak Debris Management

U.S. Army Corps of Engineers: 24 counties in Northern and Central Alabama; City of Tuscaloosa, Alabama County Public Works; and Monroe County, Mississippi

Project Role: Missions Executive

2005 | Hurricanes Katrina and Rita Debris Management

U.S. Army Corps of Engineers: Sector 1 - Orleans Parish, Louisiana, and Sector 4 – Allen, Beauregard, Cameron, Jefferson Davis, Lafayette, St. Landry, and Vermillion Parishes, Louisiana. Alabama Department of Conservation: Baldwin and Mobile Counties and Cities of Dauphin Island, Gulf Shores, Orange Beach, and Perdido Bay, Alabama. City of Gulfport, Mississippi

Project Role: Missions Executive

2004 | Hurricane Charley Debris Management

U.S. Army Corps of Engineers: Counties of Arcadia, Charlotte, DeSoto, Escambia, Hardee, Indian River, Lee, Martin, Okaloosa, Okeechobee, Palm Beach, Santa Rosa, Sarasota, and St. Lucie, Florida. Southwest Florida Water Management District: Hardee County and Cities of Alachua City and Charlie Creek, Florida. Collier County and Cities of Daytona Beach, New Smyrna Beach, Orlando, and Palm Beach, Florida

Project Role: Missions Executive
Continued: Morgan Pierce

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E

EDUCATION

- Bachelor of Science, North Carolina Central University

- Certified Erosion Control Installer
- CPR / First Aid
- OSHA 10-Hour
- EHAT Climbing & Chainsaw Training
- Confined Space Entry Competent Person
- USACE QA/QC Training

Eric Hedrick Sr. Vice President | Mission / Operations Manager Home Office: Zephyrhills, Florida

DISASTER EXPERIENCE

Years of Relevant Experience: 17 Years at P&J: 39

Mr. Hedrick has been employed by P&J since 1981 and offers over 30 years of disaster response and debris management experience. This experience includes segregation, removal, and disposal activities relating to complex debris streams on both the public right of way and private property. Most of Mr. Hedrick's debris management experience has been on U.S. Army Corps of Engineers (USACE) projects pursuant to indefinite delivery/indefinite quantity contract structures following disaster events that created some of the most complex debris streams in U.S. History including the 9/11 Terrorist Attacks and Hurricane Katrina. As operations manager on these projects, Mr. Hedrick had overall accountability for operations, safety, and quality and has demonstrated qualifications to manage complex contract and subcontract structures in high profile settings.

Since 2015, Mr. Hedrick has been P&J's program manager for the Pacific Gas & Electric Company Hazardous Tree Program. The scope of this work has included managing high hazard trees on public and private property and has involved removal and disposal, (primarily through beneficial reuse) of large volumes of debris in Northern and Central California. This work began in 2015 following Butte Fire response and has expanded to include 10 additional wildfire response missions (most recently the 2018 Camp Fire in Paradise, CA) in additional to ongoing wildfire fuels reduction work. Mr. Hedrick has directed these high-profile missions under intense public and regulatory scrutiny and is uniquely qualified to manage the statement of work included in this solicitation.

Mr. Hedrick supported numerous levee projects in the New Orleans vicinity for the USACE that involved rebuilding and upgrading the levee system that was damaged by Hurricane Katrina. He has also supported P&J's land clearing and civil earth moving operations, working with major water resource and environmental departments for the states of Alabama, Florida, Georgia, Louisiana, and Mississippi as well as Federal agencies which has provided him with experience in all aspects of performing environmentally sensitive projects.

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2018 | Accelerated Wildfire Risk Reduction (AWRR) Program

Pacific Gas and Electric: 48 Counties in California

Project Role: Operations Manager

2018 | Multiple Wildfires Debris Management

Pacific Gas and Electric: Camp, Carr, Ferguson, and Mendocino Complex Wildfire Responses Project Role: Operations Manager

2017 | Multiple Wildfires Debris Management

Pacific Gas and Electric: Atlas, Detweiler, Nuns, Pocket, Redwood Valley Complex, and Tubbs Wildfire Responses

Project Role: Operations Manager



Continued: Eric Hedrick

2016 | Tax Day and Memorial Day Floods Debris Management

Harris County Flood Control District, Texas Project Role: Project Executive

2016 | Louisiana Historic Flood Debris Management

Louisiana Department of Transportation and Development, District 62: Livingston, Natchitoches, St. Helena, and Tangipahoa Parishes

Project Role: Operations Manager

2015-2019 | Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program

Pacific Gas & Electric: 12 Counties in Northern and Central California Project Role: Operations Manager

2015 | Butte Wildfire Response Debris Management

Pacific Gas and Electric: Calaveras County, California Project Role: Operations Manager

2015 | Butte Wildfire Response Debris Management

Calaveras County, California Project Role: Operations Manager

2015 | Hurricane Joaquin Flood Debris Management

South Carolina Department of Transportation: Berkeley and Dorchester Counties **Project Role:** Operations Manager

2014 | North Carolina Ice Storm Debris Management

Orange County; City of Burlington; and Towns of Alamance, Elon, Haw River, Hillsborough, and Mebane, North Carolina

Project Role: Operations Manager

2013 | Colorado Flood Land and Waterway Debris Management

Colorado Department of Transportation: Boulder, Broomfield, Jefferson, Larimer, Logan, Morgan, and Weld Counties

Project Role: Operations Manager

2011 | Alabama Tornado Super-Outbreak Debris Management

U.S. Army Corps of Engineers: 24 counties in Northern and Central Alabama; City of Tuscaloosa, Alabama County Public Works; and Monroe County, Mississippi

Project Role: Operations Manager

2005 | Hurricanes Katrina and Rita Debris Management and Levee Repairs

U.S. Army Corps of Engineers: Sector 1 - Orleans Parish, Louisiana, and Sector 4 – Allen, Beauregard, Cameron, Jefferson Davis, Lafayette, St. Landry, and Vermillion Parishes, Louisiana. Alabama Department of Conservation: Baldwin and Mobile Counties and Cities of Dauphin Island, Gulf Shores, Orange Beach, and Perdido Bay, Alabama. City of Gulfport, Mississippi

Project Role: Operations Manager

Continued: Eric Hedrick

2004 | Hurricane Ivan Debris Management

U.S. Army Corps of Engineers: Clark, Butler, Escambia, Mobile, Monroe, and Washington, Counties; Cities of Flomaton, Greenville, Mobile, and Opp; and Towns of Atmore, Dauphin Island; East Brewton, and Fort Deposit, Alabama. Alabama Department of Conservation: Baldwin County, Alabama. West Florida Electric COOP: City of Bonifay and several counties in Florida. Escambia County and Cities of Gulf Breeze and Pensacola, Florida

Project Role: Operations Manager

2001 | World Trade Center Terrorist Attacks Debris Management, Strategic Planning, and Forensic Recovery

U.S. Army Corps of Engineers: New York City and Richmond County, Staten Island, New York **Project Role:** Operations Manager



EDUCATION

High School Graduate



- Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI): FEMA 325:
 Public Assistance Debris Management Guide
- U.S. Army Corps of Engineers (USACE) Construction Quality Management (CQM) Training
- USACE Safety Training
- Occupational Safety & Health Administration (OSHA) 30-Hour
- State of Georgia National Pollutant Discharge Elimination System (NPDES) Qualified
- Jacksonville, Florida Electric Authority 10-Hour Safety Certification
- Safe Land Training
- -First Aid and CPR Training

Edd Satterfield Mission / Operations Manager Home Office: Knoxville, Tennessee

DISASTER EXPERIENCE

Years of Relevant Experience: 21 Years at P&J: 22

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

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

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2016 | Hurricane Matthew Debris Management

Horry County Solid Waste Authority, South Carolina. Cities of Briarcliffe Acres and North Myrtle Beach, South Carolina.

Project Role: Project Manager

2016 | Tax Day and Memorial Day Floods Debris Management

Harris County Flood Control District, Texas Project Role: Project Manager

2015 | Hurricane Joaquin Flood Debris Management

South Carolina Department of Transportation: Berkeley and Dorchester Counties **Project Role:** Operations Manager

2014 | North Carolina Ice Storm Debris Management

Orange County; City of Burlington; and Towns of Alamance, Elon, Haw River, Hillsborough, and Mebane, North Carolina

Project Role: Project Manager

2013 | U.S. Highway 441 at Newfound Gap Rock Slide Debris Management, Slope Stabilization, and Area Restoration

Federal Highway Administration: Great Smoky Mountains National Park, North Carolina Project Role: Project Manager

2012 | Interstate 40 at Mile Marker 450.6 Rock Slide Debris Management, Slope Stabilization, and Area Restoration

Tennessee Department of Transportation: Cocke County, Tennessee Project Role: Project Manager



Continued: Edd Satterfield

2011 | Joplin, Missouri Tornado Debris Management

U.S. Army Corps of Engineers: City of Joplin in Jasper and Newton Counties, Missouri **Project Role:** Operations Manager

2011 | Hurricane Irene Debris Management

Virginia Department of Transportation. Southeastern Public Service Authority of Virginia (SPSA). North Carolina Department of Transportation: City of Raleigh, North Carolina; Suffolk County, New York

Project Role: Operations Manager

2010 | Maggie Valley Road Land Slide Debris Management, Slope Stabilization, and Area Restoration

North Carolina Department of Transportation: Haywood County **Project Role:** Project Manager

2009 | Interstate 40 at Mile Marker 2.45 Rock Slide Debris Management, Slope Stabilization, and Area Restoration

North Carolina Department of Transportation: Haywood County

Project Role: Operations Manager

2005 | Hurricanes Katrina and Rita Debris Management

U.S. Army Corps of Engineers: Sector 1 - Orleans Parish, Louisiana, and Sector 4 – Allen, Beauregard, Cameron, Jefferson Davis, Lafayette, St. Landry, and Vermillion Parishes, Louisiana. Alabama Department of Conservation: Baldwin and Mobile Counties and Cities of Dauphin Island, Gulf Shores, Orange Beach, and Perdido Bay, Alabama. City of Gulfport, Mississippi

Project Role: Area Manager

2004 | Hurricanes Frances and Jeanne Debris Management

Palm Beach County Solid Waste Authority, Florida Project Role: Project Manager

2004 | Hurricane Charley Debris Management

U.S. Army Corps of Engineers. Southwest Florida Water Management District. Cities of Orlando and Daytona Beach, Florida

Project Role: Project Manager

2004 | Hurricane Ivan Debris Management

U.S. Army Corps of Engineers: Clark, Butler, Escambia, Mobile, Monroe, and Washington, Counties; Cities of Flomaton, Greenville, Mobile, and Opp; and Towns of Atmore, Dauphin Island; East Brewton, and Fort Deposit, Alabama. Alabama Department of Conservation: Baldwin County, Alabama. West Florida Electric COOP: City of Bonifay and several counties in Florida. Escambia County and Cities of Gulf Breeze and Pensacola, Florida

Project Role: Project Manager



Continued: Edd Satterfield

2003 | Hurricane Isabel Debris Management

Southeastern Public Service Authority of Virginia: Surry and Tidewater Counties and Cities of Chesapeake, Joliff, Portsmouth, and Virginia Beach, Virginia

Project Role: Project Manager

2000 | Midwest Ice Storms Debris Management

Cass County and City of Texarkana, Texas Project Role: Supervisor

1999 | Hurricane Floyd Collection, Incineration and Disposal of Animal Remains

North Carolina Department of Public Safety: Duplin, Greene, and Jones Counties **Project Role:** Supervisor

1996 | Hurricane Fran Debris Management

U.S. Army Corps of Engineers: Wake County, North Carolina Project Role: Supervisor

EDUCATION

ESI International/George Washington University: Associate's Certificate in Project Management and Additional Certificates in Operating Practices in Contract Administration, Federal Contracting Basics, and Construction Contracting

E

- Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI): ICS-100, Introduction to the ICS; ICS-200, ICS for Single Resources and Initial Action Incidents; and ICS-700, National Incident Management System; FEMA 325, Public Assistance Debris Management Guide and Safety Training
- U.S. Army Corps of Engineers (USACE), Construction Quality Management for Contractors Training
- 24-Hour Hazardous Waste Operations and Emergency Response (HAZWOPPER) Certification
- Understanding Geotechnical Reports and Designs Training
- -Estimating Earthwork Construction, Construction Estimating Institute

Heath Stone Operations / Project Manager Home Office: Knoxville, Tennessee

DISASTER EXPERIENCE

Years of Relevant Experience: 3 Years at P&J: 7

Mr. Stone has been employed by P&J since 2013 and offers three years of disaster response and debris management experience. Mr. Stone plays several roles at P&J including logistics chief, lead event coordinator, and marketing representative. His responsibilities in the role of operations manager have included coordination of mission operations, development of mission-specific plans, identification of debris management sites, preparation of mission progress reports, performance of daily planning meetings, compliance with contract requirements and specifications, and mission liaison to stakeholder representatives. Mr. Stone is Federal Emergency Management Agency (FEMA) Incident Command System (ICS)-compliant.

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2017 | Hurricane Irma Debris Management

Hillsborough County, Cities of Kenneth City and Pinellas Park, and Town of Belleair, Florida Project Role: Project Manager

2014 | South Carolina Ice Storm Debris Management

South Carolina Department of Transportation: Florence and Williamsburg Counties **Project Role:** Project Manager

EDUCATION

Bachelor's Degree, Kinesiology, University of Tennessee



TRAINING / CERTIFICATIONS

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

-First Aid and CPR Training

William Goodgine Project Manager Home Office: Sonora, California

DISASTER EXPERIENCE

Years of Relevant Experience: 16 Years at P&J: 8

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

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2017 | Hurricane Harvey Land and Waterway Debris Management

Harris County Flood Control District, Texas Project Role: Operations Manager

2015 | Butte Wildfire Response Debris Management

Pacific Gas and Electric: Calaveras County, California Project Role: Operations Manager

2015 | Butte Wildfire Response Debris Management

Calaveras County, California Project Role: Operations Manager

EDUCATION

Stratford Career Institute, Business Management Distance Learning Diploma

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

Alan Carver Project Manager Home Office: Robbinsville, North Carolina

DISASTER EXPERIENCE

Years of Relevant Experience: 5 Years at P&J: 25

Mr. Carver started his employment with P&J in 1995 and offers five years of disaster response and debris management experience. Mr. Carver has supported extensive disaster debris removal work in compliance with federal grant requirements in the role of project manager including a significant project with Volusia County, Florida following Hurricane Irma. Mr. Carver also has a strong background in emergency management, having previously been employed for seven years by the U.S. Forest Service performing firefighting and suppression. He also has solid experience in project management on construction projects where he supported projects for the Department of Transportation, the Federal Highway Administration, and the U.S. Forest Service.

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

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2017 | Hurricane Irma Debris Management

Volusia County, Florida Project Role: Project Manager

2005 | Hurricanes Katrina and Rita Debris Management

U.S. Army Corps of Engineers: Sector 1 - Orleans Parish, Louisiana, and Sector 4 – Cameron and Vermillion Parishes, Louisiana.

Project Role: Monitor and Demolition Manager

2005 | Hurricanes Katrina and Rita Debris Management

Alabama Department of Conservation: Choctaw and Sumter Counties, Alabama. **Project Role:** Project Manager

1999 | Hurricane Floyd Debris Management

North Carolina Department of Public Safety: City of Wilmington, North Carolina Project Role: Quality Control Monitor

1996 | Hurricane Fran Debris Management

U.S. Army Corps of Engineers: City of Raleigh, North Carolina Project Role: Quality Control Monitor

Continued: Alan Carver

EDUCATION

High School Graduate



- Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI): FEMA 325,
 Public Assistance Management Guide; FEMA 202, Debris Management
- Occupational Safety & Health Administration (OSHA): 30-Hour OSHA Training; 40-Hour Hazardous Waste and Emergency Response (HAZWOPER)
- North Carolina Professional Land Surveyor L-2969
- Certified Level 2 Erosion Control Supervisor North Carolina Department of Transportation (NCDOT)
- -First Aid and CPR Training

Rex Wilson Project Manager, Area/Sector/Zone Manager Home Office: Robbinsville, North Carolina

DISASTER EXPERIENCE

Years of Relevant Experience: 16 Years at P&J: 14

Mr. Wilson has been employed by P&J since 2006 and offers 16 years of disaster response and debris management experience. He has worked in a variety of positions during disaster debris management missions for hurricanes; winter storms in Oklahoma, Kentucky, and New York; tornadoes in Alabama, Missouri, and Kentucky, a flood event in North Dakota, and beach restoration following the British Petroleum Deepwater Horizon oil spill. His responsibilities in the role of area manager have included coordination of mission operations within assigned areas, assistance with development of task-specific operational and geographic area management plans, preparation of task progress reports, supervision of crew foremen, and implementation of assigned quality control requirements.

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2017 | Hurricane Harvey Land and Waterway Debris Management

Harris County Flood Control District, Texas Project Role: Field Manager

2016-2019 | Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program

Pacific Gas & Electric: 12 Counties in Northern and Central California Project Role: Area Manager

2016 | Tax Day and Memorial Day Floods Debris Management

Harris County Flood Control District, Texas **Project Role:** Project Manager

2015 | Butte Wildfire Response Debris Management

Calaveras County, California Project Role: Area Manager

2013 | Colorado Flood Land and Waterway Debris Management

Colorado Department of Transportation: Boulder, Broomfield, Jefferson, Larimer, Logan, Morgan, and Weld Counties

Project Role: Area Manager

2012 | Hurricane Sandy Debris Management

U.S. Army Corps of Engineers: Fire Island, New York. Suffolk County and Town of Brookhaven, New York

Project Role: Area Manager

2012 | Kentucky Tornado Debris Management

Morgan County and City of West Liberty, Kentucky

Project Role: Area Manager



2011 | Hurricane Irene Debris Management

Southeastern Public Service Authority of Virginia: Cities of Chesapeake, Norfolk, Portsmouth, South Hampton, and Virginia Beach, Virginia. Virginia Department of Transportation: Counties of Brunswick, Dinwiddie, and Prince George, Virginia

Project Role: Area Manager

2011 | Alabama Tornado Super-Outbreak Debris Management

U.S. Army Corps of Engineers: 24 counties in Northern and Central Alabama; City of Tuscaloosa, Alabama County Public Works; and Monroe County, Mississippi

Project Role: Area Manager

2011 | Joplin, Missouri Tornado Debris Management

U.S. Army Corps of Engineers: City of Joplin in Jasper and Newton Counties, Missouri Project Role: Area Manager

2010 | BP Deepwater Horizon Oil Spill Beach Clean-Up and Off-Shore Skimming

Miller Environmental Group, Inc. for BP (British Petroleum) in Florida and Mississippi **Project Role:** Area Manager

2008 | Hurricane Ike Land and Waterway Debris Monitoring

Recreation and Parks Commission: East Baton Rouge Parish, Louisiana. East Baton Rouge Schools, Louisiana. Avoyelles, Cameron, Plaquemines, and West Feliciana Parishes and Cities of Grand Isle, Jonesville, and New Roads, Louisiana

Project Role: Area Manager

2008 | Hurricane Gustav Land and Waterway Debris Monitoring

Recreation and Parks Commission: East Baton Rouge Parish, Louisiana. East Baton Rouge Schools, Louisiana. Avoyelles, Cameron, Point Coupee, and West Feliciana Parishes and Cities of Grand Isle, Jonesville, and New Roads, Louisiana

Project Role: Area Manager

2007 | Oklahoma Ice Storm Debris Management

Cherokee County and City of Oklahoma City, Oklahoma Project Role: Project Manager

2006 | New York Ice Storm Debris Management

City of Buffalo, New York Project Role: Area Manager

2004 | Hurricane Ivan Debris Management

U.S. Army Corps of Engineers: Clark, Butler, Escambia, Mobile, Monroe, and Washington, Counties; Cities of Flomaton, Greenville, Mobile, and Opp; and Towns of Atmore, Dauphin Island; East Brewton, and Fort Deposit, Alabama. Alabama Department of Conservation: Baldwin County, Alabama.

Project Role: Zone Manager

Continued: Rex Wilson



EDUCATION

High School Graduate



- U.S. Army Corps of Engineers (USACE) Construction Quality Management (CQM) Training
- Occupational Safety and Health Administration (OSHA): 30-Hour Instructor Training and 40-Hour Hazardous Waste and Emergency Response (HAZWOPER)
- Electrical Hazard Awareness Training
- Hazard Communication
- Viper Fire Safety Training
- Chainsaw/Tree Felling
- Logging Training
- -First Aid and CPR

Roger Hatfield Project Manager, Area/Sector/Zone Manager Home Office: Zephyrhills, Florida

DISASTER EXPERIENCE

Years of Relevant Experience: 4 Years at P&J: 5

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

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2017 | Hurricane Irma Debris Management

Cities of Kenneth City and Pinellas Park and Town of Belleair, Florida

Project Role: Area Manager

2009 | Severe Winter Storm Debris Management

Mingo County, West Virginia Project Role: Area Manager

EDUCATION

High School Graduate



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

John Franklin Area/Sector/Zone Manager Home Office: Charlotte, North Carolina

DISASTER EXPERIENCE

Years of Relevant Experience: 12 Years at P&J: 5

John Franklin offers 12 years of disaster response and debris management experience and has supported multiple efforts for USACE. Additionally, he has supported other large-scale disaster efforts, including multiple ice storms and Hurricane Irma in 2017, and has overseen QC activities on each of them including QC mission specific plans, QC systems reporting, and inspections. He is experienced coordinating with internal and external stakeholders, including federal and municipal government representatives and subcontractors, to ensure work is performed safely, efficiently, and to client standards. Mr. Franklin has also served as a zone manager for debris management task orders issued by USACE within the state of Alabama for the 2011 Tornado Super Outbreak and within Sector 1 (New Orleans) following Hurricane Katrina.

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

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2017 | Hurricane Irma Debris Management

Counties of Palm Beach and Highlands and City of Coral Springs, Florida Project Role: Zone Manager

2011 | Alabama Tornado Super-Outbreak Debris Management

U.S. Army Corps of Engineers: 24 counties in Northern and Central Alabama; City of Tuscaloosa, Alabama County Public Works; and Monroe County, Mississippi

Project Role: Zone Manager

2010 | BP Deepwater Horizon Oil Spill Beach Clean-Up and Off-Shore Skimming

Miller Environmental Group, Inc. for BP (British Petroleum) in Florida and Mississippi Project Role: Project Manager

2009 | Kentucky Ice Storm Debris Management

Kentucky Department of Transportation

Project Role: Zone Manager

2007 | Oklahoma Ice Storm Debris Management

Cherokee County and City of Oklahoma City, Oklahoma

Project Role: Zone Manager

2005 | Hurricanes Katrina and Rita Debris Management

U.S. Army Corps of Engineers: Sector 1 - Orleans Parish, Louisiana, and Sector 4 – Allen, Beauregard, Cameron, Jefferson Davis, Lafayette, St. Landry, and Vermillion Parishes, Louisiana. Alabama Department of Conservation: Baldwin and Mobile Counties and Cities of Dauphin Island, Gulf Shores, Orange Beach, and Perdido Bay, Alabama. City of Gulfport, Mississippi

Project Role: Zone Manager

Continued: John Franklin



- OSHA 30-Hour
- USACE Construction Quality Management for Contractors Training Course
- First Aid / CPR

Dustin Haunhorst Site Safety and Health Officer Home Office: Knoxville, Tennessee

DISASTER EXPERIENCE

Years of Relevant Experience: 14 Years at P&J: 16

Mr. Haunhorst has been employed by P&J since 2004 and offers 14 years of disaster response and debris management experience. Serving as a lead safety manager, Mr. Haunhorst has performed site safety inspections and monitored site operations to ensure compliance with employee safety requirements and environmental regulations for various projects located throughout the Southeast and Mid-Atlantic regions of the United States. Mr. Haunhorst served as the lead safety manager for a large tree removal project in California and was responsible for the daily monitoring of operations including subcontractor safety meetings, incident and injury/illness reporting, and monitoring of damage claims. Mr. Haunhorst also served as the lead safety manager for disaster debris management missions implemented in response to several hurricanes. His responsibilities for these missions included daily safety monitoring of operations and personnel; interface with the U.S. Army Corps of Engineers, Occupational Safety and Health Administration (OSHA), and Federal Emergency Management Agency inspectors; and new employee safety orientation and job specific training.

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2017 | Hurricane Irma Debris Management

Highlands, Hillsborough, Palm Beach and Volusia Counties; Cities of Coral Springs, Kenneth City, and Pinellas Park; and Town of Belleair, Florida

Project Role: Environmental Health and Safety Director

2017 | Hurricane Harvey Land and Waterway Debris Management

Harris County Flood Control District, Texas **Project Role:** Environmental Health and Safety Director

2016 | Hurricane Matthew Debris Management

South Carolina Department of Transportation: Williamsburg County. Horry County Solid Waste Authority, South Carolina. Cities of Briarcliffe Acres and North Myrtle Beach, and Belfair Property Owners Association, South Carolina. City of Tybee Island, Georgia

Project Role: Environmental Health and Safety Director

2015-2019 | Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program

Pacific Gas & Electric: 12 Counties in Northern and Central California **Project Role:** Environmental Health and Safety Director

2015 | Butte Wildfire Response Debris Management

Pacific Gas and Electric: Calaveras County, California

Project Role: Environmental Health and Safety Director



Continued: Dustin Haunhorst

2011 | Alabama Tornado Super-Outbreak Debris Management

U.S. Army Corps of Engineers: 24 counties in Northern and Central Alabama; City of Tuscaloosa, Alabama County Public Works; and Monroe County, Mississippi **Project Role:** Safety Manager

2011 | Joplin, Missouri Tornado Debris Management

U.S. Army Corps of Engineers: City of Joplin in Jasper and Newton Counties, Missouri Project Role: Safety Manager

2007 | Oklahoma Ice Storm Debris Management

Cherokee County and City of Oklahoma City, Oklahoma Project Role: Safety Manager

2006 | New York Ice Storm Debris Management

City of Buffalo, New York

Project Role: Safety Manager

2005 | Hurricanes Katrina and Rita Debris Management

U.S. Army Corps of Engineers: Sector 1 - Orleans Parish, Louisiana, and Sector 4 – Allen, Beauregard, Cameron, Jefferson Davis, Lafayette, St. Landry, and Vermillion Parishes, Louisiana. Alabama Department of Conservation: Baldwin and Mobile Counties and Cities of Dauphin Island, Gulf Shores, Orange Beach, and Perdido Bay, Alabama. City of Gulfport, Mississippi

Project Role: Safety Manager

2005 | Hurricane Wilma Debris Management

Palm Beach County Solid Waste Authority, Florida

Project Role: Safety Manager

2004 | Hurricane Ivan Debris Management

Escambia County, Florida Project Role: Zone Manager

2003 | Southern California Bark Beetle Infestation Hazardous Tree Removal and Disposal

Southern California Edison Company: Los Angeles, San Bernardino, and Riverside Counties, California

Project Role: Lead Safety Manager



EDUCATION

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

Continued: Dustin Haunhorst



- Occupational Safety & Health Administration (OSHA): 30-Hour, 40-Hour Hazardous Waste/Response Certification, Outreach Trainer, 8-Hour Supervisory Training, 8-Hour Annual Refresher Courses in Hazardous Waste Operations
- General Employee Training for Department of Energy (DOE) Sites
- Confined Space Monitor/Instrumentation Training
- Certified Tree Safety Professional (CTSP)
- First Aid and CPR Trainer

Justin Hobbs Field Safety Manager Home Office: Knoxville, Tennessee

DISASTER EXPERIENCE

Years of Relevant Experience: 23 Years at P&J: 19

Mr. Hobbs offers more than 15 years of disaster response and debris management experience, and 23 years of health and safety industry experience. For P&J he currently develops and oversees safety programs for tree trimming and wildfire debris management operations. He works hand-in-hand with the senior vice president of P&J's Power Delivery Group to develop division-specific initiatives and site safety plans, and he manages all site-specific safety staff as well as trend analyses around division safety performance. He has also served on multiple hurricane debris management missions, including the Hurricane Katrina debris management mission for the USACE.

Mr. Hobbs also serves as P&J's voting member on the International Society of Arborists ANSI Z133.1-2022 committee – Safety Requirements for Arboriculture Operations.

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2018 | Multiple Wildfires Debris Management

Pacific Gas and Electric: Camp, Carr, Ferguson, and Mendocino Complex Wildfire Responses Project Role: Safety Operations Manager

2018 | Accelerated Wildfire Risk Reduction (AWRR) Program

Pacific Gas and Electric: 48 Counties in California **Project Role:** Safety Operations Manager

2017 | Multiple Wildfires Debris Management

Pacific Gas and Electric: Atlas, Detweiler, Nuns, Pocket, Redwood Valley Complex, and Tubbs Wildfire Responses

Project Role: Safety Operations Manager

2015 | Butte Wildfire Response Debris Management

Pacific Gas and Electric: Calaveras County, California Project Role: Safety Operations Manager

2010 | BP Deepwater Horizon Oil Spill Beach Clean-Up and Off-Shore Skimming

Escambia County, Florida Project Role: QC Monitor

2008 | Hurricane Ike Levee Repair

Plaquemines Parish, Louisiana Project Role: QC Monitor



Continued: Justin Hobbs

2008 | Hurricane Gustav Land and Waterway Debris Monitoring

Point Coupee Parish, Louisiana Project Role: QC Supervisor

2005 | Hurricanes Katrina and Rita Debris Management

U.S. Army Corps of Engineers: Louisiana Project Role: QC Supervisor



- Construction Health & Safety Tech. (CHST #11923) Board of Certified Safety Professionals
- Construction Manager of Environmental Safety and Health Programs (C-MESH)
- ISA Certified Arborist / Utility Specialist
- OSHA 500 Authorized Outreach Trainer for 10-Hour and 30-Hour Construction
- MEDIC First Aid / CPR First Aid Trainer Level III
- TCIA Certified Tree Care Safety Professional
- UAA Member
- Qualified Line Clearance Arborist
- NATS Train the Trainer
- CDL Class B
- OSHA Logging Standard Electrical Hazard
- FMI Emerging Managers

Wade Cutshaw Field Safety Manager Home Office: Robbinsville, North Carolina

DISASTER EXPERIENCE

Years of Relevant Experience: 6 Years at P&J: 18

Mr. Cutshaw has been employed by P&J since 2003 and offers five years of disaster response and debris management experience. He currently serves as a site safety officer for P&J and is responsible for the implementation and management of site safety program requirements including performance of daily safety meetings and preparation of safety documentation. In addition to fulfilling the role of site safety officer during disaster debris management missions, Mr. Cutshaw has served as a supervisor, foreman, and/or heavy equipment operator for heavy civil, land clearing, and dam rehabilitation projects on an as needed basis. His responsibilities in the role of field safety manager have included coordination of field safety programs; assistance with development of task-specific and/or site-specific health and safety plans and activity hazard analyses; and performance of training, inspections, and accident/incident investigations.

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2017 | Hurricane Irma Debris Management

Hillsborough County and City of Pinellas Park, Florida Project Role: Safety Manager

2017 | Hurricane Harvey Land and Waterway Debris Management

Harris County Flood Control District, Texas Project Role: Safety Manager

2011 | Alabama Tornado Super-Outbreak Debris Management

U.S. Army Corps of Engineers: 24 counties in Northern and Central Alabama; City of Tuscaloosa, Alabama County Public Works; and Monroe County, Mississippi **Project Role:** Safety Manager

2010 | BP Deepwater Horizon Oil Spill Beach Clean-Up and Off-Shore Skimming Escambia County, Florida

Project Role: Environmental Health and Safety Manager



EDUCATION

High School Graduate

Continued: Wade Cutshaw



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

Steve Thompson Corporate Environmental, Safety & Health Manager Home Office: Knoxville, Tennessee

DISASTER EXPERIENCE

Years of Relevant Experience: 22 Years at P&J: 30

Mr. Thompson has been employed by P&J since 1990 and offers 21 years of disaster response and debris management 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 has served as the lead environmental, safety & health manager or program manager on nearly every significant natural or man-made disaster since 1994. Mr. Thompson has conducted disaster recovery preparedness training for the U.S. Army Corps of Engineers and was an active participant in the EM 385-1-1 Safety and Health Manual revisions related to emergency recovery. He also served as a peer review expert for the National Institute for Occupational Safety and Health Emergency Responders Health Monitoring and Surveillance Project.

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2018 | Hurricane Florence Debris Management

Craven County, Cities of Boiling Spring Lakes and New Bern, Towns of River Bend and Trent Woods, North Carolina and City of Briarcliff Acres, South Carolina **Project Role:** Environmental Health and Safety Manager

2017 | Hurricane Irma Debris Management

Highlands, Hillsborough, Palm Beach and Volusia Counties; Cities of Coral Springs, Kenneth City, and Pinellas Park; and Town of Belleair, Florida

Project Role: Environmental Health and Safety Manager

2017 | Hurricane Harvey Land and Waterway Debris Management

Harris County Flood Control District, Texas

Project Role: Environmental Health and Safety Manager

2016 | Hurricane Matthew Debris Management

South Carolina Department of Transportation: Williamsburg County. Horry County Solid Waste Authority, South Carolina. Cities of Briarcliffe Acres and North Myrtle Beach, and Belfair Property Owners Association, South Carolina. City of Tybee Island, Georgia

Project Role: Environmental Health and Safety Manager

2016 | Tax Day and Memorial Day Floods Debris Management

Harris County Flood Control District, Texas **Project Role:** Environmental Health and Safety Manager

2015 | Butte Wildfire Response Debris Management

Calaveras County, California

Project Role: Environmental Health and Safety Manager



Continued: Steve Thompson

2015 | Hurricane Joaquin Flood Debris Management

South Carolina Department of Transportation: Berkeley and Dorchester Counties Project Role: Environmental Health and Safety Manager

2014 | South Carolina Ice Storm Debris Management

South Carolina Department of Transportation: Florence and Williamsburg Counties **Project Role:** Environmental Health and Safety Manager

2014 | North Carolina Ice Storm Debris Management

Orange County; City of Burlington; and Towns of Alamance, Elon, Haw River, Hillsborough, and Mebane, North Carolina

Project Role: Environmental Health and Safety Manager

2013 | Colorado Flood Land and Waterway Debris Management

Colorado Department of Transportation: Boulder, Broomfield, Jefferson, Larimer, Logan, Morgan, and Weld Counties

Project Role: Environmental Health and Safety Manager

2012 | Hurricane Sandy Debris Management

U.S. Army Corps of Engineers: Fire Island, New York. Suffolk County and Town of Brookhaven, New York

Project Role: Environmental Health and Safety Manager

2011 | Alabama Tornado Super-Outbreak Debris Management

U.S. Army Corps of Engineers: 24 counties in Northern and Central Alabama; City of Tuscaloosa, Alabama County Public Works; and Monroe County, Mississippi

Project Role: Environmental Health and Safety Manager

2011 | Joplin, Missouri Tornado Debris Management

U.S. Army Corps of Engineers: City of Joplin in Jasper and Newton Counties, Missouri Project Role: Operations Manager

2011 | Hurricane Irene Debris Management

Southeastern Public Service Authority of Virginia: Cities of Chesapeake, Norfolk, Portsmouth, South Hampton, and Virginia Beach, Virginia. Virginia Department of Transportation: Counties of Brunswick, Dinwiddie, and Prince George, Virginia

Project Role: Environmental Health and Safety Manager

2010 | BP Deepwater Horizon Oil Spill Beach Clean-Up and Off-Shore Skimming

Miller Environmental Group, Inc. for BP (British Petroleum) in Florida and Mississippi **Project Role:** Environmental Health and Safety Manager

2008 | Hurricane Ike Land and Waterway Debris Monitoring

Texas General Land Office; Harris County, Texas

Project Role: Environmental Health and Safety Manager

2008 | Hurricane Gustav Land and Waterway Debris Monitoring

Point Coupee Parish, Louisiana

Project Role: Environmental Health and Safety Manager



2005 | Hurricanes Katrina and Rita Debris Management and Levee Repairs

U.S. Army Corps of Engineers: Sector 1 - Orleans Parish, Louisiana, and Sector 4 – Allen, Beauregard, Cameron, Jefferson Davis, Lafayette, St. Landry, and Vermillion Parishes, Louisiana. Alabama Department of Conservation: Baldwin and Mobile Counties and Cities of Dauphin Island, Gulf Shores, Orange Beach, and Perdido Bay, Alabama. City of Gulfport, Mississippi. Stennis Space Center

Project Role: Environmental Health and Safety Manager

2005 | Hurricanes Katrina and Rita Waterway Debris Management

Prairie Gregg Drainage District: Vermillion Parish, Louisiana Project Role: Environmental Health and Safety Manager

2004 | Hurricanes Frances and Jeanne Debris Management

Palm Beach County Solid Waste Authority, Florida **Project Role:** Environmental Health and Safety Manager

2004 | Hurricane Charley Debris Management

U.S. Army Corps of Engineers. Southwest Florida Water Management District. Cities of Orlando and Daytona Beach, Florida

Project Role: Environmental Health and Safety Manager

2004 | Hurricane Ivan Debris Management

U.S. Army Corps of Engineers: Clark, Butler, Escambia, Mobile, Monroe, and Washington, Counties; Cities of Flomaton, Greenville, Mobile, and Opp; and Towns of Atmore, Dauphin Island; East Brewton, and Fort Deposit, Alabama. Alabama Department of Conservation: Baldwin County, Alabama. West Florida Electric COOP: City of Bonifay and several counties in Florida. Escambia County and Cities of Gulf Breeze and Pensacola, Florida

Project Role: Operations Manager

2003 | Southern California Bark Beetle Infestation Hazardous Tree Removal and Disposal

Southern California Edison Company: Los Angeles, San Bernardino, and Riverside Counties, California

Project Role: Environmental Health and Safety Manager

2000 | Coal Slurry Sludge Spill Clean-Up

Martin County Coal Company: Inez, Kentucky **Project Role:** Environmental Health and Safety Manager

1996 | Hurricane Fran Debris Management

U.S. Army Corps of Engineers: Wake County, North Carolina Project Role: Environmental Health and Safety Manager

EDUCATION

Bachelor of History, University of Tennessee

Continued: Steve Thompson

1

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

Mike Teem Quality Control Manager Home Office: Knoxville, Tennessee

DISASTER EXPERIENCE

Years of Relevant Experience: 23 Years at P&J: 21

Mike Teem offers 12 years of disaster response and debris management experience. As QC Manager, his responsibilities include developing mission specific QC plans and assigning quality control monitors to ensure all work is performed in accordance with contract specifications and task order statements of work, identifying deficiencies for immediate corrective action and assuring the corrective action is implemented properly, and maintaining all mission QC system records and reports. Additionally, Mr. Teem ensures seamless communication between key representatives, subcontractors, and P&J to actively address project issues and recommendations, ensures the competence, development, professionalism and safety of our employees, and he continually monitors and analyzes the team's performance to identify and implement process improvements.

Mr. Teem has served as the QC manager for all debris management task orders issued by USACE within the state of Alabama for the 2011 Tornado Super Outbreak and within Sector 1 (New Orleans) following Hurricane Katrina. He has also supported numerous other disaster response projects including the Southern California Edison Bark Beetle Tree Removal project and tornado, hurricane, and ice storm debris management missions.

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

NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2011 | Alabama Tornado Super-Outbreak Debris Management

U.S. Army Corps of Engineers: 24 counties in Northern and Central Alabama; City of Tuscaloosa, Alabama County Public Works; and Monroe County, Mississippi

Project Role: Quality Control Manager

2005 | Hurricanes Katrina and Rita Debris Management

U.S. Army Corps of Engineers: Sector 1 - Orleans Parish, Louisiana, and Sector 4 – Allen, Beauregard, Cameron, Jefferson Davis, Lafayette, St. Landry, and Vermillion Parishes, Louisiana. Alabama Department of Conservation: Baldwin and Mobile Counties and Cities of Dauphin Island, Gulf Shores, Orange Beach, and Perdido Bay, Alabama. City of Gulfport, Mississippi

Project Role: Operations Manager

2003 | Southern California Bark Beetle Infestation Hazardous Tree Removal and Disposal

Southern California Edison Company: Los Angeles, San Bernardino, and Riverside Counties, California

Project Role: Quality Control Manager

2003 | Missouri Tornado Debris Management

Cities of Carl Junction and Pierce City, Missouri

Project Role: Quality Control Manager



Continued: Mike Teem

2003 | Hurricane Isabel Debris Removal Monitoring

Southeastern Public Service Authority of Virginia Project Role: Quality Control Manager

2002 | North Carolina Severe Ice Storm Debris Management

North Carolina Department of Transportation Project Role: Quality Control Manager

2002 | Hurricane Lili Debris Management

Terrebonne, St. Landry, and St. Mary Parishes, Louisiana Project Role: Quality Control Manager

1999 | Hurricane Floyd Collection, Incineration, & Disposal of Animal Remains

North Carolina Department of Public Safety Project Role: Quality Control Manager

- USACE Construction Quality Management for Contractors
- Asbestos Awareness
- Respirator Fitness
- Fire Rescue
- OSHA 30-Hour
- OSHA 40-Hour HAZWOPER
- First Aid / CPR

APPENDIX II: LETTERS OF COMMENDATION AND PERFORMANCE EVALUATIONS



The letters of reference and performance evaluations contained within this Appendix are provided to demonstrate the high quality of our work. P&J encourages contact with any of these entities to verify our capacity and commitment to ensuring that we delivery successful disaster response services to all of our clients when they need our assistance.

- Town of Trent Woods, North Carolina Hurricane Florence (2018)
- Town of River Bend, North Carolina Hurricane Florence (2018)
- Palm Beach County Solid Waste Authority Hurricane Irma (2017)
- Horry County Solid Waste Authority Hurricane Matthew (2016)
- South Carolina Department of Transportation Historic Flooding (2015) and South Carolina Ice Storm (2014)
- Colorado Department of Transportation Colorado Flood (2013)
- San Bernardino County, California Hazardous Tree Removal Program (2004-2013)
- Suffolk County, New York Superstorm Sandy (2012)
- City of Moody, Alabama Southeast US Tornado Super-Outbreak (2011)
- Walker County, Alabama Southeast US Tornado Super-Outbreak (2011)
- US Army Corps of Engineers Southeast US Tornado Super-Outbreak, Alabama (2011)
- City of Joplin, Missouri Joplin Tornado (2011)
- US Army Corps of Engineers Hurricane Katrina, Louisiana (2005)
 Certificate of Appreciation Hurricane Katrina
- City of Gulfport, Mississippi Hurricane Katrina (2005)
- US Army Corps of Engineers Hurricane Katrina, Alabama (2005)
- Palm Beach County Solid Waste Authority Hurricane Wilma (2005)
- US Army Corps of Engineers Hurricane Ivan, Alabama (2004)
- US Army Corps of Engineers 9/11 Terrorist Attacks, World Trade Center (2001)
 - Letter of Recognition as Civil Works Construction Contractor of the Year in 2002



Town of Trent Woods

898 Chelsea Road Trent Woods, NC 28562-7146 (252) 637-9810 townhall@trentwoodsnc.org MAYOR: Charles F. Tyson, Jr.

COMMISSIONERS: Billy R. Joiner M. Shane Turney Daniel E. Murphy

June 11, 2019

Phillips and Jordan 10201 Parkside Drive, Suite 300 Knoxville, TN 37922

To Whom It May Concern:

Phillips and Jordan (P&J) provided debris removal services for the Town of Trent Woods following Hurricane Florence which hit in September 2018. The Town was severely impacted during the disaster, but had proactively contracted with P&J before the hurricane arrived. This allowed for a much quicker response to our situation.

P&J removed vegetative debris, transported it to temporary staging sites, chipped the vegetative debris, and hauled it to the final disposal location. Construction and demolition debris was also removed and transported to the designated landfill.

Their managers were readily available to handle special requests and answer questions. P&J also worked well with the debris monitoring contractor which resulted in timely completion of the project. FEMA guidelines were followed by P&J which allowed for expedited grant preparation.

Some of our residents are still restoring their homes and property, but all were greatly assisted during the initial aftermath of the hurricane by the services provided by P&J.

Sincerely,

Abra Cullen

Abra Cullen Finance Officer

TOWN OF RIVER BEND

45 Shoreline Drive River Bend, NC 28562

252.638.3870 F 252.638.2580 www.riverbendnc.org

May 20, 2019

To whom it may concern:

In September, 2018 our town was hit by Hurricane Florence. It was the worst natural disaster in the history of our town. We were fortunate to have a pre-event contract in place with Phillips & Jordan (P&J) of Knoxville, Tennessee.

Within 48 hours of the hurricane, I was in contact with P&J staff developing a strategy to respond. At my request, they waited 10 days to begin both vegetative and construction and demolition (C&D) debris removal. They quickly mobilized a fleet of trucks and personnel to begin work in our town. Throughout the entire project they were very responsive and pleasant to work with. They seemed genuinely interested in getting River Bend back to normal as soon as possible.

They managed the project very well and worked me to coordinate their efforts in line with our local needs and input. I was also pleased with their record keeping and documentation, as that is an important component for FEMA reimbursement requests. In the end our project included removal of 24,000 cubic yards of vegetative debris and 3,500 tons of C&D, along with hundreds of leaning/hanging trees/limbs. They completed the project in 30 days.

Based on my experience, I would recommend P&J to anyone; and in the event of another disaster, they will be the first call I make for help.

Sincerely,

Delane Jackson

Town Manager



December 13, 2017

To: Whom it May Concern

From: John Archambo, Director Customer Relations

Subject: Phillips & Jordan Emergency Debris Management Services

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

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

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

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

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

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

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



Pam J. Creech Chairman

W. Norfleet Jones Vice-Chairman

Sanford C. Graves Secretary

J. Michael Campbell Treasurer

Dan P. Gray

Michael H. Hughes

M. Lance Thompson

Danny Knight Executive Director

Post Office Box 1664 Conway, South Carolina 29528-1664 Tel: 843-347-1651 Fax: 843-347-3653

Horry County Solid Waste Authority, Inc.

"Protecting Tomorrow's Environment Today"

June 27, 2017

Mr. Dudley Orr, Vice President Phillips & Jordan, Inc. 10201 Parkside Drive, Suite 300 Knoxville, TN 39722

Subject: Hurricane Matthew Disaster Debris Management Services

Dear Mr. Orr:

Hurricane Matthew made its only US landfall just 70 miles south of Horry County (County), bringing tropical storm-force winds that took down trees and widespread historic flooding to the County. The Horry County Solid Waste Authority (HCSWA) activated Phillips & Jordan's pre-positioned contract for disaster debris management following this devastating event.

Phillips & Jordan worked closely with the HCSWA and other project stakeholders to determine how best to execute the project based on the County's unique needs and circumstances. For example, the project team was able to execute a land application solution when the question was raised of how to handle vegetative debris that was not suitable for fuel in the local biomass facility which would have cost the HCSWA additional money to either screen or dispose of in the landfill.

Phillips & Jordan also worked closely with the HCSWA to determine the best way to clear out the debris that had collected in the County's watersheds. As the 180-day FEMA Public Assistance eligibility period approached, they were able to fast-track FEMA Public Assistance eligible watershed debris removal operations and then switch gears to complete additional watershed work in compliance with the Natural Resources Conservation Service (NRCS) Emergency Watershed Protection Program (EWP). Their knowledge of both the PA and EWP programs helped save the County money by maximizing our eligibility for Federal reimbursement.
The HCSWA appreciates Phillips & Jordan's exceptional support throughout the debris management effort and would absolutely call on this firm again to assist with our response and recovery efforts if the County is impacted again in the future by a debris-generating event.

Best Regards,

J. Michael Bessant Director of Recycling Services & Special Projects



August 8, 2016

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

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

To Whom It May Concern:

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

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

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

Sincerely,

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





COLORADO

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

March 2, 2016

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

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

To whom it may concern:

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

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

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

Sincerely yours,

Gray Currier, PE Project Engineer

825 East Third St | Phone: 909.367.8010 Fax: 909.367.8066

www.SBCounty.gov



Department of Public Works Operations

Christopher Danyow Operations Department County Arborist

February 23, 2016

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

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

To Whom It May Concern:

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

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

Salutation,

Christopher Danyow Utft⁹ County of San Bernardino Arborist (909) 801-9564

BOARD OF SUPERVISORS

ROBERT A. LOVINGOOD Vice Chairman, First District

JANICE RUTHERFORD Second District JAMES RAMOS Chairman, Third District CURT HAGMAN Fourth District

JOSIE GONZALES Fifth District GREGORY C. DEV Chief Executive O

COUNTY OF SUFFOLK



STEVEN BELLONE SUFFOLK COUNTY EXECUTIVE

DEPARTMENT OF PUBLIC WORKS

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

January 28, 2013

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

Sir:

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

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

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

Very truly yours,

Gilbert Anderson, P.E. Commissioner

GA/bd

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

SUFFOLK COUNTY IS AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

YAPHANK, N.Y. 11980



CITY OF MOODY

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

COUNCIL MEMBERS

LINDA CROWE LYNN TAYLOR PHILLIP DEASON BOBBY CLEMENTS PAUL JOHNSON

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

August 31, 2011

To whom it may concern,

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

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

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

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

Sincerely

for que

Joe Lee Mayor



Walker County Commission

PO Box 1447 Jasper, AL 35502

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

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

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

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

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

To Whom It May Concern:

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

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

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

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

Sincerely,

Bruce Hamrich Chairman

David C/Edgil

County Engineer '

CONTRACTOR PERFORMANCE ASSESSMENT REPORT (CPAR)

NONSYSTEMS

INCOMPLETE-RATE	D		
1. Name/Address of C	Contractor (Division):		
Company Name:	PHILLIPS & JORDAN, INCORPORATED		
Division Name:			
Street Address:	8940 GALL BLVD		
City, State, Zip Code:	ZEPHYRHILLS FL 33541		
Province/Country:	US		
CAGE Code:		DUNS+4 Number: 139664932	
PSC:	R799	NAICS Code: 562119	
2. Report Type:	Final Report		
3. Period of Performa	nce Being Assessed: 05/07/2011 - 09/30/2011		
4a. Contract Number	:: W912P808D0052 CK03		
4b. Business Sector &	Sub-Sector: Prof/Tech/Mng Support		
5. Contracting Office	: XU W074 ENDIST MOBILE		
6. Location of Contra	ict Performance:		
Iuscaloosa, AL			
7a. Contracting Offic	er: SONYA D RODGERS		
7b. Phone Number:	251-441-5406		
8a. Contract Award I	Date: 05/07/2011	8b. Contract Effective Date:	
9. Contract Completi	on Date: 09/30/2011		
10. N/A			
11. Awarded Dollar V	alue: \$21,181,866	12. Current Contract Dollar Value: \$21,181,8	66
13. Competitive			
14. Contract Type:	FFP	Mixed/Other:	
15. Key Subcontracto	rs and Effort Performed:		
16. Program Title:	emerel. Emered an Contract to some all sible d	1-h-i- f	.1
NUMBER OF WORLD OBSIDE	CONTRACTOR AND A CONTRACT TO ROBA ON A DIAMATA A	A = A = A = A = A = A = A = A = A = A =	

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

17. Contract Effort Description:

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

Small Business Utilization

Does this contract include a subcontracting plan? Yes

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

18. Evaluate the following Areas:	Past Rating	Rating	Trend
a. Quality of Product or Service	N/A	Exceptional	N/A
b. Schedule	N/A	Exceptional	N/A
c. Cost Control	N/A	N/A	N/A
d. Business Relations	N/A	Exceptional	N/A
e. Management of Key Personnel	N/A	Exceptional	N/A
f. Utilization of Small Business	N/A	Exceptional	N/A
g. Other Areas:	LC MULCHIMIT W, STATATATI TH	CONTRACTOR STATES	
(1):		N/A	
(2):		N/A	
(3):		N/A	
(4):	States and the second second second second	N/A	NO THE REAL OF MALE AND AND AND AND
(5):		N/A	
(6):	and the second	N/A	
(7):		N/A	
(8):		N/A	n Boe Sellonon III Boston III II Start II

19. N/A

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

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

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

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

FOR OFFICIAL USE ONLY / SOURCE SELECTION INFORMATION - SEE FAR 2.101 and 3.104

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

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

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

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

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

Date:

Fax Number:



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

March 8, 2012

To Whom It May Concern:

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

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

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

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

Sincerely,

ack Schallen

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

Print Close

CONTRACTOR PERFORMANCE ASSESSMENT REPORT For Official Use Only - (Source Selection Sensitive Information, See FAR 2 101, 3 104, AND 42 1503)	CONSTRUCTION
Contract Number: W912P805D0022	
Order Number:	
CEC/DUNS Number: 139664932	
Evaluation Type: FINAL100% Completed	
Termination Type: NONE	
Contractor Type:	
Contractor Name and Address	
Company Name: PHILLIPS & JORDAN, INCORPORATED	
Division Name:	
Street Address: 8940 GALL BLVD	
City, State, Zip Code: ZEPHYRHILLS FL 33541	
Country: USA	
NAICS: 562910	

SIC Code:

Procurement Method: NEGOTIATED

Type of Contract: FIRM FIXED PRICE

Description and Location of Work:

DEBRIS REMOVAL, SITE MANAGEMENT AND DEBRIS REDUCTION, HURRICANE KATRINA FOR THE STATES OF LOUISIANA AND MISSISSIPPI.

Type and Percent of Subcontracting:

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

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

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

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

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

7/

18/13 Marginal	For Official Use Only- Sou problem for which the contractor	rce Selection Sensitive Information, See FAR 2.101, 3.104, AND 42.1503 has not yet identified corrective actions.
Unsatisfactory	Performance does not meet most element being assessed contains were ineffective.	contractual requirements and recovery is not likely in a timely manner. The a serious problem(s) for which the contractor's corrective actions appear or
Performance	e Evaluation of Contractor	
Overall Rat	ing:OUTSTANDING	
Evaluated B	Sv:	
Organization:	U.S.ARMY CORPS OF EN	GINEERS, MEMPHIS DISTRICT
Phone: 901-5	544-3047	
FTS: Autovo	n:	
Name: RICH	IARD T. WISDOM	
Title: CONTI	RACTING OFFICER	
Date: 2008-1	0-06	
Reviewed B	Y: MEMDHIS DISTRICT COE	
Phone: (901):	544-3117	
FTS: Autovor	n:	
Name: JEAN	TODD	
Title: CHIEF,	, DISTRICT CONTRACTIN	G
Date: 2008-1	2-01	
Quality		
Quality of Wo	orkmanship:	OUTSTANDING
Adequacy of	the CQC Plan:	OUTSTANDING
Implementatio	on of the CQC Plan:	OUTSTANDING
Quality of QC	C Documentation:	ABOVE AVERAGE
Storage of M	aterials:	
Adequacy of	Materials:	ABOVE AVERAGE
Adequacy of	Submittals:	OUTSTANDING
Adequacy of	QC Testing:	OUTSTANDING
Adequacy of	As-Builts:	ABOVE AVERAGE
Use of Specif	fied Materials:	
Identification/	Correction of Deficient Work:	OUTSTANDING
Effectivenes	s of Management/Business	Relations
Cooperation a	and Responsiveness:	OUTSTANDING
Management	of Resources/Personnel:	OUTSTANDING
Coordination	and Control of Subcontractors	s: ABOVE AVERAGE
Adequacy of	Site Cleanup:	OUTSTANDING
Effectiveness	of Job Site Supervision:	OUTSTANDING
Compliance v	vith Laws and Regulations:	ABOVE AVERAGE
Professional C	Conduct:	OUTSTANDING
Review/Resol	lution of Subcontractor's Issue	s: ABOVE AVERAGE

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

Implementation of Subcontracting Pl	an: OUTSTANDING		
Timeliness of Performance			
Adequacy of Initial Progress Schedu	le: OUTSTANDING		
Adherence to Approved Schedule:	OUTSTANDING		
Resolution of Delays:	OUTSTANDING		
Submission of Required Documentat	ion: OUTSTANDING		
Completion of Punchlist Items:	ABOVE AVERAGE		
Submission of Updated and Revised	Progress Schedules: OUTSTANDING		
Warranty Response:	ABOVE AVERAGE		
Compliance with Labor Standards	8		
Correction of Noted Deficiencies:	OUTSTANDING		
Payrolls Properly Completed and Su	bmitted: OUTSTANDING		
Compliance with Labor Laws and R	egulations: ABOVE AVERAGE		
Compliance with Safety Standard	s		
Adequacy of Safety Plan:	OUTSTANDING		
Implementation of Safety Plan: OUTSTANDING			
Correction of Noted Deficiencies:	OUTSTANDING		
Remarks:			

Small Business Utilization:

Does this contract include a subcontracting plan?

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

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

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

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

NAVFAC/USACE PAST PERFORMANCE QUESTIONNAIRE (Form PPQ-0)						
CONTRACT INFORMATION (Contractor to complete Blocks 1-4)						
1. Contractor Information						
Firm Name: Phillips & Jordan, Incorporated CAGE Code: 0GGP5						
Address: 10201 Parkside Drive, Suite 300, Knoxville, TN 37922 DUNs Number: 003845336						
Phone Number: 865.688.8342						
Email Address: cpatterson@pandj.com						
Point of Contact: Cecil Patterson Contact Phone Number: 865.392.3081						
2. Work Performed as: Prime Contractor Sub Contractor Joint Venture Other						
(Explain)						
Percent of project work performed: 15%						
If subcontractor, who was the prime (Name/Phone #): Not applicable						
3. Contract Information (Detailed Questions are located on page 3 of attachment)						
Contract Number: W912P8-05-D-0022						
Delivery/Task Order Number (if applicable): 0047						
Contract Type: Firm Fixed Price Cost Reimbursement Other (Please specify):						
Contract Title: Hurricane Katrina Structural Demolition and Debris Management						
Contract Location: Orleans Parish, Louisiana						
Award Date (mm/dd/yy): September 30, 2006						
Contract Completion Date (mm/dd/yy): September 29, 2007						
Actual Completion Date (mm/dd/yy): September 29, 2007						
Explain Differences: Not applicable						
Original Contract Price (Award Amount): \$60,000,000						
Final Contract Price (to include all modifications, if applicable): \$27,662,636						
Explain Differences:						
Original quantities included in this task order were substantially reduced by the stakeholders (FEMA and the City of New Original quantities demolities) due to original over estimation of structures requiring demolition						
Offeans) due to ofiginal over-estimation of structures requiring demontion.						
4. Project Description:						
(1) Complexity of Work W High Med Routine						
(2) How is this project relevant to project of submission? (<i>Please provide details such as similar equipment</i> ,						
requirements, conditions, etc.)						
(3) This project involved a time-sensitive response to a natural disaster (Hurricane Katrina) in New Orleans, Louisiana in						
(4) support of a federal agency (USACE) to complete demolition of 1,200 structures damaged by the storm and subsequent						
(5) removal and disposal of the demolition debris.						
CLIENT INFORMATION (Client to complete Blocks 5-8)						
5. Client Information						
Name: US Army Corp of Engineers, Memphis District, Memphis TN						
Title: Jean F. Todd, Contracting Officer						
Phone Number: 540-665-3/1/						
Email Address: jean.f.todd(a)usace.army.mil						
6. Describe the client's role in the project:						
Contracting Chief and Contracting Officer for this Mission						
7 Date Questionnaire was completed (mm/dd/ww): 10/17/2012						
7. Date Questionnaire was completed (mm/dd/yy): 12/1//2013 9. Obset2a Size stands						
8. Client's Signature:						

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

RATING	DEFINITION	NOTE
(E) Exceptional	Performance meets contractual	An Exceptional rating is appropriate
	requirements and exceeds many to the	when the Contractor successfully
	Government/Owner's benefit. The	performed multiple significant events that
	contractual performance of the element or	were of benefit to the
	sub-element being assessed was	Government/Owner. A singular benefit,
	accomplished with few minor problems for	however, could be of such magnitude that
	contractor was highly affactive	A log there should have been NO
	contractor was nightly effective.	significant weaknesses identified
(VG) Very Good	Performance meets contractual	A Very Good rating is appropriate when
(10) 109 0000	requirements and exceeds some to the	the Contractor successfully performed a
	Government's/Owner's benefit. The	significant event that was a benefit to the
	contractual performance of the element or	Government/Owner. There should have
	sub-element being assessed was	been no significant weaknesses identified.
	accomplished with some minor problems	
	for which corrective actions taken by the	
	contractor were effective.	
(S) Satisfactory	Performance meets minimum contractual	A Satisfactory rating is appropriate when
	requirements. The contractual performance	there were only minor problems, or major
	of the element or sub-element contains	problems that the contractor recovered
	some minor problems for which corrective	There should have been NO significant
	actions taken by the contractor appear or	I here should have been NO significant
	were satisfactory.	fundamental principle of assigning ratings
		is that contractors will not be assessed a
		rating lower than Satisfactory solely for
		not performing beyond the requirements
		of the contract.
(M) Marginal	Performance does not meet some	A Marginal is appropriate when a
	contractual requirements. The contractual	significant event occurred that the
	performance of the element or sub-element	contractor had trouble overcoming which
	being assessed reflects a serious problem	impacted the Government/Owner.
	for which the contractor has not yet	
	identified corrective actions. The	
	contractor's proposed actions appear only	
	marginally effective or were not fully	
	Implemented.	An Unastiafactory noting is announists
(U) Unsatisfactory	requirements and recovery is not likely in a	when multiple significant events occurred
	timely manner. The contractual	that the contractor had trouble
	performance of the element or sub-element	overcoming and which impacted the
	contains serious problem(s) for which the	Government/Owner. A singular problem.
	contractor's corrective actions appear or	however, could be of such serious
	were ineffective.	magnitude that it alone constitutes an
		unsatisfactory rating.
(N) Neutral	No information or did not apply to your	Rating will be neither positive nor
	contract	negative.

TO BE COMPLETED BY CLIENT

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

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

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

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

manner.



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

Certificate of Appreciation Presented To

Phillips and Jordan, Inc.

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

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

Date

Michael Hark

Michael F. Park Director Louisiana Recovery Field Office

BRENT WARR Mayor

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

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



April 7, 2006

To Whom It May Concern:

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

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

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

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

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

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

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

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

Sincerely, Powel 4 m

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

WP/cb

FOR OFFICIAL USE ONLY (WHEN COMPLETED)

PERFORMANCE EVALUATION (CONSTRUCTION)

1. CONTRACT NUMBER DACW29-03-D-005

2. CEC NUMBER

1	MPORTANT	: Be sure to	complet	e Part III - Evalu	ation of Pe	erformance Elem	ents on rev	erse.	
		PAF	RT I - C	SENERAL C	ONTRAC	CT DATA			
3. TYPE OF EVALUATION (X one)							4. TERM	INATED FOR DEFAULT	
INTERIM (List percent	age	%)	X	FINAL		AMENDED			
CONTRACTOR (Name, A	ddress, and .	ZIP Code)			6.a.	PROCUREMEN	T METHOD	(X one)	
nillips & Jordan, INC.								FOOTIATED	
enhyrhills FL 33541					- h	TYPE OF CONT			
epity minis, i iz 555 fi					X				
					-	OTHER (Spec	cify)		
urricane Katrina recovery f moval. Total of 1,803,849 r approximately 60 parks. TYPE AND PERCENT OF mall business goal 40%, A	or the state of 00 CY of de 5 SUBCONTI Ctual 93%	of Alabama. ebris. Also pe	Load ar	id haul storm ge I beach sand rer	nerated de noval, scre	bris, removal of	hazardous acement. Ro	limbs and trees, and wet debri	
FISCAL DATA	a. AMOUN CONTR \$ 44,8	IT OF BASIC ACT 327,834.00	b. \$	TOTAL AMOU MODIFICATIO	NT OF NS	c. LIQUIDATI DAMAGES \$	ED S ASSESSE	d. NET AMOUNT PAID CONTRACTOR \$ 44,827,834.00	
. SIGNIFICANT DATES	a. DATE O 20	F AWARD	b.	ORIGINAL CC COMPLETION 2006010	NTRACT I DATE 06	c. REVISED CONTRACT COMPLETION DATE		d. DATE WORK ACCEPTED 20060106	
	PAR	T II - PERI	ORM	ANCE EVAL	UATION	OF CONTR	ACTOR		
. OVERALL RATING (X ap	propriate blo	ock)							
	ABOVE	AVERAGE		SATISFACTO	RY	MARGINAL		UNSATISFACTORY (Explain in Item 20 on reverse)	
EVALUATED BY ORGANIZATION (Name - S Army Corps of Engineer NAME AND TITLE aura S. Sharpless, EM S EVALUATION REVIEWE	and Address rs. 109 St. Jo pecialist	(Include ZIP seph Street,	Code)) Mobile,	AL 36602 SIGNATURE Vaula E	254	alples	b. TELEPH Code)	ONE NUMBER (Include Area (251) 694-3760 e. DATE 20130828	
a. ORGANIZATION (Name	and Address	(Include ZIP	Code))				b. TELEPH	ONE NUMBER (Include Area	
S Army Corps of Engineer	s. 109 St. Jo	seph Street, 1	Mobile,	AL 36602	1		Code)	2516902027	
c. NAME AND TITLE lubert R. Ansley, Chief, Re	adiness Bran	nch	d.	SIGNATURE	W	WKhr		e. DATE 20130828	
4. AGENCY USE (Distribution	on, etc.)				/ /				

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PART III - EVALUATION OF PERFORMANCE ELEMENTS

N/A = NOT APPLICABLE O = OUTSTAN	DING	A =	ABC	VE /	AVER	AGE	S = SATISFACTORY M = MARGINAL U =	UNS	ATISI	FACT	ORY	ίĩ.	
15. QUALITY CONTROL	N/A	0	Α	S	М	U	16. EFFECTIVENESS OF MANAGEMENT	N/A	0	A	S	M	U
a. QUALITY OF WORKMANSHIP			×				a. COOPERATION AND RESPONSIVENESS			X			
b. ADEQUACY OF THE CQC PLAN			X				b. MANAGEMENT OF RESOURCES/ PERSONNEL X						
c. IMPLEMENTATION OF THE CQC			X										
PLAN										×			
d. QUALITY OF QC			×	63 - 13			SUBCONTRACTOR(S) X d. ADEQUACY OF SITE CLEAN-UP X						
DOCUMENTATION													
e. STORAGE OF MATERIALS	×						e. EFFECTIVENESS OF JOB-SITE X						
f. ADEQUACY OF MATERIALS	X												
g. ADEQUACY OF SUBMITTALS	X						f. COMPLIANCE WITH LAWS AND REGULATIONS						
h. ADEQUACY OF QC TESTING	×												
i. ADEQUACY OF AS-BUILTS	X			. I			g. PROFESSIONAL CONDUCT			×			
j. USE OF SPECIFIED MATERIALS	×						h. REVIEW/RESOLUTION OF						
k. IDENTIFICATION/CORRECTION OF							SUBCONTRACTOR'S ISSUES i. IMPLEMENTATION OF SUBCONTRACTING PLAN						
DEFICIENT WORK IN A TIMELY MANNER			×							×			
17. TIMELY PERFORMANCE					Risser		18. COMPLIANCE WITH LABOR	Spin .				ine i	
a. ADEQUACY OF INITIAL PROGRESS			~				STANDARDS a. CORRECTION OF NOTED DEFICIENCIES						
SCHEDULE			×										
b. ADHERENCE TO APPROVED SCHEDULE			×				b. PAYROLLS PROPERLY COMPLETED AND SUBMITTED			×			
c. RESOLUTION OF DELAYS	X						C. COMPLIANCE WITH LABOR LAWS AND REGULATIONS WITH SPECIFIC ATTENTION TO THE DAVIS-BACON ACT AND EEO REQUIREMENTS						
d. SUBMISSION OF REQUIRED DOCUMENTATION			×										
e. COMPLETION OF PUNCHLIST ITEMS			×				19. COMPLIANCE WITH SAFETY STANDARDS						
f. SUBMISSION OF UPDATED AND			V			a. ADEQUACY OF SAFETY PLAN							
REVISED PROGRESS SCHEDULES			~				b. IMPLEMENTATION OF SAFETY PLAN						
g. WARRANTY RESPONSE	X			11		-	c. CORRECTION OF NOTED DEFICIENCIES			X		-	

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

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



December 12, 2005

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

Dear Mr. Orr,

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

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

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

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

Sincerely,

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

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

PERFORMANCE EVALUATION 1. CONTRACT NUM DACW29-03-J								
		2. CEC NUMBER						
	I IMPORTANT: Be sure to complete Part III - Evaluation of Performance Elements on reverse.							
	PART I	- GENERAL CONTR	RACT DATA					
3. TYPE OF EVALUATION	(X one)			4. TERMI	NATED FOR DEFAULT			
INTERIM (List percent	age%)	X FINAL	AMENDED		A			
5. CONTRACTOR (Name, A Philling & Jordan Inc.	ddress, and ZIP Code)		6.a. PROCUREMEN	r method ()	X one)			
8940 Gall Blvd.		-	SEALED BID	XNE	GOTIATED			
Zephyrthills, FL 33541		-	b. TYPE OF CONT	RACT (X one)			
			FIRM FIXED F	RICE	COST REIMBURSEMENT			
			X OTHER (Spec	ify) IDIQ	2			
7. DESCRIPTION AND LOC	ATION OF WORK			er '				
Following Hurricane Ivan's	andfall on September 16, 200	14, Phillips and Jordan's (.	P&J) US Army Corp	s of Enginee	rs contract was activated for			
County Mobile County Mo	nroe County Escambia Count	a equipment and personne	aton County and Bu	is inrougnou tler County	P& L provided diverse			
services such as emergency i	road clearance sand removal	debris removal (vegetativ	gion County, and Bu	orary Debris	Storage and Reduction Site			
setup, operation, management	ot, and closeout, burning, grin	ding, beach rebuilding, wi	hite goods nickup an	d processing.	and health and safety			
services. Ultimately, P&J lo	aded, hauled, and disposed of	over 3,000,000 cubic yar	ds of debris and met	all timetable	s established by the local			
municipalities, the State of A	labama, and the US Army Co	orps of Engineering in par	tnership with the Feo	leral Emerge	ncy Management Agency.			
• pag			10					
8. TYPE AND PERCENT OF	SUBCONTRACTING							
Small business goal 40%, A	ctual 84%							
				-				
	a. AMOUNT OF BASIC	b. TOTAL AMOUNT OF	C. LIQUIDATE	D				
9. FISCAL DATA	\$ 54 837 051 00	\$ 0.00	\$ 0	A33E33ED 00	\$ 54 837 051 00			
	a. DATE OF AWARD	b. ORIGINAL CONTRA	CT C REVISED C	CONTRACT	d. DATE WORK			
10. SIGNIFICANT		COMPLETION DATE	COMPLETI	ON DATE	ACCEPTED			
DATES	904	305			505			
	PART II - PERFOF		ON OF CONTRA	CTOR				
11. OVERALL RATING (X at	propriate block)	······································						
			MADONIAL		UNSATISFACTORY (Explain			
A OUTSTANDING	ABOVE AVERAGE	SATISFACTORY	MARGINAL		in Item 20 on reverse)			
12. EVALUATED BY								
a. ORGANIZATION (Name	and Address (Include ZIP Cod	(e))	b	. TELEPHO	NE NUMBER (Include Area			
US Army Corps of Engineer	rs, 69 Darlington Ave., Wilmi	ngton, NC 28403		Code)	(910) 251-4546			
			0	1				
C. NAME AND TITLE	D/Acoint Area Derive	U. SIGINATURE	\int	1	e. DATE			
Ben D. Lackey Jr, PE, CC	JR/Assist. Area Engineer	(Bul) c	1 the	11	A.r. 78.2013			
13 EVALUATION REVIEWE	DBY	men						
a. ORGANIZATION (Name	and Address (Include ZIP Cod	(e))	/h	. TELEPHO	NE NUMBER (Include Area			
in the second provide second		· //		Code)				
c. NAME AND TITLE		d. SIGNATURE	1		e. DATE			
14. AGENCY USE (Distribution	on, etc.)							

PART III - EVALUATION OF PERFORMANCE ELEMENTS

N/A = NOT APPLICABLE O = OUTSTAN	DING	i A=	= ABC	DVE /	AVEF	RAGE	S = SATISFACTORY M = MARGINAL U =	UNSA	TIS	FACT	ORY	•	
15. QUALITY CONTROL	N/A	0	A	S	M	U	16. EFFECTIVENESS OF MANAGEMENT	N/A	0	A	S	M	U
a. QUALITY OF WORKMANSHIP		X					a. COOPERATION AND RESPONSIVENESS		Х				
b. ADEQUACY OF THE CQC PLAN			X				b. MANAGEMENT OF RESOURCES/						
c. IMPLEMENTATION OF THE CQC PLAN		×					PERSONNEL X		-				
d. QUALITY OF QC		×					SUBCONTRACTOR(S)		×				
	X	-		-		-	U. ADEQUACT OF SITE CLEAN-OP X			_			
	Ŷ					-	e. EFFECTIVENESS OF JOB-SITE		X				
a ADEQUACY OF SUBMITTALS	1	X	-	-	-				-		-	-	
h ADEQUACY OF OC TESTING	X	1			-		REGULATIONS		X		l I		
1. ADEQUACY OF AS-BUILTS	X			-	-		g PROFESSIONAL CONDUCT		X		-		
j. USE OF SPECIFIED MATERIALS		X					h. REVIEW/RESOLUTION OF						
k IDENTIFICATION/CORRECTION OF							SUBCONTRACTOR'S ISSUES						
DEFICIENT WORK IN A TIMELY		×					i. IMPLEMENTATION OF SUBCONTRACTING PLAN		x				
17. TIMELY PERFORMANCE	C/Bi					1.1	18. COMPLIANCE WITH LABOR	125.55		1,210		1.11	Serve
a. ADEQUACY OF INITIAL PROGRESS		V					STANDARDS a. CORRECTION OF NOTED DEFICIENCIES						
SCHEDULE		^							Х				
b. ADHERENCE TO APPROVED SCHEDULE		×					b. PAYROLLS PROPERLY COMPLETED AND SUBMITTED		×				
c. RESOLUTION OF DELAYS		X					c. COMPLIANCE WITH LABOR LAWS		1				
d. SUBMISSION OF REQUIRED DOCUMENTATION		×					AND REGULATIONS WITH SPECIFIC X ATTENTION TO THE DAVIS-BACON ACT AND EEO REQUIREMENTS						
e. COMPLETION OF PUNCHLIST ITEMS		×					19. COMPLIANCE WITH SAFETY STANDARDS						
f. SUBMISSION OF UPDATED AND			V				a. ADEQUACY OF SAFETY PLAN		X				
REVISED PROGRESS SCHEDULES	12		×			b. IMPLEMENTATION OF SAFETY PLAN X							
g. WARRANTY RESPONSE	X						c. CORRECTION OF NOTED DEFICIENCIES		X				

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

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



U. S. Army Corps of Engineers

Letter of Recognition

is presented to

Phillips and Jordan, Inc.

Civil Works Construction Contractor of the Year 2002

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

2 December 2003

Hours obert B. Flowers

Robert B. Flowers Lieutenant General, USA Commanding

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# APPENDIX [###]

APPENDIX III: SAMPLE ACCIDENT PREVENTION PLAN AND HEALTH AND SAFETY PLAN FOR DEBRIS MANAGEMENT ACTIVITIES



APPENDIX III: SAMPLE ACCIDENT PREVENTION PLAN AND HEALTH AND SAFETY PLAN FOR DEBRIS MANAGEMENT ACTIVITIES

Please find an example of P&J's typical disaster response safety documents in this Appendix. 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



Sample Accident Prevention Plan and Health and Safety Plan for Debris Management Activities

Prepared for Phillips & Jordan, Inc. by Eugene Taylor, MS, CSHM Director, EH&S Compliance

Version 1.0

PLAN CONTENTS

Accident Prevention Plan for Debris Management ActivitiesSection 1
 Statement of Safety and Health Policy Scope and Applicability of the Plan Site Description Administration and Organization Hazard Assessments Emergency Action and Evacuation Plan Safety and Health Training Hazard Communication Accident Investigation Site Hazards
Health and Safety Plan for Debris ManagementSection 2
 Introduction and Scope for Site Safety and Health Plan Site Control Activity Hazard Analyses (AHAs) Hazard Control Program Respiratory Protection Program Communication and Accident Prevention

Crew Metric Form...... Appendix 1

PLAN APPLICABILITY

This plan is applicable to all response activities related to debris management work performed by Phillips & Jordan and all subcontractors. Elements of the plan are intended to be a starting point for the identification, evaluation, and mitigation of hazards unique to each project response. Where these elements cannot be implemented, alternate controls and Best Management Practices have been identified in this plan. We believe these guidelines are helpful in the development and implementation of an effective Accident Prevention Plan (AAP) and Health and Safety Plan (HASP).

This plan is considered a living document. As such, Phillips & Jordan reserves the right to amend this plan at any time, especially after a thorough risk assessment is performed relative to unique considerations of the work to be performed.

SECTION 1

ACCIDENT PREVENTION PLAN FOR DEBRIS MANAGEMENT



VERSION 1.0

This Accident Prevention Plan has been written for the use of employees and subcontractors on this project. The information contained in this document is furnished pursuant to certain requirements of the Contract Specifications and may be reviewed for the sole purpose of evaluating its acceptability for use on the referenced Contract. The requirements of this plan are in addition to the requirements of the Phillips & Jordan *Safety and Accident Prevention Program Manual (June 2012)*. All information contained herein and its use, disclosure or duplication by any means is prohibited without the express written permission of the author.

Eugene Taylor, MS, CSHM Director, EH&S Compliance Preparer

Site Safety & Health Officer

Project Manager

EMERGENCY PHONE NUMBERS

Contact Information	Email	Direct/Cellular
Eugene Taylor, MS, CSHM Director, EH&S Compliance	etaylor@pandj.com	865.310.8767

1. STATEMENT OF SAFETY AND HEALTH POLICY

This Accident Prevention Plan (APP) defines general applicability and responsibilities with respect to compliance with health and safety programs associated with the recovery work as a result of natural and man-made disasters. Safety awareness combined with safe working conditions and safe work habits can in fact achieve the fulfillment of our safety commitment. Superintendents and foremen will enforce these safety rules; instruct personnel in performing duties in a safe manner; put personnel to work in places only when sure that no dangerous conditions exists, instruct new personnel in regard to these safety rules and conduct weekly safety/tool box talks.

2. SCOPE AND APPLICABILITY OF THE PLAN

This plan covers environmental, safety and health issues related to debris management activities. This plan will cover the debris management associated with natural and man-made disasters and associated clean-up activities. All personnel on site, contractors, and subcontractors, involved in this project shall be informed of the site emergency response procedures and any fire, explosion, safety or health hazards on the project.

During the development of this plan, consideration was given to current safety standards as defined by the Occupational Safety and Health Administration (OSHA), and the National Institute for Occupational Safety and Health (NIOSH) and the Phillips & Jordan *Safety and Accident Prevention Program Manual (June 2012)* (provided as an attachment to this plan)

3. SITE DESCRIPTION

The project site will be anywhere within the boundaries of Client, as directed, within their areas of responsibility and management to include roadways, right of ways (ROW), and certain waterways.

4. ADMINISTRATION AND ORGANIZATION

The purpose of this document is to provide an outline of the safety policies, procedures, and corporate guidelines promulgated by Phillips & Jordan and intended to further amplify and augment the requirements set forth in the federal, state, local, project requirements under which the contractor is to prosecute the work.

The APP will be updated by the Project Safety Manager Designee utilizing appropriate resources. The APP will be available for employee reference at various locations on the job site and in the specific area. The APP will be available to all subcontractors upon request.

Specific hazards are highlighted which are associated with individual elements of the types of processes performed during, or are relevant to, construction. This APP endeavors to encompass all facets of the work without simply restating federal regulations. The APP also endeavors to identify the scope of the Project's operations and to correlate the hazards identified in the plan with specific operations.

4.1 DUTIES AND RESPONSIBILITIES

Phillips & Jordan, hereinafter referred to as "the Prime Contractor", is responsible for the work and oversees all operations on the Contract. Subcontractors are specifically directed to perform all their operations in accordance with all applicable Federal, State, Local, and project requirements. In the event the Prime Contractor discovers operations which are not in conformance with applicable regulations, the Prime Contractor will inform the subcontractor verbally and/or via written notification that they must perform the work in accordance with the regulations. If a subcontractor continues to perform the work in violation, additional measures will be taken which may include removal from the project. As noted above, the APP will be located at the Prime Contractor emergency operations field office and any area offices for anyone to review for guidance. However, it is the responsibility of the subcontractor to ensure that the workers under their employ are aware of the hazards on the site. The Prime Contractor shall require all on-site Prime Contractor personnel, regardless of position, and each subcontractor to attend a pre-mobilization meeting for the purpose of siteorientation, schedule coordination, and activity hazard analysis to ensure full understanding of this plan and Phillips & Jordan safety requirements. The Prime Contractor shall require, and assist in the development of, an activity hazard analysis specific to the task(s) to be performed by each subcontractor. The activity hazard analysis shall be reviewed and approved by the Project Safety Manager Designee prior to the commencement of each subcontractor's work. Subcontractor's shall be responsible for orienting their employees to the site configuration. reviewing general safety requirements as outlined in the APP and reviewing task specific safety requirements as outlined in their activity hazard analysis. Each subcontractor shall be responsible for providing employees with the appropriate training and personal protection equipment (PPE) necessary to perform their intended task(s). Subcontractors, including all supervisory personnel, ground personnel, truck drivers and any other crafts, are required to attend the "tool-box" talks and encouraged to provide insight on aspects of a particular operation. The Prime Contractor believes that the experienced worker can provide the most relevant instruction on the dangers associated with an individual task. The Project Safety Manager Designee shall be responsible for ensuring subcontractor compliance with all state. local, and federal regulations. The Prime Contractor shall host a mandatory monthly subcontractor site coordination meeting to review compliance of ongoing as well as upcoming subcontractor activities. Key sub-contractor personnel, as identified by the Project Manager and/or the Project Safety Manager Designee, must attend.

For protection of both the Prime Contractor and the project, the Prime Contractor discourages visitors from entering the work site. Since the site is an ever-changing assemblage of workers, materials and equipment, the presence of anyone not intimately involved with the daily operations of the site shall not be allowed in the area for their own protection unless authorized and escorted by a project representative.

4.2 PROJECT PERSONNEL

Safety is the responsibility of everyone involved with the project at all levels. However, certain key individuals have recognized specific roles. Upon award of contract, resumes and qualifications of designated safety personnel will be submitted separately. The following is a list of personnel assigned to this project:

Title	Name
Project Manager	
ES&H Representative	
Site Safety & Health Officer (Project Safety Manager Designee)	

All subcontractors are subject to the safety requirements of this project.

5.0 HAZARD ASSESSMENTS

Safety inspections will be a routine and integral part of this plan and will be carried out at several different levels. The designated Project Safety Manager Designee will ensure that

regular inspections are conducted.

Activity Hazard Analysis

The Prime Contractor shall utilize task-specific activity hazard analysis (AHA) to identify and control the hazards associated with the work to be performed. An AHA shall be completed, approved, and reviewed with employees prior to the commencement of each specific task, including subcontractor operations. All employees' shall be trained in basic hazard identification techniques and empowered to notify supervision of the existence of any hazards in the workplace. The Prime Contractor, and subcontractors employed by the Prime Contractor, shall employ administrative, engineering, and personal protective measures to eliminate and/or control workplace hazards. Supervisors shall be responsible for the continuous monitoring of work operations and individual employee activities. Supervisors shall be empowered to ensure safety compliance and to implement corrective actions and/or disciplinary measures. Completed AHA's for anticipated tasks are located in Sections 2 and 3 of this plan.

Hazards associated with these tasks are addressed under various subheadings. These hazards must be considered when planning the work and should be made known to all site personnel. Proper education on safe practices and procedures will minimize the injury and/or property damage potential of the listed hazards. It is important that supervisors review these hazards with their crews and safeguard workers, visitors, and subcontractors from them.

Pre-construction Safety Checklist

- Review plans and specifications, type of work
- Applicable safety standards OSHA, state, local
- Review special safety requirements for each activity Activity Hazard Analysis (AHA)
- Review traffic control requirements
- Review and accept Subcontract Safety and Health Program

Insurance Review

- Subcontractor's scope of work, certificate of insurance, limits
- Pre-job planning and safety meeting considerations

Exposure to Public: Present and Future

- Proximity of operations to children and general public; schools, playgrounds, parks, churches, residential areas, hospitals, commercial or business areas, etc.
- Maintenance of protection during non-working hours and in adverse weather
- Consider "attractive nuisances" caused by excavations, water holes, pipes, ladders, scaffolds, heavy equipment, etc.

Adjacent Property

- Proximity, type and values of adjacent property exposures, potential for business interruption
- Trespassing employees, material, supplies, equipment operations, spoil disposal, parkways, fences, sidewalks driveway, etc.
- Safe procedures for installing and removing temporary support systems
- Effects of weather on various phases of project (Snow, ice, rain, wind, floods etc.)
• Employees shall be reminded through toolbox talks of the importance of good housekeeping procedures when working so closely to adjacent properties.

Housekeeping Practices

- Material storage
- Equipment trucks, knuckle booms, equipment yards, security, parking, etc.
- Job layout clean up procedure, traffic patterns
- Adjacent work in progress other contract work
- Employees shall be reminded through toolbox talks of the importance of good housekeeping procedures when working so closely to adjacent properties.

5.1 EMPLOYEE INVOLVEMENT IN HAZARD IDENTIFICATION

The safety and health of Phillips & Jordan's and our subcontractors' employees are of utmost concern. It is imperative that all employees follow safe practices and procedures while at work.

Each employee shall receive an overview of the generals hazards associated with this particular project prior to working on the project in their new-hire orientation session. Task-specific hazards and recommended controls as identified in the AHA process shall be reviewed with all involved employees prior to the start of a particular operation in the forum of a toolbox safety meeting. The Prime Contractor shall encourage the active involvement of its employees in hazard identification and correction through regular participation in weekly toolbox safety meetings.

Employees will report all unsafe conditions and acts and near misses to their foreman or supervisors through verbal communication. An open line of communication will always be maintained for employees.

5.2 PERSONAL PROTECTIVE EQUIPMENT

Due to the nature of construction activities in general, PPE is often the most feasible exposure control for employees. The following is a list of general safety rules as they relate to construction activities. Many of these topics are discussed in details in further subheadings. The following is the Personnel Protection Equipment Hazard Assessment that all employees must follow:

- All personnel, visitors, and vendors shall wear hard hats at all times to include inside the cab of equipment. Hard hats shall meet specifications contained in American National Standards Institutes Safety Requirements for Industrial Head Protection
- Safety glasses with side shields or wrap around protection shall be 100% of the time while on any work site. Additional protection including goggles and face shields may be required for operations involving flying debris, chemical splashes and welding, use of chain saws, etc. The Project Safety Manager Designee shall determine the specific protection to be worn.
- High visibility safety vests and or clothing with reflective stripes shall be worn by all
 personnel at all times, including during safety meetings held outdoors. Class 2 or 3 retroreflective vests consistent with the Manual on Uniform Traffic Control Devices (MUTCD) are
 the only vests permitted.
- Hearing protection in the form of ear muffs or foam earplugs shall be worn in all designated high noise locations. Other materials should never be inserted into your ear. Where hearing protection is required, these areas shall be posted.

- Safety boots with 6 inch leather uppers meeting the requirement of American National Standard Institute (ANSI) Z-41 (1999). Personnel using chain saws shall wear Kevlar lined boots. Tennis shoes or similar type footwear shall not be permitted. This policy applies to employees, guests, visitors, and vendors.
- Leather work gloves shall be worn when handling debris, rough and abrasive materials, concrete, and other abrasive materials that may cause injury to the hands or when the work subjects hands to lacerations, puncturing or burns. Additional hand protection may be designated by the Project Safety Manager Designee, job superintendent or foreman. Leg Protectors shall be worn while using chain saws.
- Minimum clothing requirements are long pants and a shirt with a minimum four-inch sleeve

5.3 GENERAL SAFETY RULES

General safety rules are outlined in the project AHA's and further defined by the Prime Contractor's safety program.

- All accidents or injuries, no matter how minor, must be reported to the foreman or superintendent for immediate treatment or first aid care to prevent serious infection or complication. No matter how minor in nature, a written accident report is to be completed and forwarded to the Project Safety Manager Designee within 8 hours of notification of the incident. A verbal notification shall be provided to the Project Safety Manager Designee immediately.
- Employees are cautioned about the danger of loose clothing, rings, bracelets, and jewelry around moving equipment. Loose hair and dangling jewelry must be restrained.
- Fall protection for heights greater than six feet requires proper guard rails, toe boards and proper flooring except when proper precautions such as lifelines with harnesses, barricades, etc., have otherwise been made.
- Gasoline is prohibited for cleaning of equipment or tools. Small quantities of gasoline shall be transported only in approved metal safety containers. All engines must be shut off when refueling unless provided otherwise in the original manufacturer's manual. No Smoking rules shall be observed in posted areas. Use of plastic gas cans for any purpose is prohibited.
- Traffic vests (Type 2 or 3), or other suitable garments marked with retro-reflective or high visibility material of the same rating, shall be worn by workers at all times when in work zones.
- Fire extinguishers shall have an ABC rating and shall be located in close proximity of flammable material and gases and shall be present on all transport vehicles, construction equipment and in company trucks. Daily inspection of fire extinguishers is mandatory to determine proper charge by the user. Damaged or discharged extinguishers shall be removed from service immediately and sent out for service – a replacement shall be installed immediately. Annual inspection by a competent inspector of all rechargeable units shall be performed.
- Compressed fuel gas and oxygen shall be separately secured and stored in racks twenty feet or more apart with a cover that protects them from direct sun light. All hoses and fittings shall be checked for wear and leaks. Treat all empty cylinders as if they were full and mark them "MT".
- The storage, transportation and use of flammable, combustible, or corrosive materials shall

be conducted in accordance with pertinent local, state, and federal regulations. In addition, all necessary permits for such shall be obtained.

- Seat belts shall be worn when operating equipment or in vehicles. No more than one person, the operator, shall ride in or on equipment or in vehicles unless the equipment/vehicle has seats and seat belts to accommodate the riders.
- Reverse signal alarms shall be audible over surrounding noise for a distance of 25 feet. If the reverse signal alarm becomes disabled, the equipment shall be immediately shut down until repaired.
- When equipment is left unattended, is not in use and/or is subject to sudden lowering, such as backhoes, loaders, etc., all implements shall be grounded, the brake engaged and the equipment shift mechanism shall be placed in the "park" or "neutral" position and the equipment shall be secured. Keys shall not be left in equipment that is unattended. Maintenance work on such equipment shall not begin until all movable components are secured and energy sources are locked out.
- Company vehicles and/or equipment shall not be operated by unauthorized personnel.
- Company vehicles cannot be left in idle mode or with the keys in the ignition if the driver will be farther than 5' from the vehicle.
- Passengers are not allowed to ride in the bed of pickups.
- Personal vehicles are allowed only in designated areas.
- Hand tools shall only be used for their intended purpose. All damaged tools or worn parts shall be reported to the foreman for replacement or repair. All required guards shall be affixed to hand tools during operation.
- Inoperative tools, vehicles, and safety devices shall be tagged as faulty to prevent further use and removed from service.
- Unshored trenches or excavations greater than four feet in depth shall not be entered unless a ladder is available every 25 feet for means of egress and exit. All trenches over 5 feet shall either be shored or sloped (benching is not permitted) or a trench box shall be used. All trenches shall be inspected daily by a competent person. Evidence of competency must be available.
- No employee shall remove a cover, guardrail, or barricade from any opening without an alternative plan for protection of all persons.
- Employees are not permitted to use or possess any intoxicants or drugs on this project or any property or equipment/vehicles associated with this project or to be under the influence of any intoxicants or drugs.
- Tools, equipment, machinery, and work areas shall be maintained in a clean and safe manner. Defects and unsafe conditions should be reported to your foreman.
- Nails shall be removed or bent over on disassembled lumber immediately.
- Horseplay, including reckless driving of vehicles or equipment, will not be tolerated.
- Proper lifting procedures (back as straight as possible and with knees bent) should be practiced. If the load is too heavy to lift safely, get help.
- Electric power operated tools shall be equipped with three-wire cord having the ground wire permanently connected to the tool frame and means for the grounding the other end or be of

the double insulated type and permanently labeled as "Double Insulated".

- Any employee observing an unsafe practice or condition shall immediately report the unsafe practice or condition to his immediate foreman and superintendent.
- All protruding rebar or similar shall be protected to prevent employees from impalement.
- Posted safety rules and safety signs shall not be removed except under management's authorization. Only authorized personnel shall install or remove posted signage.

5.4 RESPIRATORY PROTECTION

Respiratory protection is not anticipated as necessary for use as defined by the Scope of Work. If the Certified Industrial Hygienist (CIH) determines that respiratory protection is needed for any particular aspect of work, use of respirators shall be in accordance with Section 6.0.K of the Phillips & Jordan *Safety and Accident Prevention Program Manual (June 2012)* and specific requirements specified by the CIH.

5.5 NOISE CONTROL & HEARING PROTECTION

The Prime Contractor acknowledges the hazards associated with construction related noise to its employees and subcontractor employees. The Prime Contractor is committed to safeguarding workers from high noise levels as well as mitigating the nuisance factor to abutters.

The Prime Contractor and all subcontractors will provide noise protection for employees whenever the noise level exceeds 90 dB for an eight-hour average. Noise levels will typically be determined by measuring the noise on the A-scale of a standard sound level meter at slow response. If the instrument is not capable of logging data for a time weighted, use formula as listed in 29 Code of Federal Regulations (CFR) 1926.52(d)(2).

If employee noise exposure exceeds 90 dBA, the Prime Contractor and all subcontractors will implement engineering, administrative and/or personal protective equipment control as is appropriate. When feasible, engineering controls will be the first choice for noise reduction. Some of the options include:

- Distance equipment/source from employees
- Provide/ensure mufflers on equipment are working properly.
- Place sound barriers/curtains/blankets around equipment/source

Engineering and administrative controls may be used to limit employee exposure via equipment design, job rotation and/or limiting employee exposure to excessive noises.

Hearing protective devices include ear muffs (banded and helmet mounted) and inserts (disposable and corded). Employees exposed to noises louder than 90 dB are required to wear one of these two devices. Combining both earmuffs and inserts will typically add 3-8 dB of protection to the rating of the higher device (consult manufacturer for exact Noise Reduction Rating [NRR]). Activities that require hearing protection are (but not limited to):

- Power saws (circular, concrete, air)
- Powder activated equipment
- Open cab construction equipment

5.6 FIRE PROTECTION/FIRE PREVENTION

Class A - Ordinary combustible materials, wood, paper, rubbish

Class B - Flammable liquids, greases, oils, paints gasoline

Class C - Electrical equipment (energized)

To use, direct at the base of the fire and sweep slowly until all the fire is contained and then put out. Continue to use and coat all areas so as to prevent the fire from starting up again.

On this project all fire extinguishers shall be of Dry Chemical Type rated ABC and sized per application.

- All construction equipment and transport vehicles shall have an ABC fire extinguisher on board.
- Smoking shall be prohibited at or in the vicinity of operations which constitutes a fire hazard and shall be conspicuously posted.
- Additional fire extinguishers shall be added in areas where welding, cutting or burning is taking place for the purpose of a fire watch. All fire extinguishers shall be conspicuously posted with proper signage.
- Users shall inspect extinguishers in their area prior to commencing work.
- Extinguishers on site shall be inspected by a competent person on a monthly basis and inspections shall be documented.
- Extinguishers on site shall be inspected, serviced and certified at least annually by a competent third party.
- Damaged or discharged extinguishers shall be tagged and removed from service immediately. A replacement shall be installed and a rotation of service will be conducted on a monthly basis.

5.7 DEBRIS CHIPPING AND GRINDING

If applicable, grinding of vegetative debris will be by means of small to medium commercial grinders at designated points to reduce the vegetation. It is possible that smaller chip-grinders could be utilized to grind in-place vegetative debris. Where grinding operations are permitted and established, access control points and boundaries will be established to limit personnel in the area. As a minimum, only grinding operations personnel will be permitted within 200' of grinding operations while grinding is in progress.

5.7.1 Vegetation Staging

Vegetation piles staged for chipping will be limited to a height of 20' at any given point. The length of piles shall not exceed 300' and a fire control zone of 8' shall be maintained at all times. It is not anticipated piles will ever exceed this size.

5.7.2 Chip Management

Once the vegetation has been reduced to chips, chip piles shall be limited to no higher than 20' and shall be monitored while in piles to ensure that the chips do not combust through internal heat transfer

5.8 HOUSEKEEPING

Poor housekeeping on construction projects may cause unsafe working conditions such as tripping hazards and potential fire hazards. The Superintendent shall plan his housekeeping program at the start of the project and assign responsibilities for clean up and removal of debris to the foremen for his/her work area and all other parties involved in the project. The following housekeeping rules shall be enforced:

- Subcontractors are responsible under their contractual obligations for clean-up and disposal of construction debris and/or equipment servicing debris, resulting from their work activities.
- Plan and schedule the emptying of rubbish containers. Full containers will be emptied promptly.
- Hoses, extension cords, welding leads, etc., will not be laid on the ground in occupied areas outside of construction areas. If possible, such lines will be strung overhead.
- Combustible or flammable debris will be cleaned up and disposed on a regular basis. Accumulations of this type of debris are prohibited.
- Other construction debris generated from construction activities will be cleaned up and disposed on a regular basis as necessary.
- Walkways, aisles, stairways, ladder ways, ramps, doorways, entrances will be kept clear of debris at all times.
- Employee lunch areas, shanties, storerooms, field offices, and entrances will be provided with trash receptacles or other debris containers. All trash barrels shall be equipped with rodent proof covers and emptied on a regular basis to reduce the potential for rodents and fire hazards.
- Where containers for debris are not readily available, debris must be placed into isolated piles ready for disposal rather than left scattered and strewn about the work site.
- Oil and grease spills shall be cleaned up at once. All spills, regardless of size, shall be reported to the supervisor immediately. Spill containment materials shall be available in all zones for immediate containment of spills.

5.9 FALL PROTECTION

Fall protection is required whenever a worker is 6 feet or more above a lower surface except on those vehicles and equipment exempted under the OSHA standard. Fall protection must be provided for employee exposure to unprotected sides and edges, leading edges, hoist areas, holes, form work and reinforcing steel, ramps, runways, and other walkways or excavations.

The Project Safety Manager Designee shall consult with project engineers to determine if the walking/working surfaces on which the employees are to work have strength and structural integrity to support employees safely.

If the employee is exposed to falling objects, the Prime Contractor and/or subcontractor will implement one of the following:

- Toeboards, screens, or guardrails to prevent objects from falling from higher levels
- Canopy the structure and keep potential fall objects far enough from the edge of the higher level so that those objects would not go over the edge if they were accidentally displaced
- Barricade the area to which the objects could fall, prohibit the employees from entering the barricaded area, and keep objects that may fall far enough away from the edge of a higher level so that those objects would not go over the edge if they were accidentally displaced

Fall Protection Systems

The Prime Contractor and its subcontractors shall provide and install fall protection systems as necessary to protect workers from falls over six feet in height. The Prime Contractor recognizes that fall hazards are extremely serious in the construction industry and has a zero tolerance policy for violations of the six-foot rule. The following is a list of systems that

may be incorporated into the Work:

- Guardrails
- Safety Net Systems
- Personal Fall Arrest Systems
- Position Device Systems
- Warning Line Systems

- Aerial Lifts
- Personnel Baskets
- Scaffolds
- Ladders

The Prime Contractor and subcontractors shall strive to utilize passive fall protection systems whenever possible and revert to personal fall arrest systems only when necessary. Hazards associated with working at heights shall be addressed in a task specific manner via AHA's.

If elevating work platforms are used as observation towers, positioning lanyards shall be used with fall protection harness systems to prevent those on the platform from crawling on the top rail of falling from the platform. Double lanyards may be necessary. Lanyards shall be attached to the attachment points provided on the work platforms.

Training

Where fall protection is used, all affected employees, including subcontractor employees, shall be provided training in the requirements of the standard and proper use, care and maintenance of fall protection equipment. The employee shall also be trained to recognize those hazards of falling and the procedures to be followed in order to minimize these hazards. Employees required to don personal fall arrest equipment shall be trained on the proper fitting, use, care, and inspection of the equipment.

The Project Superintendent and/or the Project Safety Manager Designee shall review all fall protection systems to ensure the safety of the employee. Employees shall inspect all equipment before use and report any problems/defects to their supervisor.

If elevated work platforms are used as observation points, all personnel who must occupy the platform, including subcontractors and government personnel, shall be instructed in the proper use of the platform and the use of fall protection systems applicable to the platform. Fall protection systems shall be provided to and worn by such personnel prior to accessing the work platform.

5.10 COLD STRESS MONITORING PLAN

Hypothermia is also considered a medical emergency and requires immediate medical attention. If workers exhibit symptoms of hypothermia, call 911 and take the following immediate first aid measures:

- Get the person indoors.
- Remove any wet clothing and dry the person off, if needed.
- Warm the person's trunk first, not hands and feet. Warming extremities first can cause shock. Warm the person by wrapping them in blankets or putting on dry clothing. Do not immerse in warm water. Rapid warming can cause heart arrhythmia.
- If using hot water bottles or chemical hot parka, wrap them in cloth first. Do not apply directly to the skin.
- Begin cardiopulmonary resuscitation (CPR) if necessary and continue until emergency medical personnel arrive or the person begins breathing.

- If the person begins breathing and remains conscious, give them a warm drink. Avoid caffeine or alcohol.
- Once the body temperature begins to rise, keep the person dry and wrapped in a warm blanket or similar. Wrap the person's head and neck as well.
- Do not leave the person until emergency medical personnel arrive.

6.0 EMERGENCY ACTION & EVACUATION PLAN

The Emergency Action plan shall address the coordination and implementation of emergency response for all project areas. The Prime Contractor shall coordinate emergency response with the state and local fire, police, and emergency medical services (EMS). Appropriate regulatory agencies will also be involved. Procedures shall address the handling of general evacuation of the work site, fire, and confined space rescue, personal injury, explosion, bomb threats, severe weather, public demonstrations, damage or interruption of utilities, excavation collapse, equipment incidents or other catastrophic events.

The Project Safety Manager Designee shall establish a specific response location for each of the project work areas to which emergency response personnel shall be directed. If emergency response is required and a 911 call is made, the crew leader shall post a flag person at the response location to meet the emergency personnel and escort them directly to the incident scene. This procedure will greatly reduce confusion about where the response should be and shall expedite the arrival of the emergency personnel and equipment where they are needed.

Crews shall use radio and cellular phone communication to notify the workforce of the situation and assign response duties as well as to call for emergency response.

The crew chief of each crew shall have a copy of this emergency action & evacuation plan as well as the location of medical facilities for the area.

6.1 WORK SITE EVACUATION

In the event that a work site evacuation is required, the Project Safety Manager Designee and/or Project Superintendent will notify all employees via cell phone, hand held radios and/or air horns. Employees will be told where to meet and a head count will be taken to account for all employees. Any subcontractors on the job will be notified to take similar actions as required. As the site configuration changes, employees will be periodically updated of any changes in the plans.

6.2 PERSONAL INJURY

In case of an emergency, the Project Safety Manager Designee and the Project Superintendent will be notified immediately. A severely injured employee should not be moved unless the danger of additional injury is imminent. Ensure the injured employee is kept as comfortable as possible until the emergency responders arrive. A foreman shall accompany the injured employee to the hospital to assist in providing necessary information to hospital staff. Follow local emergency response protocol and inquire with staff whether an emergency response plan is in place for hazardous material incidents.

6.3 BOMB THREATS

Any bomb threat will be treated as genuine. The police will be called immediately and all personnel evacuated from the area. Adjacent contractors will also be notified to take appropriate action.

6.4 SEVERE WEATHER

In the event that severe weather is forecast, the Project Manager will mobilize sufficient personnel to secure the site and all unnecessary operations should be canceled/ halted. Severe weather includes: Severe thunder/lightning, hurricane, tornado, and excessive heat temperature.

6.5 PUBLIC DEMONSTRATIONS

Should there be a public demonstration or protest at the site, police will be called and secure access ways in and out of the site will be established. Employees are not to have contact with the protesters and should be removed from any area where this may be likely.

6.6 SITE SECURITY

The Prime Contractor and its subcontractors shall ensure the security of the various work areas at all times.

- Access/egress points from the workzones shall be via one or two access points.
- Visitors to the site must be authorized and escorted at all times. Unescorted visitors or unauthorized entrants to the site should be stopped and asked to leave the property.
- Signage shall be posted at all work zone access/egress points restricting access to authorized construction personnel only. This signage should direct visitors to report to the field office.
- Employees shall be instructed to be watchful of suspicious personnel attempting to enter the workzones and report these observations to a supervisor immediately.

6.7 DISCOVERY OF HUMAN REMAINS; ANIMAL REMAINS; AND ARMS, AMMUNITION AND EXPLOSIVES

Crew leaders shall observe debris before disturbance for the presence of human remains; animal remains; and arms, ammunition and explosives (AA&E). If any are observed before loading, the crew leader shall immediately notify the zone supervisor in their area who will contact the Project Safety Manager Designee. The debris area shall be marked with red flagging and left undisturbed. The Project Safety Manager Designee shall notify the proper response agency and the Project Manager.

If human remains, animal remains or AA&E are discovered while loading debris, all work shall stop immediately. The crew leader shall immediately contact the zone supervisor for the area who will notify the Project Safety Manager Designee to contact the proper response agency. The Project Safety Manager Designee shall advise the Project Manager.

6.8 CONFINED SPACE RESCUE

Confined space entry is not included in the scope of work for this contract and shall be avoided.

7.0 SAFETY AND HEALTH TRAINING

Training takes place at staging areas based on the following outline:

The following outline is not a complete checklist or a complete potential hazard analysis. Individuals using this data are urged to apply their initiative and personal knowledge of the industry in developing effective controls. Employees are encouraged to refer to applicable Federal, State and Local codes and regulations. Subcontractors must have an APP and/or Safety and Health plan and remain in compliance with its provisions.

The following are an example of the general and specific topics that Phillips & Jordan and subcontractor personnel may be trained in:

- New hire site-specific safety & health orientation
- Supervisors orientation
- Traffic and work zone safety
- Heavy equipment operations
- Hazards of emergency work debris reduction

- Asbestos awareness if applicable
- Fall protection if applicable
- Emergency procedures
- First aid/CPR minimum number per crew trained
- Lockout/tag-out

7.1 TOOL BOX TALKS

- Conducted by the Project Safety Manager Designee or designee
- Five to fifteen minutes in length each week and documented, including attendance roster signed by all employees, including subcontractor employees
- Work tasks and related hazards
- Past accidents
- Worker participation
- New subjects provided by Project Safety Manager Designee

7.2 REGULAR TRAINING MEETINGS FOR SUPERVISORS (INCLUDING FOREMAN)

- Conducted by the Project Safety Manager Designee or designee
- Training sessions shall be documented

7.3 CONTRACTOR SAFETY PLANNING MEETINGS

- Conducted by the Project Safety Manager Designee or designee
- Conducted monthly or as necessary with the Resident Engineer
- Management/supervisory personnel and foremen and a representative from each subcontractor will be required to attend

7.4 SPECIAL TRAINING FOR EMPLOYEES WHEN APPLICABLE

- Conducted by the Project Safety Manager Designee or Designated Area Safety Manager
- Subjects include:
 - Signs and signals
 - Hand tools and power tools
 - Electrical hazard awareness
 - Material handling
 - Hazardous materials

- o Personal protective equipment
- o First aid/medical
- Ground fault circuit interrupters (GFCI)
- Fall protection (6' rule)
- Traffic work zone safety

As noted elsewhere in the APP, subcontractors are required to adhere to applicable regulations and attend "tool box" talks. Subcontractors shall furnish employees with training appropriate to the tasks to be performed (e.g., fall protection, hazard communication, material handling, etc.)

Additional safety and health instruction will be provided prior to performance of particularly hazardous or unfamiliar tasks as necessary.

The use of known hazardous products by personnel is strictly regulated. Training in the use of proper personal protective equipment (PPE), use of product and product application techniques, are provided to individuals utilizing the products. Acknowledgment of receipt of training by the individual shall be documented.

The Project Safety Manager Designee will maintain records of all safety meetings at the project office.

All employees attending the safety meeting shall personally sign the weekly safety talk form. Subcontractor cooperation in educating your employees is essential.

Each foreman and superintendent shall hold a weekly toolbox safety meeting in the work area and with their entire crew. Subject matter shall cover specific safety matters pertinent to the crew's on-going activity. Project Management and supervisors shall attend and participate in these meetings. The Project Safety Manager Designee and Project Manager shall attend at least one of the meetings each week. Attendance shall be recorded along with the topics discussed. Safety related concerns should be solicited from the employees. Safety concerns and hazards discussed in the tool box meetings shall be corrected as soon as possible and the corrective action shall be reported back to the employees in the next meeting. Prompt management attention and correction of such concerns is critical.

8.0 HAZARD COMMUNICATION

The purpose of this instruction is to ensure that each employee is fully aware of the hazards of the materials to be used in the workplace and knowledgeable in the controls to be utilized to safeguard themselves against these hazards.

The Project Safety Manager Designee or other technically qualified designee is the overall coordinator of the hazard communication program.

8.1 HAZARDOUS CHEMICALS

The Project Safety Manager Designee will maintain a list of all hazardous chemicals used on the job site and update the list as necessary. The list is electronic and available upon request.

8.2 MATERIAL SAFETY DATA SHEETS

The Project Safety Manager Designee or designated Area Safety Manager is responsible for acquiring and updating Material Safety Data Sheets (MSDS)/Safety Data Sheets (SDS). They will review each MSDS/SDS for accuracy and completeness. All new procurement of materials, which may contain hazardous substances, for the job site must be cleared by the Project Safety Manager Designee. Whenever possible, the least hazardous substance will be procured.

MSDS/SDSs that meet the requirements of Hazard Communication Standard (HCS)-Globally Harmonized System (GHS) of Classification and Labeling of Chemicals must be fully completed and received at the job site either prior to, or at the time of receipt of the first shipment of any potentially hazardous chemical purchased from a vendor. It may be necessary to discontinue procurement from vendors failing to provide MSDS/SDSs in a timely manner.

Employees involved with the handling and use of new materials will review the MSDS/SDS with their foreman and Project Safety Manager Designee/Area Safety Manager in the forum of a toolbox meeting prior to working with the product.

A binder or electronic file of MSDS/SDSs for all chemicals on the project will be located in the field office and will be available upon request for all employees.

In most cases, MSDS/SDSs for all hazardous chemicals to be used on the job site will be received prior to the first shipment of such chemicals. In the event that MSDS/SDSs have not been received, the supplier will be contacted immediately for the document. If the MSDS/SDS can not be produced, then that chemical will not be used until such time that all hazards associated with the chemicals can be identified and the MSDS/SDS procured.

8.3 LABELS AND OTHER FORMS OF WARNING

The Project Safety Manager Designee/Area Safety Manager or designated representative has the responsibility to ensure that all hazardous chemicals on the job site are properly labeled. Labels should list at least the chemical identity, appropriate hazard warnings, and the name and address of the manufacturer, importer, or other responsible party. The Project Superintendent will refer to the corresponding MSDS/SDS to verify label information. Immediate use containers or small containers into which materials are drained for use on a shift by the employee drawing the material from do not require labeling. To meet the labeling requirements of HCS-GHS for other in-house containers, refer to the label supplied by the manufacturer. All labels for in-house containers will be approved by the Project Safety Manager Designee or designee prior to their use.

The Project Safety Manager Designee will check on a periodic basis to ensure that all containers in the facility are labeled and that the labels are up to date.

8.4 TRAINING

Each employee who works with or might be exposed to hazardous chemicals will receive initial training on the HCS-GHS standard and the safe use of those hazardous chemicals. Additional training will be provided for employees whenever a new hazard is introduced into their work area. Hazardous chemical training is conducted by the Area Safety Manager or designee.

Training will emphasize these elements:

- A summary of the standard and this written program, including those changes enacted under the GHS
- Hazardous chemical properties including visual appearance and odor and methods that can be used to detect the presence or release of hazardous chemicals
- Physical and health hazards associated with potential exposure to workplace chemicals
- Procedures to protect against hazards (e.g., personal protective equipment), work practices and emergency procedures
- Hazardous chemical spill and leak procedures; the location of MSDSs on site, how to understand their content, and how employees may obtain and use appropriate hazard information

The Project Safety Manager Designee will monitor and maintain records of employee training and advise the Area Safety Manager on training needs.

Toolbox talks will be used to update employees from time to time on hazard communication.

8.5 SUBCONTRACTOR'S EMPLOYEES

Subcontractors are required to submit copies of MSDS/SDSs for any substance to which employees are, have been, or may be exposed. Electronic MSDS/SDSs are acceptable. Subcontractors shall incorporate the use of such materials, their hazards, and the appropriate controls into their task-specific AHAs.

The Project Safety Manager Designee or designee will advise subcontractors of any chemical

hazards which may be encountered in the normal course of their work on the premises as part of the pre-work orientation. He/she should make available the MSDS/SDSs for these substances and inform them of the Hazardous Materials Identification System (HMIS) labeling used to identify the potential exposure hazard and required PPE.

Exposure to employees from adjacent contractors is not anticipated, but in the event it occurs, coordination with adjacent work sites and contractors will take place to inform employees with new hazards associated with working on or near another employer's works site. Hazards introduced onto the work site by subcontractors (e.g., blasting/explosives) shall be communicated to all employees via toolbox meetings.

8.6 NON-ROUTINE TASKS

Workers contemplating a non-routine task (i.e., a task which they do not typically perform) will consult with the Project Safety Manager Designee or designee who will ensure that these employees are informed of chemical hazards associated with the performance of these tasks and appropriate protective measures. This will be accomplished by a meeting of foreman and the Project Safety Manager Designee with the affected employees before such work is begun.

8.7 WASHING AND SANITARY FACILITIES

The Prime Contractor recognizes that a sound employee sanitation program is crucial to minimizing employee illnesses associated with poor hygiene practices. All workers shall be educated on sound hygiene practices and the hazards associated with poor hygiene on the worksite.

8.8 EMPLOYEE DRINKING WATER FACILITIES

Proper hydration is vital to employee performance, in warm or cold weather. Potable water shall be provided to each Foreman for their use in supplying drinking water for their crew in the work area. Subcontractors are responsible for providing potable drinking water for its employees.

8.9 FIRST AID FACILITY AND STAFFING REQUIREMENTS

The Prime Contractor will rely on the local fire department and EMS to respond to major accidents on the Project.

For emergency treatment, dial 911 from a landline or from a cellular phone. 911 services are operational in the impacted area.

Industrial first aid kits will be strategically located throughout the job-site, well marked and well maintained for employees use.

All Foreman and Job-site vehicles will be equipped with first aid kits and emergency procedures for those employees working too far from the office to receive immediate first aid.

If an injury <u>other than cut or scrape</u> occurs on the evening/night/weekend shifts requiring medical attention, the injured person must be transported to a predetermined emergency medical treatment facility.

Emergency Phone Numbers: All phone numbers will be posted conspicuously in the job site office. These numbers will also be given out during safety orientations.

All employees, both field and office personnel, should be trained on the proper emergency response procedures as part of the initial indoctrination.

For Accidents Requiring On-Site Medical Attention: The local <u>fire department/EMS</u> must be contacted as the first responder for all accidents in the area of the Job Site. Verify that 911 is functional. If not, obtain the phone number for emergency contact and post accordingly.

All injuries (regardless of how serious) shall be reported to the project safety manager designee immediately.

9.0 ACCIDENT INVESTIGATION

Investigation of workplace incidents including injury, illness, property damage and significant near misses is critical to improving the safety and health on the job site and shall be conducted by the foreman and/or superintendent with oversight from the Project Safety Manager Designee/Area Safety Manager.

9.1 REPORTING

Each worker, Superintendent and Subcontractor is responsible for reporting immediately all accidents which involve personal injury or property damage to the Project Safety Manager Designee regardless of how minor or serious the incident may be. Any serious injury or substantial property damage will also be reported immediately to Client DOT in accordance with the Emergency Notification Plan.

9.2 EMERGENCY NOTIFICATION PLAN

For all serious incidents or accidents which are defined as follows:

- Fatalities
- Multiple Injuries
- Major utility breaks
- Major accidents in the public way
- Major accidents involving equipment and or property damage
- Cave-ins or collapses of any kind
- Fires or explosions
- Natural disasters
- Drownings
- Other significant incidents which may attract media attention

The emergency notification procedure will be followed:

- 1. If a 911 call is made, the caller shall provide the following information in a clear and concise manner and document actions taken:
 - Nature of incident: personal injury, car accident, fire, hazardous spill, etc.
 - Location: street address (and cross street if available)
 - Number of injured persons
 - Nature of injuries: heart attack, bleeding, broken bones, and are they conscious or unconscious
- 2. After making a 911 call, contact the field office and take the following actions:
 - The nearest Phillips & Jordan employee with a cell phone or radio will notify the project office of the incident and request all unnecessary radio communications to cease.
 - The Project Safety Manager Designee and supervisory personnel will respond to the scene. The Project Safety Manager Designee will document the details of the incident with photographs and documentary.
 - All supervisors in the emergency area will be notified of the emergency to request appropriate emergency assistance while awaiting arrival of emergency responders. All non-essential radio traffic will cease until the emergency is under control.

• Ensure the Client DOT Manager is notified of the injury, including the name of the injured, the extent of the injury, location and actions taken through time of notification.

10.0 SITE HAZARDS

10.1 EQUIPMENT SAFETY (MECHANIZED)

The use of construction equipment will be limited to specific activities and areas during this clean up activity. Where used, all mobile equipment, hired or owned, shall have a back-up alarm that meets project noise specifications. Any equipment without an alarm shall be reported to the Project Safety Manager Designee immediately and the equipment will not be used until repaired. For equipment owned by others, the operator will be notified to repair the unit immediately. All equipment without a back-up alarm shall put out of service until repaired.

- All operators or truck drivers shall be properly licensed and shall wear all required personal protective equipment when outside the cab.
- No operator shall allow any person to ride in the bucket of a loader or excavator nor shall it carry equipment or any object that it is not specifically designed to carry.
- All hired trucks must carry the proper insurance coverage.
- Personnel shall not ride on machinery unless there is a seat in such equipment for this purpose.
- All equipment shall be equipped with a fire extinguisher.
- All equipment/vehicles shall be visually inspected by the operator prior to operation each shift and the inspection shall be documented on the Phillips & Jordan equipment inspection form.
- All equipment shall be properly maintained per the manufacturer's recommendations.

10.2 EXCAVATING AND TRENCHING

Excavation and trenching is not part of this contract. If trenching or excavation becomes necessary of trenches and/or excavations are discovered, the provisions of Section 6.0.1 of the Phillips & Jordan Safety and Accident Prevention Program Manual (Jan 2012) shall apply.

10.3 ELECTRICAL REQUIREMENTS

Portable Generators

Portable generators will be suitably grounded as required by the manufacturer.

The placement of generators will be such to minimize the build up of fumes in work areas. When used at observation towers, generators shall be located at least 50 feet from the towers and protected against the elements. Generators will be protected with Ground-fault Circuit Interrupters (GFCI), either internal as installed by the manufacturer or external by means of a GFCI pigtail.

Portable generators shall be shut down prior to refueling. Fuel cans (approved metal containers) will be stored away at least 10' away from portable generators while the generators are in use. Fire extinguishers shall be located adjacent to combustion engine generators at all times.

Ground Fault Protection

This construction site will use GFCI's per OSHA 29 CFR 1926.404 (ii). The workers will be

instructed in their proper use and be required to attach them to all portable electric tools. Only double insulated tools may be used unless specifically approved by the Project Safety Manager Designee. Each cord set and related attachments will be inspected prior to its use.

10.4 RIGGING

- All rigging must be inspected daily by a rigging competent person. Evidence of qualification must be provided.
- Tag lines shall be used whenever lifting materials or equipment. If tag line use cannot be accomplished, the Project Safety Manager Designee must approve alternate procedures.
- Rigging equipment will be inspected prior to each use so as to ensure that it is safe to use. Rigging equipment that is missing manufacture's tags shall not be used and shall be removed from the work area immediately.
- Rigging equipment will not be loaded in excess of its recommended safe working load.
- Rigging equipment, when not in use, will be removed from the immediate work area so as not to present a tripping hazard to employees.
- Makeshift fasteners, formed from bolts, rods, wire, etc., will not be used.
- Wire rope cables, used in hoisting, lowering or pulling loads, will consist of one continuous piece without knots, kinks, or splices.
- When U-bolt wire rope clips are used to form eyes or loops in any load bearing cable, a minimum of three (3) clips may be used. Clips will be applied so that the "SADDLE" portion of the clip is not in contact with the dead end of the cable.
- Hooks used for lifting will be equipped with a positive safety latch.
- The use of job-made rigging or attachment points is prohibited unless designed by a Project Engineer.
- Softeners shall be used to protect rigging from sharp edges.
- Weights of rigging and crane attachments shall be calculated into the weight of the load to be picked.
- All rigging shall be stored properly following use to protect it from weathering and/or damage.
- Rigging shall be of equal capacity and length on all picks.

10.4.1 Alloy Steel Chain

10.4.2 Synthetic Webbing (Nylon, Polyester and Polypropylene)

Nylon and Polyester are the most popular and best general purpose synthetic webbing slings. Polypropylene slings are intended for specific controlled applications, which require resistance to strong acids and alkalis.

Each application must be evaluated, taking into consideration the following:

- Type of acid, alkali, or other chemical
- Concentration
- Exposure conditions
- Temperature

All synthetic webbing slings are subject to cutting when lifting items with sharp edges. Sharp

edges in contact with the sling should be padded with material sufficient in strength to prevent damage to the sling. Wear pads give extra protection to the sling where the most wear occurs.

All defective nylon and polyester slings shall be removed from service when there are visible signs of wear, any cuts or frays, when the interior colored (red) webbing is exposed, or if it is stretched or damaged in any other way. Each foreman and superintendent shall be trained in the inspection criteria of rigging to ensure their competency in this function.

10.4.3 Wire Rope

Safe operating practices for general use of wire rope slings shall be followed.

10.5 STAIRWAYS AND LADDERS

Ladders may be required to provide safe access to work areas on the debris management project. As a general rule, ladders shall be used only for temporary access.

The contractor shall purchase only heavy duty construction grade extension and step ladders for use on the project. Manufactured ladders shall be used in accordance with the manufacturer's recommendations. Job-made ladders are not allowed. In general, all ladders shall be inspected prior to use and removed from service if damaged. All ladders shall be secured prior to their use and shall be used properly.

Each employee shall be trained in the safe usage of ladders during new-hire orientation and these requirements shall be re-iterated regularly via toolbox safety meetings.

10.6 SIGNS, TAGS & BARRICADES

All workers shall adhere to the following standards relative to the proper use of signs, tags and barricades on the project:

- Foreman shall be responsible for erecting and maintaining barricades used to protect workers or the public from a hazard, protect materials from damage, or maintain access/clearance where appropriate.
- Barricade tape shall be used appropriately as a warning of a hazard, rather than a physical barricade to protect from a physical hazard.
- Yellow barricade or flagging tape shall be used to signify caution.
- Red barricade or flagging tape shall be used to signify danger. Persons entering areas barricaded with red tape who are not authorized to do so shall be subject to disciplinary action.
- Swing radius protection barricades shall be either red barricade tape or some other physical barrier to prevent workers from entering into the swing path of the machine.
- Physical barricades meant to provide fall protection must be able of withstanding 200 lbs. of force in the outward and downward direction.
- Wire rope guardrails/barricades shall be flagged with high visibility material every six feet.
- Signage shall be posted throughout the job to communicate information to employees and the public.
- Yellow signage shall communicate to the reader to proceed with caution.
- Red signage shall communicate to warn the reader of an area of imminent danger and restrict access to such areas to authorized personnel only.
- Orange signage shall be used to communicate to the public relative to construction zones

and hazards.

- Green signage shall be used to communicate general information (e.g., first aid station locations) to the workers.
- The use, color coding, posting, wording, and size shall conform to regulatory requirements.
- Combustible, flammable, compressed gas, caustic/acidic, and other hazardous storage facilities shall be placarded on all four sides in accordance with local fire department regulations.
- Equipment, tools, etc. tagged as unsafe and out-of-service shall not be used; violators shall be subject to disciplinary action.
- The location of fire extinguishers shall be conspicuously marked with red signage.
- The location of fire department standpipe hookups and fire hydrants shall be conspicuously marked and flagged. Barricades shall be erected around these to ensure a five foot diameter of space for use by the responding fire department during emergency response.

10.7 WELDING/BURNING/CUTTING

Welding, cutting or burning will not be permitted on this project except for burning required by the contract. If equipment requires welding or cutting to effect repairs, the equipment shall be removed from the project area before repairs are made.

10.8 CONFINED SPACE

While confined space work is not anticipated on this contract, it is important to identify confined space properties to avoid inadvertent personnel entry into such areas.

A confined space:

- 1. Has limited or restricted means of entry or exit, AND
- 2. Is large enough for an employee to enter and perform assigned work, AND
- 3. Is not designed for continuous occupancy by the employee.

These spaces may include, but are not limited to, cofferdams, underground vaults, tanks, storage bins, pits and diked areas, vessels, and silos.

A permit-required confined space is one that meets the definition of a confined space and has one or more of these characteristics:

- 1. Contains or has the potential to contain a hazardous atmosphere
- 2. Contains a material that has the potential for engulfing an entrant
- 3. Has an internal configuration that might cause an entrant to be trapped or asphyxiated by inwardly covering walls or by a floor that slopes downward and tapers to a smaller cross section
- 4. Contains any other recognized serious safety or health hazards

If any space is identified that meets these requirements, personnel SHALL NOT enter the space and must contact the Project Safety Manager Designee immediately.

10.9 WORK IN TRAFFIC

The Project Safety Manager Designee shall visit each area and determine what controls are necessary, define the controls and ensure those controls are implemented using the Manual on

Uniform Traffic Control Devices (MUTCD) and Client State Rules on Work Zone Safety and Mobility.

SECTION 2

HEALTH AND SAFETY PLAN FOR DEBRIS MANAGEMENT



VERSION 1.0

SIGNATURE PAGE

This Health and Safety Plan (HASP) was developed to establish the minimal level of health and safety protection that will be implemented at the project location during any and all operations. Each entity will be responsible for the protection of the health and safety of its own employees and/or subcontractors.

Acknowledged by:

Entity	Health & Safety Officer Name	Health & Safety Officer Signature

ADDENDUM PAGE

The following addendums have been added to this Health and Safety Plan (HASP) in the form of authorized position statements. These statements will be accepted by all entities/agencies prior to final publication and inclusion as an attachment to this document.

Position Statement Number	Date Published	Date Attached to HASP

1.0 INTRODUCTION

1.1 SCOPE AND APPLICABILITY OF THE PLAN

This Health and Safety Plan (HASP) provides onsite personnel with guidance for identifying unique or significant safety and health hazards that may be associated with debris management efforts. For the purposes of this document, the work site will include four distinct yet related activities:

- Removing vegetative debris from right of ways (ROW)
- Removing debris from waterways, bridge abutments, culverts, etc.
- Transport of the debris to reduction site.

1.2 PLAN OBJECTIVES

The primary objectives of this plan are as follows:

- Identify potential hazards at the work site.
- Establish a minimum basis for assessing that the personal protective equipment (PPE) provided is adequate to protect onsite workers within controlled areas.
- Provide a set of minimum safety and health standards to be followed by personnel onsite.

While onsite, health and safety – related practices will be governed by Occupational Safety and Health Administration (OSHA) regulations.

1.3 COMMUNICATION

Onsite communication flow will be accomplished utilizing a series of meetings and/or briefings. It is understood that client representatives, contractors, and supervisory employers will disseminate appropriate information to their own employees.

2.0 SITE CONTROL

The minimum acceptable level of PPE for this project includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, leather gloves, reflective safety vests, and sturdy leather boots. Additional activity-specific PPE requirements are listed under Section 3.0.

2.1 DEBRIS COLLECTION ACTIVITIES

Work activities will include the loading and hauling of vegetative wastes and possibly construction and demolition material. Segregation of waste is not included in the scope of this contract

2.1.2 Debris Collection from ROW

All vegetative and construction and demolition materials will be collected using loading equipment such as self-loaders, wheel loaders, or other loading type equipment. Material will be loaded in trucks and hauled to the staging area for reduction.

2.2 DEBRIS REDUCTION AND DISPOSAL SITES

Debris removed from the project ROW will be transported to approved disposal sites or landfills for final disposal as directed by the client.

3.0 ACTIVITY HAZARD ANALYSIS

The evaluation of hazards will be based upon the knowledge of site background presented in

this section and anticipated risks posed by specific operations. Activity hazard analysis specific to a task shall be developed and included in this section and shall be updated as necessary to identify potential hazards associated with tasks performed.

3.1 MATERIAL HAULING AND TRUCKING

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Access and Egress on Equipment	1) Falling off of equipment	 Operators and drivers must use three points of contacts at all times when getting on and off equipment. Keep access points free and clear of grease and oils. Keep these areas clean.
Loading	 Failure of equipment Improper loading 	 All equipment must be inspected and documented prior to use. Equipment must also be inspected daily by the operator. Laborers must pick up all debris that falls off of truck as it is being loaded. The road must be cleaned up prior to letting traffic pass.
Hauling	 Improper equipment Improper loads No traffic control Improper license for vehicle Speeding 	 All equipment must be inspected and documented prior to hauling. All loads must be inspected and properly secured prior to leave the loading. Any equipment in the roadway shall only work within a traffic control zone with proper traffic control devices and flagmen. All drivers must present a valid drivers license matching the class of vehicle that they will be driving. Drivers must control their speeds and drive defensively.
Traffic Exposure	 Personnel, vehicles, or equipment struck by vehicles and/or equipment 	 Traffic control devices shall be set up, where appropriate as identified in the Traffic Plan. Spotters required when backing up in confined areas, in the vicinity of overhead utility lines, or where similar hazards exist. Install back-up alarms on vehicles/equipment where required. Vehicles/equipment equipped with hazard lights shall energize hazard lights when operating in work zones.

Equipment to be Used:

The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, reflective safety vests, and steel-toed/thick-soled safety boots. In addition to minimum PPE required, personnel should wear hearing protection.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness. Trailer gates must be locked or secured from two locations. Tailgates must have two permanent attachment points to preclude debris from falling from the truck.

Training Requirements:

All operators, drivers and ground personnel shall be qualified by their employer for each specific task. Drivers must have appropriate license for the vehicle which is being driven.

General Requirements:

Personnel receive project-specific safety indoctrination prior to work performed in the field.

General Safety Requirements for Hauling and Trucking:

- All trucks used to haul debris must be capable of rapidly dumping its load without the assistance of equipment, be equipped with a tailgate that will effectively contain the debris during transport and that will permit the truck to be filled to capacity. Sideboards or other extensions to the bed are allowable provided they meet all applicable rules and regulations, cover the front and both sides, and are constructed in a manner to withstand severe operating conditions. The sideboards are to be constructed of 2" by 6" boards or greater and not to extend more than two feet above the metal bedsides and are subject to approval by Phillips & Jordan and the contracting agency. It is the contractor's responsibility to report any adjustments of the sideboards to Phillips & Jordan for re-measurement.
- All hauling units must be in good working order.
- All lights and turn indicators shall be in a working condition.
- Brake lights shall be in good working order.
- Back up alarms shall be present and audible to anyone behind the truck/trailer.
- Tires shall be in good condition with no gouges and plenty of tread.
- Gates must be able to close and lock in a way that will prevent debris from falling out during transport.
- Inspections will occur during the sign in process and periodically in the field by Phillips & Jordan management. Trucks found not to be in compliance with any of the above will be placed out of service and not allowed to resume hauling until proof is provided to Phillips & Jordan management that the proper repairs have been made.
- All hauling units shall be inspected daily prior to use by the operator. Drivers should conduct a pre-trip and post-trip inspection each day prior to starting work and at the end of each work day.

3.2 TREE TRIMMING OPERATIONS (DOWNED TREES, LEANERS AND HANGERS)

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Access and Egress on Equipment, Stability of Equipment	 Falling off of equipment Bucket truck or elevated work platform tipping over 	 Operators and drivers must use three points of contacts at all times when getting on and off equipment. Outriggers must be extended and level prior to boom or platform extension.

Principal Steps	Potential Hazards	Recommended Controls
Work from Elevated Platform	 Falling platform or bucket Electrocution hazards Cuts and abrasions from tree limbs 	 Fall restraint equipment must be properly used. Personnel performing elevated work must wear an approved full body harness with a D-ring and an attached lanyard equipped with double locking safety hooks. The lanyard must be secured to an approved anchorage point inside the bucket at all times. Personnel may not use shock absorbing lanyards. One point tie off is required for bucket movement and work. Fall protection equipment and anchorage points shall be manufactured with a minimum breaking strength of 5000 pounds.
		 2) The annual dielectric testing certification must be current. All power lines must be assumed to be "live." No elevated work shall be performed within 10 feet of power lines, excepting work performed by Qualified Line Clearance Tree Trimmers (QLCTT) or Qualified Line Clearance Tree Trimmer Trainee (under the direct supervision of qualified personnel). Only certified "Line Clearance Tree Trimmers" shall be used to remove limbs from a tree in contact with a power line. 3) Leather gloves should be worn where gloves do not create a hazard. Limbs shall only be cut outside of the bucket.
Chainsaw Operations	 Cuts, abrasions, and other injuries from kick-backs or incidental contact with the saw Exposure to noise in excess of 85 dB(A) 	 Chain saws shall only be inspected and fueled on the ground. Saws will meet minimum safe operational requirements per manufacturer's directions prior to use. Lumberjack chaps shall be worn while performing sawing operations. Chaps are not required for personnel sawing from inside the bucket or climbing operations. Inclusion in the hearing conservation program and the use of hearing protection.
Climbing	 Fall hazard Electrocution hazard Cuts and abrasions from tree limbs 	 Fall restraint equipment must be properly used. Personnel performing tree climbing work must wear a safety belt "tree saddle" approved for tree climbing, a positioning lanyard that is equipped with double locking safety latches, synthetic fiber climbing rope, with a minimum nominal breaking strength of 5400 lb when new and approved climbing gaffs. Only qualified tree workers, and qualified line clearance tree trimmers/trainees may perform this function. Personnel may not trim trees where power lines are within 10 feet of the point of operation, excepting QLCTT qualified personnel and QLCTT Trainee (under the direct supervision of qualified personnel). Long pants and shirts with a minimum 4" sleeve are required dress for this project. Gloves will be worn where they do not present a hazard.
Ground Operations	 Personnel struck by falling objects Outrigger crushing 	 Personnel performing elevated work and ground personnel must maintain frequent verbal and visual communication. Operators will not move equipment without an "all clear" from
	hazard	ground support personnel.

Principal Steps	Potential Hazards	Recommended Controls
Traffic Exposure	1) Personnel, vehicles, or equipment struck by vehicles and/or equipment	1) Traffic control devices shall be set up, where appropriate as identified in the Traffic Plan for Client DOT. Spotters required when backing up in confined areas, in the vicinity of overhead utility lines, or where similar hazards exist. Install back-up alarms on vehicles/equipment where required. Vehicles/ equipment equipped with hazard lights shall energize hazard lights when operating in work zones.

Equipment to be Used:

The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, reflective safety vests, and steel-toed/thick-soled or spiked safety boots (as applicable). In addition to minimum PPE required, personnel should wear hearing protection.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness.

Training Requirements:

All operators, drivers and ground personnel shall be qualified by their employer for each specific task. Drivers must have appropriate license for the vehicle which is being driven. Climbers shall display demonstrated safe climbing practices. Tree trimming subcontractors must submit worker qualifications on company letterhead to Phillips & Jordan. Qualifications must be approved by a Senior Safety Technician prior to commencement of work by each qualified employee.

General Requirements:

Personnel receive project-specific safety indoctrination and special orientation prior to work performed in the field.

3.3 LOADING AND HAULING MATERIAL USING A SELF-LOADER:

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Positioning Equipment	 Impediment to traffic flow Truck tipping under load Injury during positioning 	 Ensure self-loader is positioned in an established work zone with Manual on Uniform Traffic Control Devices (MUTCD) flags and/or cones Where equipped and required by manufacturer, position outriggers prior to climbing into load position. No personnel allowed near equipment until outriggers are positioned and driver is ready to climb into loader seat
Access and Egress on Equipment	 Falling off of equipment 	 Operators and drivers must use three points of contact at all times when getting on and off hauling units. Keep access points free and clear of grease and oils. Keep these areas clean. Loader seats must be securely attached to load platform.

Principal Steps	Potential Hazards	Recommended Controls
Loading	1) Failure of equipment	 All equipment must be inspected and documented prior to use. Equipment must also be inspected daily by the operator.
	2) Improper loading	 Hauling units must be properly loaded. The road must be cleaned up prior to letting traffic pass.
	 Struck by loading equipment 	3) Workers must stay a safe distance from loading operations.
	4) Hidden utilities	Make eye contact with and receive acknowledgement from operator prior to approaching equipment.
	 Overhead utility lines 	 Conduct pre-assessment before loading to ensure no utilities are hidden by debris or downed wires entangled.
	6) Overhanging debris	5) Maintain minimum 10' clearance of ALL overhead lines. DO NOT set up under utility lines
	 Fall from equipment 	 Use loader to place ALL materials inside truck. No overhanging limbs or other debris. No debris sticking up above load. Compress with loader.
		 Remain within seat area when loading. Do not climb on truck or get outside of access area. No riders on seat when moving truck; even for short distances.
Hauling	1) Improper equipment	 All equipment must be inspected and documented prior to hauling.
	2) Improper loads	2) All loads must be inspected and properly secured prior to loading
	3) No traffic control	and leaving.
	 Improper license for vehicle 	control zone with proper traffic control devices and flagmen.
	5) Speeding	 All drivers must present a valid driver's license matching the class of vehicle that they will be driving.
		5) Drivers must control their speed and drive defensively.
Traffic Control	 If working near active roadways personnel, vehicles, or equipment struck by vehicles and/or equipment 	 Traffic control devices shall be set up, where appropriate per the MUTCD. Place qualified flaggers as necessary within the work zone. Flaggers will use stop/slow paddles. Block one lane of traffic only, if possible. Place warning signs along work zone to warn oncoming traffic in both directions. Spotters required when backing up in confined areas, in the vicinity of overhead utility lines, or where similar hazards exist. Install back-up alarms on vehicles/equipment. Vehicles/equipment equipped with hazard lights shall energize hazard lights when operating in work zones.

Equipment to be Used:

The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, reflective safety vests, and thick-soled safety boots. In addition to minimum PPE required, personnel should wear hearing protection when required.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness.

Training Requirements:

All operators, drivers and ground personnel shall be qualified by their employer for each specific task. Drivers must have appropriate license for the vehicle which is being driven.

General Requirements:

Personnel receive project-specific safety indoctrination prior to work performed in the field. All work will be conducted in accordance with applicable health and safety regulations and in accordance with the existing site Health and Safety Plan.

General Safety Requirements for Hauling and Trucking:

- All hauling units must be in good working order.
- All lights and turn indicators shall be in a working condition
- Brakes shall be in good working order
- Back up/movement alarms shall be present and audible to anyone working around the equipment
- All hauling units shall be inspected daily prior to use by the operator. Drivers should conduct a pre-trip and post trip inspection each day prior to starting work and at the end of each work day.
- Any deficiencies need to be identified and supervision notified to expedite needed repairs.

3.4 GRINDING OPERATIONS: HORIZONTAL AND STUMP GRINDING

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Equipment Mounting and Demounting	 Exposure to noise in excess of 85 dB(A) Fall hazard Contusion from frame of cab Injury from other vehicles 	 Inclusion into hearing conservation program. Use appropriate hearing protection. Use of 3-point mounting techniques. Don't carry anything in hands. Use of hard hat. Use of reflective vests.
Equipment Start-Up	 Exposure to noise in excess of 85 dB(A) Injury by flying debris 	 Inclusion into hearing conservation program. Use of safety glasses, hard hats, etc. Operator shall verify that all employees are in the clear before start up.

Principal Steps	Potential Hazards	Recommended Controls
Horizontal Grinding	 Struck by debris Amputations, death Lacerations Struck by equipment Fire 	 Keep all personnel away from operations per manufactures specifications. Position equipment to allow debris to stay out of interstate. Trees shall not be swung into traffic at any time. Proper clearing equipment shall be used to load debris into grinder and all windows and door shall stay shut. No employee shall be near the hopper or intake of the grinder. During maintenance operations machine shall be locked out and tagged out by following Phillips & Jordan procedures. Appropriate gloves shall be worn when changing teeth or any other maintenance. Operators shall know what's going on around them at all times when loading and moving equipment. Excavator loading grinder shall have a functional horn and travel alarm which can be heard from a minimum of 25' away. All equipment shall have proper ABC fire extinguishers with annual and monthly inspections.
Stump Grinding	 Struck by debris Lacerations Struck by equipment Fire Amputation 	 Keep all personnel away from operations per manufactures specifications. Position equipment to allow debris to stay out of interstate. Gloves shall be worn at all times during maintenance operations while changing teeth. Operators shall know what's going on around them at all times when loading and moving equipment. Equipment shall have a functional horn and travel/backup alarm. Equipment shall have appropriate ABC fire extinguishers with annual and month inspections. No employee shall be near the hopper or intake of the grinder. During maintenance operations machine shall be Locked out and tagged out by following Phillips & Jordan procedures

Equipment to be Used:

The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, face/eye protection, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility reflective safety vests when required, and thick-soled leather work boots or spiked safety boots (as applicable). In addition to minimum PPE required, personnel should wear hearing protection when applicable. Lock out/tag out procedures shall be followed. All energy sources shall be locked out or removed (e.g.; keys, master switches, batteries, etc.). "Do not operate" tags shall be placed on machines.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness.

General Requirements:

All operators, drivers and ground personnel shall be qualified by their employer for each specific task. Drivers must have appropriate license for the vehicle which is being driven. Climbers shall display demonstrated safe climbing practices. Qualifications and work experience must be approved by a Phillips & Jordan safety professional prior to commencement of work by each

qualified employee. Firewatchers shall have fire extinguisher training

3.5 SITE MANAGERS AND FIELD SUPPORT STAFF

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Collection of Air Samples	1) Exposure to noise in excess of 85dBA	1) Use of hearing protection
-	2) Injury by flying debris	2) Use of safety glasses and hard hats
	 Exposure to carbon monoxide in excess of 10 ppm (only at debris/incineration citor) 	 Limit access to site or utilize supplied air in areas of burn pits
	4) Exposure to chemical and biological	 Use of respiratory protection and protective clothing, as appropriate
	agents 5) Injury by vehicles	5) Use of reflective vests
Inspection of	1) Exposure to noise in excess of 85dBA	1) Use of hearing protection
Work Site	2) Injury by flying debris	2) Use of safety glasses and hard hats
	 Exposure to carbon monoxide in excess of 10 ppm 	 Use of respiratory protection, as appropriate
	4) Injury by vehicles	4) Use of reflective vests
	 Exposure to asbestos, heavy metals, polycyclic aromatic hydrocarbons (PAHs) and volatile organic compounds (VOCs) 	5) Same as 3 (above)
Visiting Residences Requesting Right of Entry	1) Non-construction work in a construction zone	 Personnel performing door-to-door visits with homeowners should wear safety vests, sturdy shoes, shirts with a minimum 4" sleeve, and long pants.

Equipment to be Used:

The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, reflective safety vests, and steel-toed/thick-soled safety boots. Exception: Door-to-door contact with homeowners for right-of-entry (ROE), see above. Level of protection will vary based on work zone and activities. The use of respiratory protection and protective clothing will be based on the activity being supported. Reference the activity hazard analysis (AHA) for the job task occurring in the work area to determine the proper use of respiratory protection and protective clothing.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness.

General Requirements:

Personnel will receive project-specific safety indoctrination prior to work performed in the field.

3.6 CHAINSAW OPERATIONS

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Chainsaw Operations	 Cuts, abrasions, and other injuries from kick-backs or incidental contact with the saw Face and eye hazards Exposure to noise in excess of 85 dB(A) 	 Saws will meet minimum safe operational requirements per manufacturer's directions prior to use. Lumberjack chaps shall be worn while performing sawing operations. Two hands will remain on the saw at all times. No cuts shall be made above shoulder height. See additional requirements below under General Safety Requirements for Chainsaw Operations. Face, eye, and head protection must be worn while performing sawing operations. Use of hearing protection while performing sawing operations.
Traffic Control	 Personnel, vehicles, or equipment struck by vehicles and/or equipment 	 Traffic control devices shall be set up, where appropriate per the MUTCD. Flaggers at either end of the work zone. Flaggers will use stop/slow paddles. Block one lane of traffic only, if possible. Place warning signs along work zone to warn oncoming traffic in both directions. Spotters required when backing up in confined areas, in the vicinity of overhead utility lines, or where similar hazards exist. Install back-up alarms on vehicles/equipment. Vehicles/equipment equipped with hazard lights shall energize hazard lights when operating in work zones.

Equipment to be Used:

The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, reflective safety vests, and steel-toed/thick-soled safety boots. In addition to minimum PPE required, personnel should wear hearing protection, eye and face protection, and chainsaw chaps.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness.

Training Requirements:

All operators, drivers and ground personnel shall be qualified by their employer for each specific task. Drivers must have appropriate license for the vehicle which is being driven.

General Requirements:

Personnel receive project-specific safety indoctrination and special orientation prior to work performed in the field.

General Safety Requirements for Chainsaw Operations:

- Properly sharpen chainsaw blades and properly lubricate the blade with bar and chain oil. Additionally, the operator will periodically check and adjust the tension of the chainsaw blade to ensure good cutting action.
- Work in a cleared work area (i.e., clear loose debris before cutting).
- Do not smoke when handling a chainsaw.
- Choose the proper size of chainsaw to match the job, and include safety features such as a chain brake, front and rear hand guards, stop switch, chain catcher and a spark arrester.
- Wear the appropriate protective equipment, including hard hat, chainsaw face shield, hearing protection, heavy work gloves, long sleeve shirt, cut-resistant legwear (chainsaw

chaps) that extend from the waist to the top of the foot, and steel-toed boots which cover the ankle.

- An object the size of a pea traveling at six miles an hour can knock your eyes out, so flying wood chips have the potential to cause even more damage.
- Operating a chainsaw for longer than 12 minutes without hearing protection can damage your hearing.
- Clothing should fit well (not baggy) and be free of dangling or ragged edges which can become tangled in the saw.
- Never drop start a chainsaw. Start the saw by placing it on firm ground. Make sure the guide bar and chain are clear of any obstructions.
- Always hold a running saw firmly with both hands. Whether you are right or left-handed, your right hand should be at the rear handle and trigger and your left hand should be on the front handle bar.
- Make sure your feet are firmly planted on the ground.
- Do not cut around power lines until the lines are verified as being de-energized.
- Always cut at waist level or below to ensure that you maintain secure control over the chainsaw.
- Cut to minimize kickback, the cause of many chainsaw accidents. Kickback is the reactive force that happens when the nose or tip of the guide bar comes in contact with a solid object or is pinched and recoils toward the operator. To avoid kickback:
 - Never cut with the tip of the saw.
 - Stand at an angle when cutting, so the saw will miss your head and neck.
 - Keep your left elbow stiff while cutting.
- Do not cut on old wood unless you are positive the wood is free of nails, screws, and other metal objects.
- Take frequent breaks. Many injuries occur because the operator got tired or withstood long periods of saw vibration.
- Keep bystanders or coworkers at least two tree lengths (at least 150 feet) away from anyone felling a tree and at least 30 feet from anyone operating a chainsaw to remove limbs or cut a fallen tree.
- Allow saw to cool and vent fuel dispensing container before refueling.
- If injury occurs, apply direct pressure over site(s) of heavy bleeding; this act may save lives.

3.7 VEGETATIVE LOAD TRIMMING

Analyzed by: Eugene Taylor, MS, CSHM

Principal Steps	Potential Hazards	Recommended Controls
Extract Saw from Storage Location	 Cuts, abrasions, and other injuries from kick- backs or incidental contact with the saw Face and eye hazards Exposure to noise in excess of 85 dB(A) 	 In addition to minimum required PPE, operators shall wear gloves to prevent cuts and abrasions. The saw shall be stored in a safe and secure location for ease of access and to prevent damage or injury while traveling.
Fueling of Gas Powered Saw	 Personnel, vehicles, or equipment struck by vehicles and/or equipment 	 Only fuels approved by the manufacturer shall be used. Fuel must be stored in an approved container. Funnels should be used to minimize spills. Fueling shall not take place near open flames or ignition sources. Smoking within 50 feet a fueling location is strictly prohibited. In the event that fuel is spilled, appropriate measure shall be taken to ensure that the spill is cleaned up completely. It shall not be assumed that the spilled material will evaporate. When fuel is spilled on clothing, clothing shall be removed and replaced and cleaned before being worn again.
Gasoline Powered Saw Start-up	 Cuts, abrasions, and other injuries from kick- backs or incidental contact with the saw Face and eye hazards Exposure to noise in excess of 85 dB(A) 	 The pole saw operator shall refer to the manufacturer's operations manual as to the proper start up position. The pole saw shall be started on a solid surface where the operator has balance and control balance. Operators shall have prior experience. The operator shall start the pole saw away from other employees.
Traffic Control	1) Personnel, vehicles, or equipment struck by vehicles and/or equipment	 Traffic control devices shall be set up, where appropriate per the MUTCD. Flaggers at either end of the work zone. Flaggers will use stop/slow paddles. Block one lane of traffic only, if possible. Place warning signs along work zone to warn oncoming traffic in both directions. Spotters required when backing up in confined areas, in the vicinity of overhead utility lines, or where similar hazards exist. Install back-up alarms on vehicles/equipment. Vehicles/equipment equipped with hazard lights shall energize hazard lights when operating in work zones.
Trimming loads	 Cuts, abrasions, and other injuries from kick- backs or incidental contact with the saw Face and eye hazards Exposure to noise in excess of 85 dB(A) 	1) The pole saw operator shall never cut directly overhead. The operator must cut limbs even with the side boards of the hauling unit. All employees must remain clear of the trimming area unless they are performing a spotter or flagger operation. Hauling unit driver/operators shall remain in the cabs of the vehicles. At no time shall trimming occur when the possibility exist for debris to fall on them. The traffic control zone shall be so established to allow for safe dropping of trimmed debris. The hauling unit operator shall position the unit in the optimum position to ensure the safety of employees and passing vehicles.

Equipment to be Used:

• The minimum acceptable level of PPE for this project in all zones and work areas includes hard hats, safety glasses/goggles, long pants, shirts with a minimum 4" sleeve length, high-visibility, reflective safety vests, and steel-toed/thick-soled safety boots. In addition to minimum PPE required, personnel should wear hearing protection and gloves.

• A gasoline powered or manual pole saw shall only be used for this operation. Chainsaws or other cutting instruments that require operators to climb and use the saw from elevated positions are prohibited. Chainsaws shall not be operated above shoulder level.

Inspection Requirements:

General PPE will be inspected before donning for integrity and completeness. Pole saws shall be inspected prior to use to ensure that the tool functions properly and is maintained per the manufacturer recommendations. Saw teeth or blades must be sharpened according to manufacturer's instructions and to a degree that will ensure the most efficient cut. The pole and structural apparatus must be inspected to ensure no cracks or visible damage exists. If any damage is discovered during inspection the pole saw shall be removed from service and tagged out-of-service as "damaged" or "defective". The pole saw shall not be allowed back in service until it is repaired per the manufacturer's specifications and re-inspected.

Training Requirements:

All operators shall be qualified by their employer for each specific task. Saw operators shall have experience in the use of the saw and be familiar with the manufacturer's requirements for safe use.

General Requirements:

Personnel shall receive project-specific safety indoctrination prior to work performed in the field.

General Safety Requirements for Vegetative Load Trimming:

- Whenever possible, the loading unit shall trim the load as safe as possible to reduce the amount of trimming necessary by a pole saw operator.
- Refer to the table above for trimming activity.
- All vegetative loads shall be trimmed to prevent debris from extending beyond the side boards of the hauling unit. Vegetative material shall not extend beyond two feet above the top edge of the side boards.
- Whenever possible and will not create a greater hazard, Trucks should be moved to a safe location for the pole saw operator to trim the load. Loads shall not be hauled on publicly traveled roads without trimming before moving.

APPENDIX 1

Debris Management Safety Metric Form
Debris Management Safety Metric Form

Date:	
Address (Streets):	
Number of Contractor Personnel on Crew:	

PPE Safety Requirement

Item

No.

Time:

Area/Section:

Contractor: Crew Number: RAC # in Item RAC # in Work Practices Safety Requirement Code Crew No. Code Crew Chainsaw operators are not stopping equipment З r 2

a.	Personnel not wearing appropriate foot protection.	3		r.	operation in the presence of unprotected pedestrians.	2	
b.	Workers handling materials are not wearing gloves.	3		s.	Chainsaw operators are not wearing chaps.	2	
C.	Crew are not wearing appropriate PPE for work activities.	3		t.	Chainsaw operators are not wearing gloves.	2	
d.	Personnel are not wearing eye protection.	3		u.	Chainsaw operators are not wearing hearing protection.	2	
e.	Personnel are not wearing protective suits.	3		v.	Chainsaw operators are not wearing eye/face protection.	2	
f.	Personnel are not wearing shirts with a minimum 4" sleeve.	3		w.	Chainsaw operators are cutting materials inappropriately, e.g., inside equipment/vehicles.	1	
g.	Personnel are not wearing long pants.	3		x.	Work crews are not avoiding electrical hazards.	1	
h.	Personnel are not donning/doffing PPE correctly.	3		у.	Employees are riding on equipment or in the rear of pick-up trucks.	2	
i.	Personnel are not following requested safety corrections.	4		z.	Area to be cleaned was not properly assessed for utilities, fencing, electrical, or other hazards.	2	
j.	Personnel are not wearing respirators or wearing the proper respirator.	3		aa.	Personnel are standing under or too close to equipment or vehicles in operation/motion.	2	
k.	Personnel are not wearing head protection.	3		bb.	Equipment is not in good repair.	2	
ltem No.	Equipment/Vehicle Safety Requirement	RAC Code	# in Crew	Item No.	Traffic Control Safety	RAC Code	# in Crew
١.	Environment on another and the state of the second state of the se						
	Equipment operators are not wearing seatbelts or seatbelts are not installed.	3		CC.	Traffic control devices, including signage/cones are not properly placed.	4	
m.	Equipment operators are not wearing seatbelts or seatbelts are not installed. Equipment is operated in an unsafe manner.	3 2		cc. dd.	Traffic control devices, including signage/cones are not properly placed. Flaggers are not present or not using proper signaling devices (paddle signs).	4 2	
m. n.	Equipment operators are not wearing seatbelts or seatbelts are not installed. Equipment is operated in an unsafe manner. Back-up alarms are not installed or not operating.	3 2 2		cc. dd. ee.	Traffic control devices, including signage/cones are not properly placed. Flaggers are not present or not using proper signaling devices (paddle signs). Personnel are not wearing safety vests.	4 2 4	
m. n. o.	Equipment operators are not wearing seatbelts or seatbelts are not installed. Equipment is operated in an unsafe manner. Back-up alarms are not installed or not operating. Trucks are loaded with brush overhangs (not trimmed).	3 2 2 2 2		cc. dd. ee. ff.	Traffic control devices, including signage/cones are not properly placed. Flaggers are not present or not using proper signaling devices (paddle signs). Personnel are not wearing safety vests. Spotters are not present and directing equipment/ vehicle movement properly.	4 2 4 2	
m. n. o. p.	Equipment operators are not wearing seatbelts or seatbelts are not installed. Equipment is operated in an unsafe manner. Back-up alarms are not installed or not operating. Trucks are loaded with brush overhangs (not trimmed). Trucks have inadequate means to prevent falling debris.	3 2 2 2 2 2		cc. dd. ee. ff. gg.	Traffic control devices, including signage/cones are not properly placed. Flaggers are not present or not using proper signaling devices (paddle signs). Personnel are not wearing safety vests. Spotters are not present and directing equipment/ vehicle movement properly. Trucks are dumping too close to other vehicles/equipment at debris sites.	4 2 4 2 2	

Completed items denotes corrective action implemented ------RAC Codes - Risk Assessment Codes: 1 (Critical Risk) 2 (Serious Risk), 3 (Moderate Risk), 4 (Minor or Procedural). RAC Codes 1 and 2 require additional information under comments below.

Corrective Action/Comments:

P&J Site Safety Officer:_____