



Franklin County, FL

RFP # RFP-EM2024-002

**Disaster Debris Removal and
Disposal Services**

**Monday,
August 5, 2024 @ 3:00 P.M.**

Please direct all inquiries to
the Disaster Administration Office located in Mobile, AL

**Ashley Ramsay-Naile
President**

**Disaster Administration Office
5629 Commerce Blvd. E
Mobile, AL 36619**

**800-992-6207 Phone
251-459-7433 Fax**

jramsay@crowdergulf.com

www.crowdergulf.com

Tax ID: 01-0626019

Sam UEI Number: TTNUYNSBDQU4

Florida Business License # CGC1532476

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- Information Sheet & Contact Administration Form
- Certification & Addendum Acknowledgement
- Drug-Free Workplace Certification & Public Entity Crimes
- Non-Collusion Affidavit & ADA Nondiscrimination Statement
- Lobbying Affidavit & Certification Regarding Scrutinized Companies List
- Certification for Contracts, Grants, Loans & Cooperative Agreements
- E-Verify Compliance Form & Professional References
- MWBE Participation Statement
- Vendor Information & W-9 Form
- Unit Cost Fee Schedule



TAB A – STATEMENT OF INTEREST AND INTRODUCTION



Franklin County, FL

RFP# RFP-EM-2024-002 – Disaster Debris Removal and Disposal Services

August 1, 2024

Franklin County
33 Market Street, Suite 203
Apalachicola, FL 32320

Re: RFP # RFP-EM2024-002 Disaster Debris Removal and Disposal Services

CrowderGulf is pleased to submit the enclosed proposal as a firm and irrevocable offer in response to the bid referenced above. We want to express our desire to enter into an agreement with Franklin County for Disaster Debris Removal and Disposal Services. We believe we are the best company to provide the County the requested services based on our personal experience after **Hurricane Michael in 2018**, and our capabilities as synopsized below and demonstrated in the attached proposal.

CrowderGulf is a national full-service debris management firm with over fifty-two (52) years' experience in helping communities Franklin County recover from disasters. Having managed successful debris clean-up operations in sixteen (16) states, **including Florida**, we have developed one of the most capable recovery management teams in the Country. Our disaster experience includes the completion of **over five hundred (500) disaster recovery projects** and success in removing, reducing and disposing of **over four hundred (400) million cubic yards of debris** and is testament to our ability to meet the scope of work established by the County.

Highlights of Past Projects in Florida

- 2023 APWA Award of Excellence
- 2022 Hurricanes Ian & Nicole – 44 Contracts Activated- 62 DMS Managed- \$412,363,005 – 19,160,671 Total Cubic Yards
- **2018 Hurricane Michael (FL, GA) – 16 Activations - \$252,281,133 Invoice Amount – 12,256,345 Total Event Cubic Yards**
- 2017 Hurricane Irma – American Public Works Association – **2018 Contractor of the Year** (City of Punta Gorda, FL)
- 2017 Hurricanes Irma and Harvey – Completed 91 Activations across 3 States (FL, TX, GA)
- 2016 Hurricane Michael (SC, FL, VA, NC, GA) - 39 Contracts Activated - \$82,267,725 Invoice Amount - 5,675,560 Total Event Cubic Yards

Recent Project Highlights Across the Gulf Coast

- 2020 Hurricanes Sally & Laura – 20 Contracts Activated (AL, FL, LA, TX) - \$451,900,191 – 21,443,612 Total Event Cubic Yards **(includes special waterway and drainage lateral projects)**
- 2020 Tornado – 2 Activations (TN) - \$12,292,233 Invoice Amount – 896,815 - Total Event Cubic Yards
- 2018 Hurricane Florence – 18 Activations (NC, SC) - \$29,884,238 Invoice Amount – 1,862,022 Total Event Cubic Yards

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

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

CrowderGulf is committed to responding to any event in the County regardless of size or type, with utmost promptness. **Joe Hayes, Project Manager and Regional Manager**, is a seasoned member of the CrowderGulf team. He is a long time Florida resident and has first-hand experience working disaster declarations within the State of Florida. He recently managed multiple contracts after Hurricanes Ian and Michael devastated the State. He has been assigned to meet the needs and requests of the County throughout the year. Joe Hayes can be reached at jhayes@crowdergulf.com. You may also contact the CrowderGulf Disaster Assistance office at 1-800-992-6207.

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

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

AGGREGATE BONDING CAPACITY	\$ 1,000,000,000
SINGLE BONDING CAPACITY	\$ 250,000,000
OTHER AVAILABLE FUNDING	\$ 150,000,000

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

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

Our Disaster Management Services include the following:

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

We greatly appreciate the opportunity to submit this proposal. **We assure you that our professional disaster debris team will exceed the expectations of the County.** We will be pleased to provide any additional information that would assist the County in its deliberations and look forward to your favorable response. Should the County see fit, CrowderGulf can be readily available for interviews during the selection process.

As the President of CrowderGulf, I attest that this proposal is presented in fairness and in good faith without collusion or fraud and I, Ashley Ramsay-Naile, have the authority to bind CrowderGulf in all transactions relative to the award of **RFP # RFP-EM2024-002 Disaster Debris Removal and Disposal Services**. In addition, Reid Loper, Vice President, also has the authority to bind the company.

Best Regards,



Ashley Ramsay-Naile

President

jramsay@crowdergulf.com / knoll@crowdergulf.com



July 30, 2024

Franklin County Clerk of Courts
Attn: Michele Maxwell
33 Market Street, Suite 203
Apalachicola, Florida 32320

Re: RFP# EM2024-002 Disaster Debris Removal and Disposal Services

To Whom It May Concern:

Gulf Services would like to express our commitment as an exclusive primary subcontractor for CrowderGulf if they are successful in securing the Disaster Debris Removal contract with Franklin County.

Gulf Services has been working in conjunction with CrowderGulf for over 40 years as part of the CrowderGulf family. In the past 20 years, we have served as one of their top-tier, primary subcontractors in over 100 activations following almost every major disaster in the Southeast, Southwest and East Coast.

Gulf Services, a family-owned company since 1984, is committed to excellence and hard work focusing on our safety and outstanding performance. With our extensive experience in disaster debris recovery and management, we pride ourselves on being well-versed and in full compliance with all FEMA regulations, policies and procedures as well as all state and local regulations following disasters.

We appreciate the opportunity to present this letter of interest and commitment to CrowderGulf and Franklin County for your review and consideration. We are confident CrowderGulf and Gulf Services will exceed your expectations in all areas of disaster debris recovery, removal and management.

Best Regards,

Lyman M. Ramsay
Lyman M. Ramsay
President



July 30, 2024

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

Re: RFP # RFP-EM2024-002 Disaster Debris Removal and Disposal Services

Dear Franklin County Clerk of Courts:

Please accept this letter of interest and introduction for Hauling Away, LLC. We would like to express our support for CrowderGulf in response to **RFP#: RFP-EM2024-002**. As CrowderGulf's Primary subcontractor, Hauling Away is eager to contribute our expertise to their bid for the current contract. We fully support CrowderGulf's submission and are committed to assisting them with Franklin County should they secure the contract.

CrowderGulf is a leading firm in disaster debris management with over 50 years of experience. As a top-tier subcontractor, Hauling Away has collaborated with CrowderGulf on over 105 activations in response to major disasters across the Southeast, Southwest, and East Coast in the past 15 years. Our work includes disaster recovery efforts in Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, New Jersey, North Carolina, South Carolina, Tennessee, and Texas.

Hauling Away is dedicated to supporting CrowderGulf in delivering disaster debris recovery services promptly, safely, and effectively. We align with CrowderGulf's commitment to Franklin County, ensuring respect for the community and adherence to environmentally safe practices in every project we undertake.

Our company is well-versed in FEMA regulations and state and local requirements. Our President, Sara Pratt, brings extensive experience in navigating evolving disaster recovery policies and procedures, having managed recovery efforts for numerous disasters over the past 15 years.

We are proud to be an integral part of the CrowderGulf team and value shared commitment and principles. We appreciate the opportunity to present our letter of interest and commitment to Franklin County. We look forward to the possibility of working together and are confident that CrowderGulf and Hauling Away will exceed your expectations in disaster debris recovery and removal.

Best Regards,

Brett Henry, CPA

Brett Henry, CPA
Chief Financial Officer
Hauling Away, LLC



Hauling Away, LLC
10150 Ben Hamilton Rd.
Theodore, AL 36582
www.haulingaway.net





TAB B – EXPERIENCE



Franklin County, FL

RFP# RFP-EM-2024-002 – Disaster Debris Removal and Disposal Services

TAB B. EXPERIENCE / PAST PERFORMANCE

1. Past Performance Chart

The chart below contains a partial listing of contracted work accomplished by CrowderGulf as Prime Contractor (unless otherwise stated) for the **past 5 years**. If CrowderGulf was activated to pre-position for emergency road clearing operations, the word "Push" is listed under the Description of Work. An actual response time can be different for each client depending on their issuance of a NTP and the terms of their contract. Please feel free to contact any of our past clients for references regarding our past performance. A complete past performance list can be made available dating back to Hurricane Frederick in 1979 if requested.

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2024 Hurricane Beryl	20 Activations – FEMA DR-4798-TX	PENDING	PENDING	
2024 Straight-Line Winds	4 Activations – FEMA DR-4781-TX	\$4,031,822	267,780	
Carrollton, TX 6/3/2024-Ongoing	Removed & Disposed: Day Rate Hauling	\$504,000	Day Rate	Elliot Reep, EM Coordinator, 972-466-4739, elliott.reep@cityofcarrollton.com
Coppell, TX 6/7/2027-6/25/2024	Removed & Disposed: Day Rate Hauling	\$183,600	Day Rate	Jennifer Bettis, Emergency Manager, Jennifer.bettis@coppelltx.gov
Liberty Co, TX 7/1/2024-7/15/2024	Removed & Disposed: ROW C&D direct; Monitored by Tetra Tech	\$11,086	1,298	Madison Gonzalez, Deputy EMC, 5345 Highway 146 N, Liberty, TX, 77575, 936-334-3219, Madison.gonzalez@co.liberty.tx.us
Richardson, TX 6/3/2024-Ongoing	Removed & Disposed: Veg; (1) DMS Site - Reduced by grinding (266,482 CY), Monitored by Rostan / Haul Pass ADMS	\$3,333,136	266,482	Don Magner, City Manager, 411 W. Arapaho Rd, Richardson, TX, 7580, 972-744-7204, Don.Magner@cor.gov
2024 Misc	4 Activations	563,650	24,751	
Angleton, TX Supercell	Removed & Disposed: Day Rate Hauling	\$144,000	Day Rate	Jamie Paslicka, EMC, 121 S. Velasco, Angleton, TX, 77515, 979-849,4364 x2137, jpaslicka@angleton.tx.us
Henagar, AL Tornado 6/22/2024-6/25/2024	Removed & Disposed: Day Rate Hauling	\$31,800	Day Rate	Lee Davis, City Mayor, PO Box 39, 9252 Burton Drive, Henagar, AL, 35978, 256-657-6282, henagarcitymayor@farmerstel.com
Jackson County, AL ACCA Tornado 6/10/2024-6/24/2024	Removed & Disposed: Day Rate Hauling	\$387,850	Day Rate	Joshua Whitcomb, ALEM, Deputy Director, 102 E Laurel St Suite # 110 Scottsboro, AL, 35768, Ema2@jch.net , 256-628-1886
Montgomery County, TX Flood 5/20/2024-7/9/2024	Removed & Disposed: ROW & Parks, Veg, C&D, White goods (8), E-Waste (15), HHW (4,080 Lbs); Monitored by Thompson	\$354,175	24,751	Mark Seals, Deputy Director, 9472 Airport Rd, Conroe, TX, 77303, mark.seals@mctx.org , 832-971-2008
2023 Hurricane Idalia	6 Activations – FEMA DR-4734-FL; 4738-GA	\$1,797,289	61,219	
Dunedin, FL 9/11/2023-9/26/2023	Removed & Disposed: ROW C&D direct; Monitored by Tetra Tech	\$12,680	802	William "Bill" Pickrum, Director of Solid Waste 1070 Virginia Street Dunedin, FL 34698, 727-298-3215 wpickrum@dunedinfl.net
FDOT – Levy Co, FL 9/18/2023-10/3/2023	Removed & Disposed: ROW Veg & C&D direct; Monitored by Eisman Russo	\$36,238	3,000	Mark Hanna, Contracts Manager, 1820 South Young Blvd, MS 2201 Chiefland, FL 32626, Mark.Hanna@dot.state.fl.us (352) 493-6075 Patrick Upshaw, Maintenance Engineer Patrick.Upshaw@dot.state.fl.us (352) 493-6078

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
St Petersburg, FL 9/7/2023-9/26/2023	Removed & Disposed: ROW C&D direct; Monitored by Tetra Tech	\$175,670	12,653	Barbara Stalbird , Parks & Rec Asst. Director 1400 19 th St. N St. Petersburg, FL 33713, 727-612-6399 Barbara.Stalbird@stpete.org Robert Turner , Solid Waste Asst. Director, 727-239-9380
Taylor County Schools, FL 9/1/2023-9/6/2023	Recovery Management Group Push Operations, Lump Sum debris Removal, Tree Work	\$916,463	LS	Jason Stoltzfus , Director of Recovery – Emergency Advantage, 833-463-7248
Thomas County, GA 9/1/2023-10/2/2023	Removed & Disposed: ROW County, Barwick, Boston Veg & C&D debris direct; Monitored by Thompson	\$116,290	14,514	Jay Knight , Thomas County Public Works Deputy Director, 78 Joiner Rd Thomasville, GA 31757 226-226-4389 Jay.knight@thomascountyga.gov
Ware Co, GA 9/23/2023-10/2/2023	Removed & Disposed: ROW County, Waycross, Veg & C&D; Hangers (889 trees), Leaners (16); (1) DMS Site - Reduced by grinding (30,250 CY); Monitored by Thompson	\$539,948	30,250	Jonathan Daniell , Dir EMA, 3395 Harris Rd, Ste 300, Waycross, GA 31503, 912-287-4394, jdaniell@warecounty.com
2023 AR Tornado	2 Activations – FEMA DR-4698-AR	\$17,506,998	705,694	
North Little Rock, AR 4/4/2023-8/21/2023	Removed & Disposed: ROW & Parks, Veg, C&D, Hangers (452 trees), Leaners (4,605), Stumps (1,390); Reduced by Grinding (519,538) & compaction (41,535); (1) DMS Site; Monitored by Tetra Tech	\$16,668,619	647,122	Kim Francisco , Head of Emergency Services 1206 N. Sycamore St. North Little Rock, AR 72114 Ph: 501-425-8197 Kim.francisco@nlrpolice.org
Sherwood, AR 4/7/2023-5/22/2023	Removed & Disposed: Veg, Hangers (30 trees), Leaners (3), stumps (4); Reduced by Grinding (42,021); (1) DMS Site; Monitored by Tetra Tech	\$838,379	58,572	Brian Galloway – Public Works Director. 2199 E. Kiehl Avenue, Sherwood, Arkansas 72120 501-413-8018 cell. briang@cityofsherwood.net
2023 Tornado		\$295,558	34,092	
Deer Park, TX 2/6/2023-3/4/2023	Removed & Disposed: Veg, C&D; Monitored By: True North	\$295,558	34,092	Mr. Jaime Galloway , Emergency Management Director 2211 East X Street Deer Park, TX 77536 (281) 478-7298 jgalloway@deerparktx.org
2023 Ice Storm	2 Activations	\$12,132,890	796,388	
Austin, TX 2/6/2023-4/14/2023	Removed & Disposed: Parks debris, Veg, Hangers (1,583 trees); Leaners (74); Reduced by Grinding (435,607 CY); (1) DMS Site; Monitored by Tetra Tech	\$6,380,065	452,620	Amy Slagle , Resource Recovery Division Manager PO Box 1088 Austin, TX 78767 (512) 974-4302 amy.slagle@austintexas.gov
Travis Co, TX 2/25/2023-5/17/2023	Removed & Disposed: Veg, Hangers (7,037 trees), leaners (10); Reduced by Grinding (343,768); (2) DMS Sites; Monitored by Tetra Tech	\$5,752,825	343,768	Jennifer Winkler , Senior Procurement Specialist, PO Box 1748 Austin, TX 78767 (512) 854-9197 Jennifer.Winkler@traviscountytx.gov
2023 Misc.		\$2,537,658	56,561	
Collier Co, FL 3/4/2023-3/11/2023	Removed & Disposed: Fish Kill	\$44,910	Hrly	Gino Santa Barbara , Gino.Santabarbara@colliercountyfl.gov Tony Barone , Tony.Barone@colliercountyfl.gov
Edgecombe Co, NC 10/16/2023-10/19/2023	Tornado debris hauled direct; Self monitored	\$11,432	1,083	Dee Waters , Assistant Finance Director 201 St. Andrew St. Suite 205 Tarboro, NC 27886 252-641-7888 deewaters@edgecombeco.com
Montgomery Co, TX 6/26/2023-7/13/2023	Windstorm Removed & Disposed: Debris by Day Rate	\$289,000	Hrly	Nicole Gentz Nicole.gentz@mctx.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Naples, FL 3/3/2023-3/9/2023	Removed & Disposed: Fish Kill	\$58,440	Hrly	Jim Hodgdon , Parks & Parkways Superintendent 280 Riverside Circle Naples, FL 34102 Office: 239-213-7134 jhodgdon@naplesgov.com
Nash Co, NC 8/1/2023-9/15/2023	Tornado Debris Removal	\$332,443	26,586	Bill Hill , Nash County Public Health Director 120 W Washington St Nashville, NC 27856 252-462-2444 William.hill@nashcountync.gov
The Nature Conservancy 10/25/2023-1/23/2024	Lightning Point Eastern Breakwaters Construction	\$1,480,552	LS	
Virginia Beach, VA 5/4/2023-6/2/2023	Tornado Removed & Disposed: Veg, C&D, Mulch; Reduced by Grinding (22,306) ;(1) DMS Site; Self Monitored	\$298,081	14,446	Dennis Simon , Virginia Beach Department of Public Works 3556 Dam Neck Road Virginia Beach, VA 23453, 757-615-2094 dsimon@vbgov.com
2022 Hurricane Nicole	3 Activations	\$567,715	39,600	
Brevard Co, FL 11/19/2022-12/16/2022	Removed & Disposed: Veg, C&D, Monitored By: Tetra Tech	\$527,181	35,741	Tom Mulligan , Solid Waste Director, 2725 Judge Fran Jamieson Way, Bldg. A-118, Viera, FL, (321) 543-1547, Thomas.mulligan@brevardfl.gov
Flagler Beach, FL 12/5/2022-12/8/2022	Removed & Disposed: Veg, Monitored By: Tetra Tech	\$20,802	1,493	Larry Newsom , City Manager, 105 South Second Street, Flagler Beach, FL 32136, (386) 517-2000 Ext 222, lnewsom@cityofflaglerbeach.com
Vero Beach, FL 11/28/2022-12/6/2022	Removed & Disposed: Veg, Monitored By: Thompson	\$19,732	2,366	Don Dexter , PW Manager 3405 Airport West Drive Vero Beach, FL 32960 Ofc: 772-978-4861 Cell: 772-473-7372 Fax: 772-978-4879 ddexter@covb.org
2022 Hurricane Ian	36 Activations – FEMA DR-4673-FL	\$412,134,933	15,239,714	
Apopka, FL 9/29/2022-12/5/2022	Removed & Disposed: PUSH , Veg, mulch, hangers (1,019 trees), Reduced by Grinding (76,083 CY); (1) DMS; Monitored by Thompson	\$1,101,577	52,496	Josh Robinson , Sanitation Operations Manager, 748 E Cleveland Street, Apopka, FL 32703, (407) 703-1731, jrobinson@apopka.net
Bonita Springs, FL 9/30/2022-2/3/2023	Removed & Disposed: PUSH, Veg, C&D, Hangers (671 trees), Leaners (7), E-waste (2,712), HHW (99,920 Lbs.), White Goods (1,912), Freon, Reduced by Compaction (107,754 CY) & Grinding (140,426 CY) (1) DMS; Monitored By: Thompson	\$7,529,288	248,180	Matt Feeney , Public Works Director, 9101 Bonita Beach Road, Bonita Springs, FL 34135, (239) 949-6246, matt.feeney@cityofbonitasprings.org
Brevard County, FL 10/5/2022-10/28/2022	Removed & Disposed: ROW, Gated Communities, Veg, C&D, Monitored By: Tetra Tech	\$1,298,850	88,057	Tom Mulligan , Solid Waste Director, 2725 Judge Fran Jamieson Way, Bldg. A-118, Viera, FL, (321) 543-1547, Thomas.mulligan@brevardfl.gov
Casselberry, FL 10/9/2022-11/30/2022	Removed & Disposed: Veg, Mulch, Hangers (75 trees), Leaners (34), Reduced by Grinding (20,304 CY) (1) DMS; Monitored By: Thompson	\$455,949	20,737	Chuck Smith , Parks & Facilities Superintendent, 95 Triplet Lake Dr., Casselberry, FL 32707, (407) 262-7725, csmith@casselberry.org
Charlotte County Schools, FL 10/1/2022-1/18/2023	Removed & Disposed: PUSH, Veg, C&D, Hangers, Leaners, Building repairs, Work Completed through Synergy	\$3,264,654	LS	Jason Stoltzfus , Synergy Recovery Manager, jasons@synergyns.com
Cocoa Beach, FL 10/13/2022-10/26/2022	Removed & Disposed: ROW, St Rds., Veg, C&D; Monitored By: Tetra Tech	\$71,993	8,362	Rob Strong , Public Works Project Manager, 1600 Minutemen Causeway, Cocoa Beach, FL 32931, (321) 868-3316, rstrong@cityofcocoaabeach.com
Cocoa, FL 10/24/2022—10/26/2022	Removed & Disposed: Veg, Monitored By: Thompson	\$21,786	3,005	Bryant Smith , Public Works Director, 155 N Wilson Ave, Cocoa, FL 32922, (321) 433-8772, bsmith@cocoafl.org
Collier Co, FL 10/19/2023-2/2/2024	Removed & Disposed: NRCS Waterway Debris; Monitored By: Tetra Tech	\$4,982,108	15,622	Pawel Brzeski , Project Manager, Stormwater Management, 2685 South Horseshoe Drive Naples FL 34104; 239-252-2927; Pawel.Brzeski@colliercountyfl.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Edgewater, FL 10/6/2022-12/9/2022	Removed & Disposed: Veg, C&D, Reduced by Compaction (24,978 CY) (1) DMS; Monitored By: Witt O'Brien's	\$1,681,924	108,356	Brenda Dewees , Environmental Services Director, 409 Mango Tree Drive, Edgewater, FL 32132, (386) 424-2400 ext4007, BDewees@cityofedgewater.org
Estero, FL 9/30/2022-1/21/2023	Removed & Disposed: PUSH, Parks , Veg, C&D, Hangers (1,377 trees), Leaners (47), E-waste (1,110), HHW (7,712 Lbs.), White Goods (581), Freon, Reduced by Compaction (110,515 CY) & Grinding (190,546 CY) (1) DMS; Monitored By: Rostan using Haul Pass	\$6,064,755	301,061	Steve Sarkozy , Village Manager, 9401 Corkscrew Palms Circle, Estero, FL 33928, (239) 221-5035, sarkozy@estero-fl.gov
FL DEM 11/30/2022 – 01/29/2024	Lee Co PPDR / CPDR Removed & Disposed: Demo, Vessels , Veg, C&D, Hangers (19 trees), Leaners (8), Stumps (5), white goods (8,848), E-waste (4,412), HHW (351,100 lbs); Reduced by Compaction (732,752 CY) & Grinding (81,335 CY); (8) DMS Sites; Monitored by CDR McGuire	\$95,353,212	1,555,184	Stephanie Stachowiz , General Counsel Stephanie.Stachowicz@em.myflorida.com Cameron Morris , AC Disaster Consulting 770-855-7330 cmorris@acdisaster.com
Flagler Beach, FL 10/8/2022-10/27/2022	Removed & Disposed: Veg, Monitored By: Tetra Tech	\$89,646	5,433	Larry Newsom , City Manager, 105 South Second Street, Flagler Beach, FL 32136, (386) 517-2000 Ext 222, lnewsom@cityofflaglerbeach.com
Ft. Myers Beach, FL 10/8/2022-9/15/2023	Removed & Disposed: PUSH , Veg, C&D, Sand, Hangers (88 trees), Leaners (21), E-waste (2,308), HHW (431,340 Lbs), White Goods (7,116), Freon, Reduced by Compaction (814,621 CY) & grinding (23,870 CY), (5) DMS; Monitored By: Thompson	\$30,948,685	878,479	Jason Freeman , Fort Myers Beach Public Works Director – Address Pending - Fort Myers Beach, FL 33931, (239) 266-4673 1100, jasonf@fmbgov.com
Ft. Myers, FL 9/30/2022-4/3/2023	Removed & Disposed: PUSH, Waterway Debris, PPDR/CPDR , Veg, C&D, Hangers (6,996 trees), Leaners (152), Stumps (31), E-waste (213), White Goods (82), Freon, Reduced by Compaction (148,483 CY) & Grinding (504,726 CY) (1) DMS; Monitored By: Thompson	\$13,023,787	645,853	Saeed Kazemi , City Manager, 2200 Second Street, Ft. Myers, FL 33901, (239) 321-7024, SKazemi@cityftmyers.com
Kissimmee, FL 10/3/2022-1/19/2023	Removed & Disposed: Veg, C&D, Hangers (59 trees), Reduced by Compaction (8,251 CY) & Grinding (11,517 CY) (1) DMS; Monitored By: Thompson	\$362,740	18,588	Mr. Ashley Willis , Asst. Dir PW /City Engineer, 101 N. Church Street, Kissimmee, FL 34741, (407) 518-2177, Ashley.willis@kissimmee.gov
Lee County, FL 9/30/2022-4/26/2023	Removed & Disposed: PUSH, Waterway Debris, Parks, St Rds. , Veg, C&D, Sand, Hangers (38,431 trees), Leaners (4,395), Stumps (5), E-waste (7,553), HHW (959,980 Lbs.), White Goods (12,367), Freon, Vessels; Reduced by Compaction (2,279,129 CY) & Grinding (4,058,872 CY); (16) DMS; Monitored By: Thompson	\$136,373,528	6,265,741	Paul Flores , Solid Waste Ops Manager, (239) 533-8017, pflores@leegov.com
Lee County School District, FL 10/1/2022-3/6/2023	Removed & Disposed: Veg, C&D, Hangers (1,543 trees), Leaners (136), Reduced by Compaction (393 CY) & Grinding (15,543 CY) (1) DMS; Monitored By: Thompson	\$354,202	15,980	Barbra Cedeno , (239) 229-7823, barbarac@leeschools.net 2855 Colonial Blvd. Fort Myers, FL 33966
Oak Hill, FL 10/14/2022-12/7/2022	Removed & Disposed: Veg, Reduced by Grinding (6,194 CY) (1) DMS; Monitored By: Tetra Tech	\$90,429	6,929	Kohn Evans , City Administrator, 234 US Hwy 1, Oak Hill, FL 32759, evansK@oakhillfl.com
Ocoee, FL 11/2/2022-2/22/2023	Removed & Disposed: Veg, C&D, Parks debris, Wet debris, Hangers (36 trees), Leaners (318), Stumps (1); Reduced by Grinding (34,435 CY) (1) DMS; Monitored By: Thompson	\$692,837	36,726	Steve Krug , Public Works Director, 301 Maguire Road, Ocoee, FL 34671, (407) 905-3100 Ext 6001, Skru@ci.ocoe.fl.us
Okeechobee Co, FL 10/10/2022-12/14/2022	Removed & Disposed: Veg; Monitored By: Culpepper & Terpening	\$2,582,798	192,525	Mitchell Smeykal , EM Director, 707 NW 6th St Ave, Okeechobee, FL 34972, (863) 763-3212, msmeykal@co.okeechobee.fl.us

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Okeechobee, FL 10/10/2022-12/10/2022	Removed & Disposed: Veg; Monitored By: Culpepper & Terpening	\$1,168,308	40,742	Marcos Montes De Oca City Administrator, 55 SE 3 rd Ave, Okeechobee, FL 34972
Ormond Beach, FL 10/5/2022-11/28/2022	Removed & Disposed: ROW & Gated debris, Veg, Reduced by Grinding (111,911 CY) (1) DMS Monitored By: Thompson	\$1,388,795	122,338	Kevin Gray , PW Ops Manager, 501 N. Orchard Street, Ormond Beach, FL 32174, (386) 676-3577, kevin.gray@ormondbeach.org
Pembroke Pines, FL 9/30/2022-10/14/2022	Removed & Disposed: Veg, C&D, Hangers (91 trees), Leaners (14), Reduced by Compaction (677 CY) & Grinding (4,969 CY) (1) DMS; Monitored By: Tetra Tech	\$146,704	5,646	Charles Dodge , City Manager, 601 City Center Way, 4 th Floor, Pembroke Pines, FL 33025, (954) 450-1040, cdodge@ppines.com
Ponce Inlet, FL 10/10/2022-10/27/2022	Removed & Disposed: Veg, C&D, Monitored By: Witt O'Briens	\$41,816	2,328	Kim McColl , Director, 4300 S Atlantic Ave, Ponce Inlet, FL 32127, (386) 236-2150, kmccoll@ponce-inlet.org
Port Orange, FL 10/7/2022-1/11/2023	Removed & Disposed: Veg, C&D, Hangers (35 trees), Leaners (39), Stumps (1); Reduced by Compaction (54,654 CY) & Grinding (242,860 CY) (1) DMS; Monitored By: Thompson	\$4,323,871	294,615	Lynn Stevens , Public Works Director, 1395 Dunlawton Ave, Port Orange, FL 32129, (386) 506-5750, lsteven@port-orange.org
Punta Gorda, FL 10/3/2022-12/20/2022	Removed & Disposed: PUSH, ROW, Private, Veg, C&D, Hangers (727 trees), Leaners (323), Stumps (1); Reduced by Grinding (43,363 CY); (1) DMS; Monitored By: Landfall Strategies	\$2,171,018	180,761	Greg Murray , City Manager, 326 West Marion Ave, Punta Gorda, FL 33950, (941) 575-3301, gmurray@cityofpuntagordafl.com
Sanford, FL 10/10/2022-12/3/2022	Removed & Disposed: Veg, C&D, Reduced by Grinding (33,648 CY) (1) DMS; Monitored By: Witt O'Briens	\$416,436	29,669	John Reichardt , Public Works Ops Manager, 300 N Park Ave, Sanford, FL 32771, (407) 688-5080 Ext 5087, John.reichardt@sanfordfl.gov
Sanibel, FL 10/1/2022-7/24/2023	Removed & Disposed: PUSH, Marine debris, Veg, C&D, Sand, Hangers (8,504 trees), Leaners (4,198), E-waste (5,518), HHW (694,480 Lbs), White Goods (15,475), Freon, Reduced by Compaction (887,203 CY) & Grinding (957,588 CY) (7) DMS; Monitored By: Thompson	\$56,243,244	1,924,152	Scott Krawczuk , Public Works Deputy Director, 800 Dunlop Road, Sanibel, FL 33957, (239) 472-6397, scott.krawczuk@mysanibel.com
Sarasota County, FL 10/6/2022-2/22/2023	Removed & Disposed: ROW & Private / Gated Veg, C&D, Hangers (7,533 trees), Leaners (1,193), Stumps (128), Reduced by Grinding (1,510,384 CY) (2) DMS; Monitored By: Tetra Tech	\$20,651,895	1,320,961	Lois Rose , Solid Waste Manager, 4000 Knights Trail Road, Nokomis, FL 34275, (941) 861-1589, lerose@scgov.net
Sarasota County, FL 3/24/2023-6/17/2023	Waterway Debris Removed & Disposed: FEMA & NRCS Wet debris direct hauled; Monitored By: Tetra Tech	\$5,620,561	73,604	Lois Rose , Solid Waste Manager, 4000 Knights Trail Road, Nokomis, FL 34275, (941) 861-1589, lerose@scgov.net
Sarasota School Board 10/24/2022-11/7/2022	Removed & Disposed: Veg, C&D, Monitored By: Tetra Tech	\$34,468	3,049	Don Hampton , Facilities Services Director, 1960 Landings Blvd. Sarasota, FL 34231 (941) 927-9000 Ext 68835, Don.Hampton@sarasotacountysschools.net
Satellite Beach, FL 10/6/2022-10/28/2022	Removed & Disposed: Veg, C&D, Monitored By: Tetra Tech	\$86,962	4,945	Courtney Barker , City Manager, 565 Cassia Blvd, Satellite Beach, FL 32937, (321) 773-1391, cbarker@satellitebeach.org
South Daytona, FL 10/5/2022-11/15/22	Removed & Disposed: PUSH, Veg, C&D, Reduced by Compaction (25,185 CY) & Grinding (46,565 CY) (1) DMS; Monitored By: Tetra Tech	\$1,340,830	71,751	Patricia Clark , Public Works Specialist, 1770 Segrave Street, South Daytona, FL 32119, (386) 322-3088, pclark@southdaytona.org
St. Petersburg, FL 10/11/2022-11/26/2022	Removed & Disposed: Veg, Reduced by Grinding (75,090 CY) (1) DMS; Monitored By: Tetra Tech	\$1,705,963	75,090	Amber Boulding , EM Specialist, 400 Dr. Martin Luther King Jr. St., St. Petersburg, FL 33731, (727) 893-7683, amber.boulding@stpete.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Venice, FL 9/29/2022-12/14/2022	Removed & Disposed: PUSH, ROW & Parks , Veg, C&D, Gated debris, Hangers (2,563 trees), Leaners (584), Stumps (6); Reduced by Compaction (30,883 CY) & Grinding (117,847 CY) (1) DMS; Monitored By: Witt O'Briens	\$3,601,136	148,730	James Clinch , Public Works Director, 221 S. Seaboard Avenue, Venice, FL 34285, (941) 486-2422, jclinch@venicegov.com
Volusia County, FL 10/5/2022-1/14/2023	Removed & Disposed: ROW, Gated, Mobile Home Parks, Parks , Veg, C&D, Stumps (1); Reduced by Compaction (24,130 CY), Grinding (547,337 CY); (6) DMS; Monitored By: Tetra Tech	\$6,749,476	469,560	George Recktenwald , County Manager, 123 West Indiana Ave, Deland, FL 32720, (386) 736-5920, grecktenwald@co.volusia.fl.us
Winter Garden, FL 10/9/2022-10/16/2022	Removed & Disposed: Veg, Reduced by Grinding (4,459 CY) (1) DMS; Monitored By: Thompson	\$98,702	4,459	Richard Fasano , Public Services Director of Ops, 880 W. Bay Street, Winter Garden, FL 34787, (407) 877-5449, rfasano@cwgdn.com
2022 Winter Storms		\$101,137	T&M	
SC DOT Winter Storm Izzy 1/17/2022-1/18/2022	Push Operations	\$55,297	T&M	David Cook , SCDOT Maintenance Deputy Director, 955 Park St, Room 324, Columbia, SC 29201, 803-737-1268, cookdb@scdot.org
SC DOT Winter Storm Jasper 1/22/2022	Push Operations	\$45,840	T&M	David Cook , SCDOT Maintenance Deputy Director, 955 Park St, Room 324, Columbia, SC 29201, 803-737-1268, cookdb@scdot.org
2022 Misc	Miscellaneous Projects	\$6,608,753		
Calcasieu Parish District 1 Ward 6, LA 3/1/2022-3/15/2022	Debris removal from Community Center and Playground	\$34,375	LS	Peggy Robertson , P.O. Box 1583, DeQuincy, LA 70633, 337-802-5199, gammpeg@aol.com
Lee County, FL – Tornado	Removed & Disposed: C&D Direct Haul Monitored by Thompson	\$86,985	9,665	Roger Desjarlais , County manager, P.O. Box 398, Ft Myers, FL 33902, 239-533-2221, rdesjarlais@leegov.com
Mexico Beach, FL	Dredging Phase II Monitored by Eisman Russo	\$6,487,393	31,000	Tommy Davis , Public Works Manager 850-527-3087 201 Paradise Path Mexico Beach, FL 32410 t.davis@mexicobeachgov.com Tanya Castro , City Administrator, 201 Paradise Path, Mexico Beach, FL 32410 t.castro@mexicobeachgov.com
2021 KY Tornado	2-Activations – 4 DMS's	\$3,841,472	214,381	
Bowling Green, KY 12/18/2021-2/16/2022	Removed & Disposed: Veg, C&D, hangers (194 trees), leaners (189), stumps (11); Reduced by grinding (118,343 CY) & compaction (54,232 CY), (2) DMS Sites; Monitored by Tetra Tech	\$3,022,273	244,447	Matt Powell , Environmental Manager City of Bowling Green, KY 1011 College Street, Bowling Green, KY 42102, 270-393-3071; Matt.Powell@bgky.org
Warren Co, KY 12/18/2021-2/15/2022	Removed & Disposed: Veg, C&D, hangers (98 trees), leaners (55), stumps (4); Reduced by grinding (38,194 CY) & compaction (9,352 CY), (2) DMS Sites; Monitored by Tetra Tech	\$819,199	63,105	Josh Moore , Public Works Director, 1141 State Street, Bowling Green, KY 42101 270-779-6808 josh.moore@ky.gov
2021 Hurricane Nicholas	7-Activations – 7 DMS's	\$1,991,995	177,421	
Angleton, TX 9/23/21-10/15/21	Removed & Disposed: Veg, Reduced by Grinding (1) DMS; Monitored by Tetra Tech	\$252,769	34,158	Jeff Sifford , Public Works Director, 901 South Velasco, Angleton, TX 77515, 979-849-4364, jsifford@angleton.tx.us

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Brazoria County, TX 9/28/21- 10/28/21	Removed & Disposed: Veg, Reduced by Grinding (83,177 CY) (1) DMS Site; Monitored by Rostan / Haul Pass	\$809,512	58,198	Mr. Steve Rosa , Emergency Management Coordinator (979) 864-1801 111 E Locust St., Suite 102, Brazoria, TX 77515; steverosa@brazoria-county.com
Brazoria, TX 10/4/21- 10/23/21	Removed & Disposed: Veg, Reduced by Grinding (1) DMS; Monitored by Tetra Tech	\$123,970	9,183	Mike Collard , City Manager, 201 S Main Street, Brazoria, TX 77422, 979-798-2018; citymanager@cityofbrazoria.org
Clute, TX 9/27/21- 10/18/21	Removed & Disposed: Veg, Reduced by Grinding (1) DMS; Self Monitored – Day Rate per truck	\$119,000	Day Rate	CJ Snipes , City Manager, 108 E Main St., Clute, TX 77531; 979-265-2541; cjsnipes@clutetexas.gov
Holiday Lakes, TX 10/20/2021-10/22/2021	Removed & Disposed: Veg; Reduced by Grinding (1) DMS; Self Monitored – Day Rate per truck	\$10,200	Day Rate	Norman Schroeder , Mayor, 195 N Texas Ave. Holiday Lakes, TX 77515, Cindy@holidaylaketexas.com
Lake Jackson, TX 9/23/21- 10/16/21	Removed & Disposed: Veg, C&D (Direct) Reduced by Grinding (1) DMS; Monitored by Thompson	\$601,744	75,882	Sabrina England , Director Public Works, 25 Oak Dr., Lake Jackson, TX 77566; 979-415-2430; sengland@lakejacksontx.gov
West Columbia, TX 9/27/21- 10/16/21	Reduced & Disposed: ROW Veg hauling to grind site (Wastewater Treatment Plant facility); Monitored by Witt Obrien's	\$74,800	Day Rate	Debbie Sutherland , City Manager, 512 E Brazos Ave., West Columbia, TX 77486; 979-345-3123; citymanager@westcolumbiatx.org
2021 Hurricane Ida	4-Activations- 4 DMS's – DR 4626-MS, DR-4611-LA	\$41,927,103	1,461,792	
Audubon Nature Institute, LA 9/6/2021-10/25/2021	Removed & Disposed: Push, Veg, hangers (2,576 trees), leaners (381); Monitored by Tetra Tech	\$1,354,632	19,409	Daniel Illg , Arboricultural Supervisor, 6500 Magazine Street New Orleans, LA 70118 Ofc: 504-212-5232 cell: 985-960-8873, dillg@auduboninstitute.org Cecilie Halliwill , Director of Purchasing, Ofc: 504-212-5325 cell: 985-774-7549 challiwill@auduboninstitute.org
Biloxi, MS 9/27/2021-10/13/2021	Removed & Disposed: Veg direct; Self Monitored – Day Rate per truck	\$95,200	Day Rate	Mr. Billy Ray Allen , Public Works Director 780 Esters Blvd. Biloxi, MS 39530 228-435-6271 ballen@biloxi.ms.us Mayor Andrew "FoFo" Gilich , 140 Lameuse Street 2 nd Floor, Biloxi MS 39530 mayor@biloxi.ms.us
Gulfport, MS 10/11/2021-11/6/2021	Removed & Disposed: Veg & C&D Direct to FDS Monitored by Tetra Tech	\$439,481	29,201	Wayne E. Miller , Director of Public Works & Engineering, 4050 Hewes Ave., Gulfport, MS 39507 228-868-5740
St. John Baptist Parish, LA 9/6/2021-11/4/2022	Removed & Disposed: PUSH, DOT Rds., Parks , Veg, C&D, Parks debris, Hangers (2,198 trees), Leaners (28), stumps (2,801), E-waste (18,089), HHW (263,380 Lbs.), White Goods (2,620), Freon, Refrigerator Contents (661,880 Lbs.); Reduced by Compaction (912,800 CY) & Grinding (398,257 CY) (3) DMS; Monitored By: Tetra Tech	\$32,202,382	1,306,580	Ms. Jaclyn Hotard , Parish President, 1811 W Airline Hwy, LaPlace, LA 70068; 985-652-9569 ext. 1244; j.hotard@stjohn-la.gov
St. John Baptist Parish, LA Laterals 3/5/2022-10/21/2022	Removed & Disposed: Water debris, grinding (32,149 CY), compaction (6,269 CY)	\$7,023,462	71,741	Ms. Jaclyn Hotard , Parish President, 1811 W Airline Hwy, LaPlace, LA 70068; 985-652-9569 ext. 1244; j.hotard@stjohn-la.gov
St. John Baptist Parish, LA PPDR 2/28/2023- 4/22/2024	Debris Removal from Private Property Removed & Disposed: Veg, C&D, Hangers (904 trees), Leaners (506), Stumps (147), white goods (6); Reduced by Compaction (4,211) & Grinding (30,667 CY) (1) DMS; Monitored By: Tetra Tech	\$811,946	34,861	Ms. Jaclyn Hotard , Parish President, 1811 W Airline Hwy, LaPlace, LA 70068; 985-652-9569 ext. 1244; j.hotard@stjohn-la.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2021 Flooding & Severe Storms	2-Activations- 6 DMS's - DR-4606-LA	\$907,894	42,079	
Calcasieu Parish, LA 06/07/21-8/4/2021	Removed & Disposed: Veg, C&D, E-waste (30), White Goods (42), Freon, Refrigerator Contents (25,320 Lbs.); Reduced by Compaction (5,156 CY) & Grinding (244 CY), (3) DMS Sites, Monitored by Tetra Tech	\$222,312	5,401	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4 th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Lake Charles, LA 06/08/2021-8/25/2021	Removed & Disposed: C&D, White Goods (96), Freon, Refrigerator Contents (2,940 Lbs.); Reduced by Compaction (36,678 CY), (3) DMS Sites; Monitored by Tetra Tech	\$685,582	36,678	John Cardone, Jr. City Administrator 326 Pujo Street, 10 th Floor Lake Charles, LA 70601 Ofc: 337-491-1381 Cell: 337-794-1513 mayorsactionline@cityoflc.us
2021 Misc				
AL DOT – Dauphin Island Bridge Repair 5/11/2021-7/19/2021	Repair to Bridge Fender System	\$383,447	T&M	Evan Davis, P.E. Bridge Operations Engineer Mobile Area, AL DOT Office 251-470-8247 Cell: 251-635-3021
Calcasieu Parish, LA – Tornado 11/30/2021-12/4/2021	Removed & Disposed: C&D debris direct to final disposal; Self Monitored	\$28,960	1,679	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4 th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Friendswood, TX Winter Storm 3/1/2021-3/11/2021	Removed & Disposed: C&D direct, e-waste (14); Monitored by Tetra Tech	\$35,235	1,671	Brian Mansfield , Fire Marshall & EM Coordinator 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3332, bmansfield@ci.friendswood.tx.us
Hillsborough Co, FL 4/2021-11/5/2021	Grinding Project	\$65,123		Robert Williams , PO box 8181, Hillsborough, NC 27278, 919-968-2885
New Jersey 9/22/2021-9/25/2021	Lambertville / Swan Creek Debris Removal	\$180,900	668	Suzanne Biggins , Department of Environmental Protection, PO Box 402, Trenton, NJ 08625-0402, 609-292-2885, Suzanne.Biggins@dep.nj.gov
Newport News, VA 6/2021-7/2021	Tree Removal & Disposal	\$17,486	LS	Amy K. Gray , Acting Administrator, Division of Solid Waste, Department of Public Works, City of Newport News, 513 Oyster Point Road, Newport News, VA 23602, Direct: 757-269-2853, grayak@nnva.gov
Naples, FL 1/12/2021-1/13/2021	Fish Kill Clean up: Mobilization & Demobilization, Hourly Time & Materials	\$16,982	Hrly	Jim Hodgdon , Parks & Parkways Superintendent, 280 Riverside Circle, Naples, FL 34102, 239-213-7134, jhodgdon@naplesgov.com
St Petersburg, FL 5/11/2021-7/19/2021	Red Tide Debris Removal	\$169,980	Hrly	Bryan Eichler , Parks & Rec Asst. Director 1400 19 th St. N St. Petersburg, FL 33713, 727-647-7715 Bryan.Eichler@stpete.org
The Nature Conservancy 6/25/2021-7/26/2022	Pensacola, FL East Bay Oyster Habitat Restoration,	\$7,027,830	Hrly	Heather Hyde , 2500 Maitland Center Pkwy, Maitland, FL 32751, Heather.Hyde@jacobs.com
2020 Hurricane Zeta	8-Activations – 6 DMS's – DR-4576 (MS), DR-4577 (LA)	\$28,333,915	1,810,046	
Audubon Nature Institute, LA 10/31/2020-12/15/2020	Removed & Disposed: Veg, C&D, hangers (486 trees), leaners (288); Monitored by Tetra Tech	\$593,154	9,668	Daniel Illg , Arboricultural Supervisor, 6500 Magazine Street New Orleans, LA 70118 Ofc: 504-212-5232 cell: 985-960-8873, dillg@auduboninstitute.org Cecilie Halliwill , Director of Purchasing, Ofc: 504-212-5325 cell: 985-774-7549 challiwill@auduboninstitute.org
Biloxi, MS 11/5/2020-1/20/2021	Removed & Disposed: Veg, C&D; Reduced by Grinding, (1) DMS Site; Monitored by True North	\$3,939,197	272,608	Mr. Billy Ray Allen , Public Works Director 780 Esters Blvd. Biloxi, MS 39530 228-435-6271 ballen@biloxi.ms.us Mayor Andrew "FoFo" Gilich , 140 Lameuse Street 2 nd Floor, Biloxi MS 39530 mayor@biloxi.ms.us

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
D'Iberville, MS 11/12/2020-1/11/2021	Removed & Disposed: Veg, C&D, Leaners (37), Hangers (370 trees); Self-Monitored	\$568,457	35,035	Mike Mullins , Director of Public Works 10383 Auto mall Parkway D'Iberville, MS 39540 Ofc: 228-669-5539 Cell: 228-669-5539 mmullins@diberville.ms.us
Gulfport, MS 11/10/2020-2/23/2021	Removed & Disposed: Veg, C&D, Leaners (485), Hangers (12,297 trees), Stumps (9); Reduced by Grinding (371,750 CY), (2) DMS Sites; Monitored by Tetra Tech	\$6,365,585	483,413	Robert (Chris) K. Riemann , Engineering Director 4050 Hewes Avenue Gulfport, MS 39507 Ofc: 228-868-5740 Cell: 228-518-2980 kriemann@gulfport-ms.gov
Harrison Co, MS 11/06/2020-2/3/2021	Removed & Disposed: Veg, C&D, Leaners (966), Hangers (36,055 trees); Reduced by Grinding (409,681 CY), (2) DMS Sites; Monitored by Volkert	\$9,225,138	538,791	Rupert H. Lacy , Director of Emergency Management 1801 23 rd Avenue Gulfport, MS 39502 Ofc: 228-865-4002 Cell: 228-323-6420 rupertlacy@co.harrison.ms.us
Jackson Co, MS 11/09/2020-02/7/2021	Removed & Disposed: Veg, C&D, Leaners (488), Hangers (14,079 trees), Parks, Golf Courses, beach debris; Monitored by Thompson	\$7,148,349	436,284	W. Brian Fulton , County Administrator 2915 Canty Street Pascagoula, MS 39567 228-769-3088 Brian_Fulton@co.jackson.ms.us
Pascagoula, MS 11/20/2020-12/18/2020	Removed & Disposed: Veg; Leaners (1 tree) & Hangers (658 trees); Monitored by Thompson	\$286,302	20,888	Karen Kennedy , City Clerk 603 Watts Avenue Pascagoula, MS 39567 Ofc: 228-938-6615 cityclerk@cityofpascagoula.com
Wiggins, MS 01/21/2021-02/1/2021	Removed and disposed Veg, C&D Direct; Reduction by Grinding, (1) DMS Site; Self-Monitored / Tice Engineering	\$207,733	13,359	Michelle Gill , Project Engineer (Tice Engineering), 510 South Vardaman Street Wiggins, MS 39577 Office: 601-928-4121 Cell: 601528-4152 michelle.gill@ticeeng.com
2020 Hurricane Sally	10-Activations – 37 DMS's – FEMA DR-4563-AL / DR-4564-FL	\$116,422,750	7,475,318	
AL DOT SW Region – Mobile 09/24/2020 – 01/22/2021	Removed & Disposed: Veg, C&D, Compacted C&D, Mulch, hangers (9,111 trees), leaners (3,320 trees), stumps (92); Reduced by Grinding (564,550 CY) & Compaction (59,952 CY); (16 DMS); Monitored by Thompson	\$14,264,670	709,431	Matthew Ericksen , SW Region Engineer 1701 West I-65 Service Road North Mobile, AL 36618 Ofc: 251-470-8200 ericksenm@dot.state.al.us
Atmore, AL 10/1/2020-11/01/2020	Removed & Disposed: Veg, hangers (1,082 trees), leaners (28 trees); Reduced by Grinding (43,759 CY), (1 DMS); Monitored by GMC	\$673,070	43,760	Mayor Jim Staff , 201 East Louisville Ave. Atmore, AL 36502 Ofc: 251-368-2253 celial@cityofatmore.com
Baldwin Co, AL 09/25/2020 – 04/7/2021	Removed & Disposed: Veg, C&D, Compacted C&D, Mulch, hangers (39,799 trees), leaners (6,030 trees), Stumps (120), White Goods (181), E-waste (24); Reduced by Grinding (4,217,587 CY) & C&D Compaction (293,171 CY); (13 DMS); Monitored by Tetra Tech	\$61,896,884	4,509,547	Terri Graham , Solid Waste Development & Environmental Director, 22070 Hwy 59 Central Annex II 3 rd & 4 th Floor Robertsdale, AL 36567 251-972-6878 TGraham@baldwincounty.al.gov
Bay Minette, AL 09/25/2020 – 11/03/2020	Removed & Disposed: Veg, C&D, Veg, hangers (1,204 trees), leaners (48 trees); Reduced by Grinding (137,801 CY), (1 DMS); Monitored by Self Monitored	\$1,516,900	141,809	Rita Diedtrick , City Clerk, 301 D'Olive Street Bay Minette, AL 36507 Ofc: 251-580-1637 rdiedtrich@ci.bay-minette.al.us
Daphne, AL 09/17/2020-01/05/2021	Removed & Disposed: PUSH, Veg, hangers (3,868 trees), leaners (191 trees), Stumps (9); Reduced by Grinding (375,017 CY), (1 DMS); Monitored by True North	\$4,570,398	376,872	Denise Penry , EMA Accountant, 26435 Public Works Road Daphne, AL 36526 Ofc: 251-621-3182 dpenry@daphneal.com
Fairhope, AL 09/21/2020-12/19/2020	Removed & Disposed: Veg, C&D, Mulch, hangers (7,058 trees), leaners (374 trees), stumps (55); Reduced by Grinding (547,868 CY), (1 DMS); Monitored by True North	\$8,703,289	564,853	John Saraceno , Emergency Management Coordinator, 161 N. Section Street Fairhope, AL 36532 Ofc: 251-929-7415 Cell: 251-331-1103 John.Saraceno@fairhopeal.gov
Gulf Shores, AL 09/17/2020-02/3/2021	Removed & Disposed: PUSH, Veg, C&D, Parks debris, Trails debris, waterway debris, Mulch, Compacted C&D, HHW (11,580 Lbs.), E-Waste (114), White Goods (232), Hangers (7,162 trees), Leaners (2,938 trees), Stumps (285); Reduced by Grinding (457,915 CY) & Compacting (40,763 CY), (1 DMS); Monitored by Thompson	\$9,741,393	580,181	Brandan Franklin , Chief Building Official / EM Coordinator, 1905 West 1 st Street Gulf Shores, AL 36542 251-968-1149 bfranklin@gulshoresal.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Okaloosa Co, FL 09/25/2020-11/2/2020	Removed & Disposed: Veg, C&D, mulch; Reduced by Grinding (22,945 CY); Monitored by Tetra Tech	\$338,470	30,576	Jim Reece , Solid Waste Recycling Coordinator, 84 Ready Ave. Fort Walton Beach, FL 32548 Ofc: 850-651-7394 Cell: 850-978-1063 jreece@myokaloosa.com
Orange Beach, AL 09/20/2020-5/21/2021	Removed & Disposed: PUSH, Veg, C&D, Municipal debris, beach debris, trail debris, waterway debris, wetlands debris, C&D compacted, mulch, HHW (151,100 lbs.), E-Waste (383), white goods (1,624), hangers (4,527 trees), leaners (725 trees), Stumps (342); Reduced by Grinding (228,509 CY) & Compacting (194,239 CY); Monitored by Thompson	\$13,593,239	424,952	Mr. Phillip West , Coastal Resource Director, 4101 Orange Beach Blvd Orange Beach, AL 36561 Ofc: 251-981-6788 Cell: 251-747-6166 pwest@orangebeachal.gov
Spanish Fort, AL 09/28/2020-11/16/2020	Removed & Disposed: PUSH, Veg, C&D, Hangers (118 trees), leaners (14 trees); Monitored by Thompson	\$1,124,436	93,337	Mary Lynn Williams , City Clerk, 7361 Spanish Fort Blvd. Spanish Fort, AL 36527 Ofc: 251-626-4884 cityclerk@cityofspanishfort.com
2020 Hurricane Laura	10-Activations – 27 DMS's – FEMA DR-4559-LA / EM-3540-TX	\$412,043,478	15,190,756	
Alexandria, LA 8/31/2020-11/4/2020	Removed & Disposed: Veg, C&D, Parks and Zoo debris, mulch, hangers (2,975 trees), leaners (98 trees), stumps (1); Reduced by Grinding (222,758 CY); 1 Site Monitored by Tetra Tech	\$3,643,508	228,755	Darren Green , Debris Manager 625 Murray Street Alexandria, LA 71301 Ofc: 318-441-6060 Cell: 318-446-2342 darren.green@cityofalex.com
Calcasieu Parish, LA 9/3/2020-9/2/2021	Removed & Disposed: PUSH, Veg, C&D, C&D compacted, mulch, hangers (33,714 trees), leaners (76,007 trees), white goods (4,403), e-waste (2,910), refrigerator contents (314,960 Lbs.), tires (1,215) Reduced by Grinding (5,004,006 CY) & compacting (2,573,846 CY); 9 DMS; Monitored by Tetra Tech	\$132,676,652	6,972,815	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4 th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Calcasieu Parish, LA Laterals 10/8/2021-9/13/2023	Removed & Disposed: Waterway debris from Laterals / Waterways	\$164,249,458	2,265,424	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4 th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Calcasieu Parish, LA Dead Tree Project 10/5/2022-3/31/2023	Tree removal and hauling of debris Removed & Disposed: Leaners (3,305); Reduced by Grinding (338,062 CY); Monitored by Tetra Tech	\$1,575,802	64,008	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4 th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Calcasieu Parish, LA PPDR 11/8/2023-5/18/2024	PPDR hauling of debris Removed & Disposed: Veg, C&D, Non-RACM Structure Debris, Hangers (357 trees), Leaners (748), stumps (8); Reduced by Grinding (32,014 CY), C&D Compaction (6,190 CY); Monitored by Tetra Tech	\$1,114,039	46,565	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4 th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
DeQuincy, LA 9/14/2020-4/19/2021	Removed & Disposed: Veg, C&D, mulch, hangers (284 trees), leaners (28 trees), stumps (3), white goods (180), refrigerator contents (12,160 lbs.), e-waste (158) Reduced by Grinding (107,800 CY), burning & compacting (31,106 CY); 2 Sites Monitored by Tetra Tech	\$2,672,412	156,444	Riley Smith , Mayor 300 N Holly Street DeQuincy, LA 70633 SmithRiley@ymail.com
Iowa, LA 9/7/2020-3/13/2021	Removed & Disposed: Veg, C&D, hangers (486 trees), leaners (15 trees) white goods (52), E-waste(110); Reduced by Grinding (49,558 CY) & compacting (25,354 CY); 1 Site; Monitored by Tetra Tech	\$1,401,231	74,913	Paul Hess , Mayor, 115 N. Thompson Ave Iowa, LA 70647 mayor@iowala.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Lake Charles, LA 9/3/2020-9/9/2021	Removed & Disposed: PUSH, Veg, C&D, Compacted C&D, Mulch, hangers (19,295 trees), leaners (1,985 trees), white goods (1,574) stumps (3), HHW (4,943 lbs.) Reduced by Grinding (2,254,057 CY) & compacting (2,006,484 CY); 5 Sites; Monitored by Tetra Tech	\$80,385,064	4,077,816	John Cardone, Jr. City Administrator 326 Pujo Street, 10 th Floor Lake Charles, LA 70601 Ofc: 337-491-1381 Cell: 337-794-1513 mayorsactionline@cityoflc.us
Lake Charles, LA DEMO 8/1/2022-8/14/2022 1/30/2023-2/5/2023	Demo Property Debris Removal Program; Monitored by Tetra Tech	\$366,525	LS	Emily McDaniel , Director of Finance, 326 Pujo Street, Lake Charles, LA 70601; 337-491-1251; Emily.mcdaniel@cityoflc.us
Sulphur, LA 9/2/2020-6/21/2021 5/11/2023-5/23/2023	Removed & Disposed: PUSH, Veg, C&D, Compacted C&D, Mulch, Hangers (3,326 trees), leaners (194) stumps (7), white goods (508), HHW (23,580 lbs.) Reduced by Grinding (503,298 CY) & compacting (338,926 CY); 1 Site; Monitored by Tetra Tech	\$15,259,184	838,424	Stacy Dowden , Director of Public Works 101 N. Huntington Street Sulphur, LA 70663 Ofc: 337-527-4500 Cell: 337-764-8044 sdowden@sulphur.org
Sulphur, LA PPDR 1/31/2024-4/9/2024	Removed & Disposed: Veg, C&D, Hangers (50 trees), leaners (80) stumps (17), Reduced by Grinding (2,609 CY) & compacting (548 CY); 1 Site; Monitored by Tetra Tech	\$116,574	3,157	Stacy Dowden , Director of Public Works 101 N. Huntington Street Sulphur, LA 70663 Ofc: 337-527-4500 Cell: 337-764-8044 sdowden@sulphur.org
Texas GLO 3/8/2021-3/19/2021	Hurricane Laura & Beta Beach debris removal LS	\$189,106	LS	Greg Pollock , Deputy Commissioner, 1700 N. Congress Ave, Austin, TX 78711, 512-463-5329, greg.pollock@glo.texas.gov
Vinton, LA 9/1/2020-1/21/2021	Removed & Disposed: PUSH, Veg, C&D, Compacted C&D, Mulch, hangers (248 trees), leaners (2 trees), white goods (229), e-waste (56); Reduced by Grinding (103,203 CY) & compacting (41,546 CY); 2 Sites Monitored by Tetra Tech	\$2,591,105	144,750	Mayor Kenneth Stinson , 1200 Horridge Street Vinton, LA 70668 Ofc: 337-496-3806 mayor@cityofvinton.com
West Calcasieu Port, LA 3/16/2021-3/25/2021	Removed & Disposed: Veg, C&D direct, hangers (86 trees), leaners (41)	\$87,117	2,384	Lynn Hohensee , Port Director, 514 West Napoleon St, Sulphur, LA 70663, 337-794-4809
Westlake, LA 9/3/2020-3/13/2021	Removed & Disposed: PUSH, Veg, C&D, Compacted C&D, Mulch, Hangers (313 trees), leaners (401 trees), white goods (93), e-waste (35), HHW (6,480 lbs); Reduced by Grinding (206,656 CY) & compacting (108,644 CY); 1 Site; Monitored by Tetra Tech	\$5,715,701	315,301	Mayor Robert Hardey , 101 Mulberry Street Westlake, LA 70669 Ofc: 337-532-2757 mayor@cityofwestlake.com
2020 Demo Project	1 Activation	\$424,343	LS	
Friendswood, TX 11/14/2020-8/3/2021	Demo: 6 Houses Veg, C&D, Concrete, Hydro mulch, Curb Construction, Abatement, electrical, Plumbing, Septic	\$424,343	LS	Brian Mansfield , Fire Marshall & EM Coordinator 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3332, bmansfield@ci.friendswood.tx.us
2020 Hurricane Hanna	2 Activations – EM -3530-TX	\$1,015,284	12,043	
GLO, TX 9/2/2020-9/24/2020	Removed & Disposed: C&D, Pipe line(48), Parking lot (11,533 CY) & Beach Debris (510 CY) to 1-Final Disposal Site Monitored by Thompson	\$826,234	12,043	Texas General Land Office: Rene Garcia , Emergency Operations 1700 N Congress Ave. Austin, TX 78701 361-960-9863 Rene.Garcia@GLO.TEXAS.GOV ; Sheila Kirk, CTCD Sheila.Kirk@GLO.Texas.GOV

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Nueces County, TX Through 8/26/2020	Damage Assessment Lump Sum	\$189,050	LS	Kathy Ard-Blattner Nueces County Deputy Emergency Management Coordinator 901 Leopard St., Suite 303 Corpus Christi, TX 78401 Office-361-888-0876 Cell-361-533-4024 Kathy.ard-blattner@nuecesco.com
2020 Tropical Storm Cristobal	2 Activations- EM-3527-LA	\$1,961,292	55,827	
Harrison County, MS 6/15/2020-7/22/2020	Removed & Disposed: Veg Beach Debris, to (1) Final Disposal Site Monitored by Volkert	\$1,406,216	55,827	Daniel Boudreaux, County Engineer, 15309 C Community Rd, Gulfport, MS 39503
Dauphin Island, AL 6/8/2020-7/14/2020	Removed & Disposed: Push Sand T&M	\$555,075	LS	Mayor Collier, Town of Dauphin Island, 1011 Bienville Blvd., Dauphin Island, AL 36528
2020 Tornado	2 Activations – 2 DMS's – FEMA DR-4541-TN	\$12,292,233	896,815	
Chattanooga, TN 4/26/2020-06/22/2020	Removed & disposed: vegetation, C&D, mulch, C&D compaction, Parks debris, hangers (60 trees), leaners (41 trees), Stumps (4); Reduced by Grinding (235,714 CY), by C&D compaction (86,491 CY) DMS sites (1); Monitored by Tetra Tech ADMS	\$6,687,929	322,205	Maura Sullivan, Chief Operating Officer 101 E. 11 th Street Chattanooga, TN 37402 Ph.: 423-643-7230 purchasing@chattanooga.gov
Metro Government Nashville & Davidson County, TN 3/6/2020-5/8/2020	Removed & Disposed: vegetation, C&D, mulch, C&D compacted, Parks debris, stumps (73); Reduced by Grinding (215,722 CY), by C&D compaction (107,750 CY) DMS sites (4); Monitored by Tetra Tech ADMS	\$5,604,304	268,380	Phillip Jones, PW Operations Manger 750 South 5 th Street Nashville, TN 37206 Ph.: 615-533-2377 phillip.jones@nashville.gov
2019 Tornado - TX	1 Activation – 1 DMS			
Richardson, TX 10/25/2019-12/6/2019	Removed & Disposed: vegetation; C&D; mulch; Reduced by Grinding (43,519 CY); Monitored by Rostan	\$670,890	59,443	Travis Switzer, Assistant Director Public Services 1260 Columbia Dr. Richardson, TX 75081 Ofc. (972) 744-4402, Cell. (972) 744-5814, travis.switzer@cor.gov
2019 Tropical Storm Imelda	1 Activation – 1 DMS FEMA DR-4466-TX			
Montgomery Co, TX 10/1/2019-11/8/2019	Removed & Disposed: C&D Direct; E-waste (840); White Goods (178); Monitored by Atkins Global	\$401,065	24,727	Darren Hess, Director of EM 9472 Airport Rd Conroe, TX 77303, 936-523-3901 Darren.hess@mctx.org
2019 Special Project - TX	1 Activation – 1 DMS			
Dickinson, TX 01/2019-02/2019	Removed & disposed: Waterway Debris Removal from Dickinson Bayou resulting from Hurricane Harvey	\$2,900,321	27,872	Stephanie Russell, Assistant City Administrator 4000 Liggio, Dickinson, TX 77539 281-337-8839 srussell@ci.dickinson.tx.us
2019 Misc. – FL		\$155,717	Hrly	
Ft Myers Beach, FL 4/15/2019-5/8/2019	Red Algae Removal	\$136,817	Hrly	Chelsea O'Riley, Public Works Manager, 2525 Estero Blvd, Ft Myers Beach, FL 33931, 239-765-0202 ext. 1700, chelsea@fmbgov.com
Okaloosa Co, FL 4/18/2019	Debris & Underbrush Removal	\$18,900	Hrly	Jim Reece, CHMM, Recycling Coordinator, 84 Ready Ave, NW, Ft Walton Beach, FL 32548, Tel: 850-651-7394, Fax: 850-651-7397, jreece@myokaloosa.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2019 Hurricane Dorian	2 Activations – 1 DMS's – FEMA DR-4464-SC	\$430,366	31,294	
Dorchester Co, SC 9/16/2019-10/18/2019	Removed & Disposed: vegetation; mulch; Reduced by Grinding (46,568 CY); Citizen Sites Managed; Monitored by Tetra Tech	\$408,086	31,294	Jason Carrher Public Works Director, 2120 E. Main Street Dorchester, SC 29437 (843) 607-5908 cell (843) 832-0070 work jcarraher@dorchestercountysc.gov
Hilton Head, SC 9/15/2019	Emergency Push	\$22,280	Hrly	Jennifer Lyle , Asst Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, work 843-341-4779 cell 843-384-2629, jenniferl@hiltonheadislandsc.gov
2018 Hurricane Michael CAT V (FL)	16 Activations – 40 DMS's – FEMA-DR-4399 FL; FEMA-DR-4400-GA	\$252,281,133	12,256,345	
Apalachicola, FL 10/21/2018-12/18/2018	Removed & Disposed: vegetation; Leaners (5); Hangers (1,267 Trees); White Goods (15); Reduced by Grinding (52,178 CY), DMS Sites (1) ; Monitored by Tetra Tech	\$1,085,115	59,069	Ronald W. Nalley , City Manager; 1 Avenue E., Apalachicola, FL 32320; amklibrary2017@gmail.com ;
Bay Co, FL 10/17/2018-4/28/2021	Removed & Disposed: (ROW, PPDR, Waterway) vegetation; C&D; Leaners (8,081); Hangers (6,419 Trees); White Goods (725); Reduced by Grinding (1,903,027 CY); C&D Compact (515,511 CY), DMS Sites (8) Projects: Waterway & Canal clearing; Debris removed from eligible parks, cemeteries & schools Monitored by Landfall Strategies; Tetra Tech	\$42,637,726	2,436,953	Keith Bryant , Director of Public Works; 840 W. 11th Street, Panama City, FL 32401; 850-248-8302; kbryant@baycountyfl.gov
Bainbridge, GA 4/23/2019-7/29/2019	Removed & Disposed: vegetation; Leaners (659); Hangers (40,931 Trees); Stumps (16); Mulch (13,890 CY); Reduced by Grinding (53,383 CY), DMS Sites (2); Monitored by True North	\$1,407,790	53,576	Chris Hobby , City Manager, 101 South Broad Street, Bainbridge, GA 39817 (229) 248-2005 chrish@bainbridgecity.com
Carrabelle, FL 10/30/2018-12/19/2018	Removed & Disposed: vegetation; Hangers (404 Trees); Reduced by Grinding (18,456 CY); Monitored by Tetra Tech	\$358,306	20,056	Courtney Dempsey , CRA Director; 1001 Gray Avenue, Carrabelle, FL 32322; 850-544-5233; citycbel@gtcom.net
Dauphin Island, AL 10/10/2018-2/13/2019	Sand Removal	\$271,683	Hrly	Mayor Jeff Collier ; 1011 Bienville Blvd.; Dauphin Island, AL 36528 251-861-5525; jcollier@townofdauphinisland.org
Decatur Co, GA 3/22/2019-8/3/2019	Removed & Disposed: (ROW, ROE) Vegetation; C&D; Leaner (1,914); Hangers (18,585 Trees); Stumps (82); Reduced by Grinding (212,988 CY), DMS Site (3); Monitored by True North	\$5,463,141	215,087	Chris Hobby , City Manager, 101 South Broad Street, Bainbridge, GA 39817 (229) 248-2005 chrish@bainbridgecity.com
Dog Island, FL 9/12/2019-9/20/2019	Removed & Disposed: Vegetation / Construction & Demo (425 Tons)	\$864,918	Lump Sum	Pamela Brownell , EM Director; 28 Airport Rd., Apalachicola, FL 32320; 850-653-8977 ext. 100; Cell 850-653-6748; em3frank@fairpoint.net
Florida DEP 2/7/2019-6/6/2019	Removed & Disposed: Vegetation; Reduced by Grinding (116,672 CY)	\$17,721,523	158,393	Scott Woolam , Sr Program Analyst, Div of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, Scott.Woolam@dep.state.fl.us
Franklin Co, FL 10/16/2018-1/4/2019	Removed & Disposed: vegetation; Leaners (67); Hangers (1,414 Trees); HHW (1,120 Lbs.); White Goods (233); Freon (215); E-Waste (94); Reduced by Grinding (90,244 CY) DMS Site (3); Monitored by Tetra Tech	\$2,215,778	126,087	Pamela Brownell , EM Director; 28 Airport Rd., Apalachicola, FL 32320; 850-653-8977 ext. 100; Cell 850-653-6748; em3frank@fairpoint.net

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Jackson Co, FL 10/12/2018-9/20/2019	Emergency Push Removed & Disposed: vegetation; C&D; mulch; Hangers (21,388 Trees); Leaners (13,431); Stumps (7); Reduced by Grinding (2,399,088 CY) DMS Site (6); Monitored by Metrics / Thompson	\$40,141,024	2,459,442	Wilanne Daniels , County Administrator 2819 Panhandle Rd., Operations Complex, Marianna, FL 32446 Ofc: 850-693-6657 danielsw@jacksoncountyfl.gov Rodney Andreasen , Director of Emergency Management; 850-718-0007; Cell 850-573-1058; randreasen@jacksoncountyfl.com
Lynn Haven, FL 10/10/2018-06/27/2020	Emergency Push Removed & Disposed: vegetation; Leaners (434); Hangers (1,588 Trees); Stumps (22); white goods (5); Reduced by Grinding (558,533 CY) & C&D Compaction (186,548 CY), DMS Site (3); Debris removed from eligible parks, cemeteries & schools; Monitored by Tetra Tech; Provided Sat. Phones	\$13,845,285	719,604	Michael White , City Manager; 825 Ohio Ave., Lynn Haven, FL 32444; 865-265-2121, Cell 850-814-8740; citymanager@cityoflynnhaven.com
Mexico Beach, FL 2/25/2019-10/10/2019	Dredge, Sand Sift and Replacement	\$12,527,617	47,828	Tommy Davis , Public Works Manager 850-527-3087 201 Paradise Path Mexico Beach, FL 32410 t.davis@mexicobeachgov.com Tanya Castro , City Administrator, 201 Paradise Path, Mexico Beach, FL 32410 t.castro@mexicobeachgov.com
Panama City Beach, FL 1/14/2019-1/24/2019	Reduction by Grinding (54,233 CY), DMS Site(1), Haul out	\$443,085	0	Janine Thomas , PW Senior Administrative Support Specialist, 116 S. Arnold Road Panama City Beach, FL 32413 850-233-5100 jthomas@pcbqgov.com
Panama City, FL 10/11/2018-5/31/2020	Emergency Push Removed & Disposed: vegetation; C&D; Leaners (20,185), Hangers (32,489 Trees); Stumps (6,968); Reduced by Grinding (2,304,854 CY) & Compacted C&D (1,646,666 CY) DMS Site (7); Debris removed from eligible parks, cemeteries & schools; Monitored by Landfall Strategies	\$81,562,445	3,971,295	Shane Daugherty , Solid Waste Superintendent 819 E. 11 th Street, Panama City, FL 32401; Office 850-872-3172, Cell: 850-814-5396 sdaugherty@panamacity.gov Neil Fravel , Director of Public Works; 819 E. 11 th Street, Panama City, FL 32401; 850-872-3015; nfravel@panamacity.gov
Parker, FL 10/23/2018-5/3/2019	Emergency Push Removed & Disposed: vegetation; C&D; Leaners (344); Hangers (846 Trees); Stumps (21); Reduced by Grinding (389,576 CY) C&D Compaction (159,188 CY), DMS Site (1); Monitored by Tetra Tech	\$7,865,326	535,114	Ashley Rizzo Human Resources, Benefits & Safety Administrator, 1001 West Park Street, Parker, FL 32404, 850-871-4104, aarizzo@cityofparker.com Danielle Baker , City Clerk; 850-871-4104, dmbaker@cityofparker.com (replaced Nancy Rowell)
Washington Co, FL 10/18/2018-5/31/2019	Removed & Disposed: vegetation; Leaners (10,301); Hangers (35,683 Trees) Stumps (108); Reduced by Grinding (1,445,814 CY) DMS Site (3); Monitored by Witt O'Briens	\$23,870,365	1,501,666	Ms. Lynne Abel , EM Public Safety Director; 2300 Pioneer Road, Chipley, FL 32428; 850-638-6203; label@washingtonfl.com

2. Why Choose CrowderGulf?

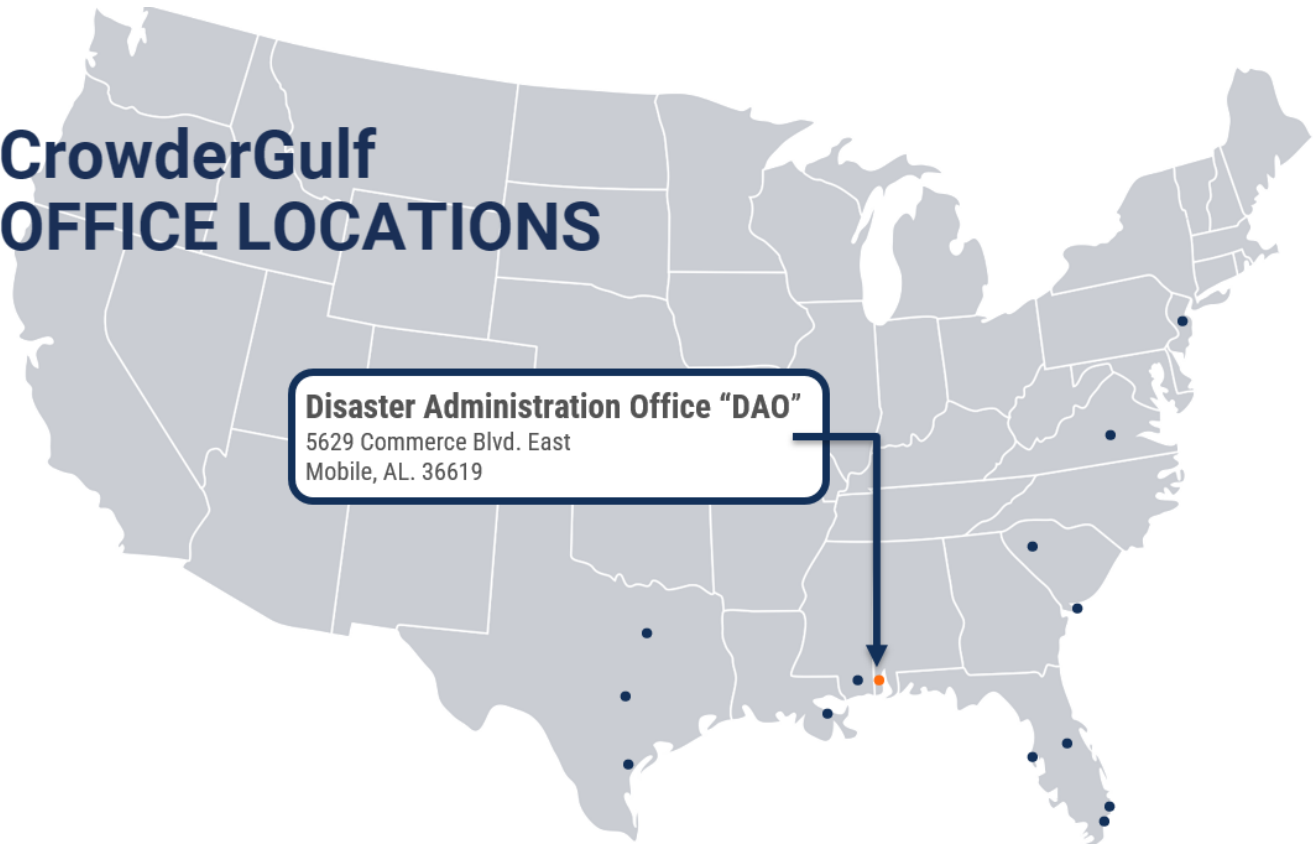
- **Full time (365 days/yr.) CrowderGulf is a leading Debris Management and Response Company with over 50 years of successful experience** in debris management, removal, and disposal services.
- **Bases of Operation:**

<u>Primary</u>	<u>Mobile, Alabama</u>
<u>Satellite Offices</u>	Palm Harbor, West Palm Beach, Winter Garden, Wellington, New Smyrna Beach, Miami, Florida, D'Iberville, Mississippi, New Orleans, Louisiana, Hilton Head Island and Laurens, South Carolina Denton and Portland, and Austin, Texas Richmond, Virginia
- **Never failed to complete** all contract obligations and never defaulted on a contract.
- CrowderGulf's ability to attract and retain highly skilled and qualified personnel allow us to **commit the same Project Management Team remaining with the project** from start to finish.
- Large cadre of management personnel with extensive disaster debris training and experience.
- **Completed simultaneous** debris projects after all major hurricanes **since 1969**.
- Over **500 FEMA funded** disaster recovery projects successfully completed.
- Successfully removed, managed and disposed of over **400 million cubic yards of debris**.
- Industry leader in **waterway debris removal**, including work from New Jersey to Texas.
- Fully committed to using local citizens and qualified local subcontractors to the maximum extent, including Minority Business Enterprise (MBE) owners.
- **No lawsuits, liens or judgments by clients ever** filed or pending and no bankruptcy proceedings filed or pending.
- **No lawsuits, liens or judgments by CrowderGulf to clients ever** filed.
- Over **\$150 million** of company-owned/leased equipment available for rapid response.
- Experienced in providing FEMA compliant documentation to every client. We provide unlimited support and accurate documentation to help ensure that no clients are denied reimbursement.
- CrowderGulf offers a well-developed, scalable, adaptable, and proven Debris Management plan that is reviewed and revised after every event.
- Quality Control always maintained to reinforce the "Clean as You Go" policy for debris removal.
- Technical advice and training available to all clients throughout the contract term, at no cost to client.
- Significant financial strength:

AGGREGATE BONDING CAPACITY	\$ 1,000,000,000
SINGLE BONDING CAPACITY	\$ 250,000,000
OTHER AVAILABLE FUNDING	\$ 150,000,000

CrowderGulf will meet all program standards as provided for in the guides including subsequent and related versions of such guides as amended – including FEMA Public Assistance Debris Management Guide, FEMA Public Assistance Program and Policy Guide.

CrowderGulf OFFICE LOCATIONS



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

Richard Musgrave, Mayor
City of Parker, FL

Over Fifty Years of Debris Management Experience

CrowderGulf is a national full-service debris management company, with over **fifty years** of experience throughout the United States, helping communities, like the Franklin County, recover from disasters as rapidly and efficiently as possible. The roots of the company began in 1969, from the work of John and Woodie Ramsay, brothers, and recent graduates of Auburn University. They grew up truck farming in south Mobile County, AL, less than 10 miles from the Mississippi State line. When Hurricane Camille devastated the Mississippi Gulf Coast in 1969, the Ramsay brothers joined forces with local contractors, to clean up Biloxi, MS and much of the Gulf Coast.

In 1984, as the brothers' work branched out into other areas, they began doing business as Gulf Equipment Corporation, as an Alabama General Contractor licensed in seven Southeastern states. Based on the work generated, they developed three divisions in Gulf Equipment: tower erection, construction, and disaster debris management.

In 2002, CrowderGulf was formally created by John Ramsay, as an independent disaster debris management company. John's honesty, reliability and respect for all clients, along with his extensive knowledge and experience in disaster debris cleanup, were key to the strong qualified team that he built over the years. Today, Ashley Ramsay-Naile, John's oldest daughter, is president of CrowderGulf. Ashley has continued to build a strong, qualified team, using her years of experience and excellent management skills to continue to grow and improve the Company.

During the last five decades, the Company has managed over **500 disaster recovery projects in 16 states and has successfully removed, reduced and disposed of over 400 million cubic yards of debris**. CrowderGulf's current and past performance, as highlighted in this proposal, demonstrates our expertise in successfully completing multiple contracts simultaneously, regardless of their locations or the amount of damage.

CrowderGulf has responded to numerous natural and manmade disasters that activated hundreds of contracts, each involving its own unique challenges and circumstances. Having performed debris management operations across the United States, CrowderGulf has encountered and successfully handled everything within the County's Scope of Work identified in this RFP. We are committed to completing every project in a minimum amount of time and in a safe, orderly, and practical manner. CrowderGulf contracts have involved disaster debris work in all eligible areas identified in FEMA's Public Assistance Program, Category A. The confidence that we can deliver services to the County effectively and efficiently is bred from our past successes.

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

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

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

CrowderGulf Services Available to the County

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

Pre Planning & Training

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

Aerial Assessment via Helicopter Flyover

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

Emergency Road Clearance “PUSH”

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

Right of Way (ROW) Debris Removal

CrowderGulf performs permitting, clearing, and removing FEMA eligible disaster debris from the public rights-of-way, streets, roads, canals, lakes, ponds, and waterways as directed by the County. Each load of debris is accurately recorded electronically or on load tickets and presented to the County daily along with requested daily and weekly production reports.



Private Property Debris Removal (PPDR)

When requested, permitted, and approved by FEMA, State, or Local Government, CrowderGulf can conduct debris removal operations from private property. Debris must eliminate the immediate threat to lives, public health, and safety; and must be a result of the declared incident and within the designated area. Each load of debris is accurately recorded electronically or on load tickets and presented to the County daily along with requested daily and weekly production reports.

Development and Operation of Temporary Debris Management Sites (TDMS)

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

Final Debris Disposal

CrowderGulf disposes of all debris, including reduced debris, in accordance with all applicable federal, state and local laws, standards and regulations. At the County's request, tipping fees associated with final disposal facilities can be paid by CrowderGulf and backbilled to the County as a pass-through cost.

Stump Removal

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

Tree Trimming & Removal (Leaners and Hangers)

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

Arborist Program

Understanding the dynamics of tree growth and health is pivotal in fostering resilient tree canopies, particularly in the face of natural disasters such as, high wind events and tropical systems. Mismanaged tree canopies not only escalate debris generation post-disaster but also increases the threat to public health and safety. At CrowderGulf, we recognize the significance of arboriculture in disaster recovery efforts. Building upon our longstanding provision of arborist services post-storm disaster, we have expanded our program to include pre-storm disaster arborist services aimed at proactive canopy management within the framework of contemporary arboriculture standards.

In-House Arborist:

CrowderGulf provides an in-house arborist who works closely with our safety team, ensuring adherence to arboriculture and safety protocols across all CG projects. This expert not only oversees tree crews but also provides invaluable guidance to Project Managers (PMs) on safeguarding undamaged trees, prioritizing high-value trees to minimize additional damage, and managing arboriculture procedures aligned with FEMA reimbursement criteria. Moreover, our arborist team possesses utility training, equipping them to address concerns regarding right-of-way access and usage, including complexities arising from interactions with various utility companies within the canopy's vicinity.

Level 1 Assessment:

A Level 1 Limited Visual assessment conducted by our trained arborists offers a rapid yet comprehensive evaluation of trees across extensive areas. By methodically traversing designated zones, our arborists examine trees and vegetation to identify potential risks, focusing on signs of disease, decay, and structural defects that could pose hazards to people or property. These assessments serve as crucial initial screenings to promptly identify trees requiring immediate action, ensuring proactive hazard mitigation before potential damage or liability occurs.

Level 2 Assessment:

During a Level 2 Basic assessment, our certified arborists conduct thorough visual inspections of trees and their surroundings to identify defects or hazards. Utilizing specialized tools and techniques, they examine the tree's trunk, branches, and crown for indications of decay, disease, or compromised structural integrity. Following this assessment, arborists determine whether observed conditions warrant a more intensive Level 3 Advanced assessment, providing property owners with detailed reports outlining risk ratings and recommended mitigation measures.

Level 3 Assessment:

Level 3 Advanced assessments involve in-depth evaluations of a tree's structural integrity and health, employing advanced diagnostic tools and techniques to uncover hidden defects or decay. Climbing inspections, resistance drilling, sonic tomography, and root system inspections enable arborists to assess structural defects, disease progression, and overall tree health accurately.

The findings from these assessments inform tailored care measures, empowering property owners, managers, or municipalities to make informed decisions regarding tree management and disaster preparedness.

Demolition

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

Derelict Vehicle and Vessel Removal

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

Removal & Disposal of White Goods & E-Waste

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

Waterway Debris Removal & Shoreline Restoration

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



Sonar Scanning

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

Technical Disaster Recovery Assistance

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

Other Services CrowderGulf is Experienced in are, but not limited to:

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

COVID-19 Response – Personal Protective Equipment (PPE)

During the height of the COVID-19 Pandemic, CrowderGulf successfully supplied critical PPE to clients in several states. The PPE requested during this time was used by State Authorities and Hospital workers on the front lines, in dire need of equipment. Due to shortages in normal supply chains, CrowderGulf's clients and partners requested help locating the critical protective equipment. CrowderGulf was able to use its resilient relationships, throughout the nation and internationally, to secure the requested items in a timely manner.

Drone Capabilities

CrowderGulf utilizes cutting-edge drone technology, integrated with advanced mapping and analysis software, and enhances precision with GNSS survey receivers equipped with Real-Time Kinematic (RTK) technology. This comprehensive suite of tools is pivotal in our debris management operations, including on city owned properties, private properties, linear utility easements, and public rights of way, ensuring that our documentation meets the stringent accuracy and compliance standards required for FEMA reimbursement.

Accurate Documentation for FEMA Reimbursement: The precision offered by the Drone's high-resolution imaging combined with GNSS survey receivers and RTK technology, giving centimeter level positioning accuracy, ensures that every piece of debris documentation is accurate and verifiable. FEMA requires detailed, precise, and auditable data to approve reimbursement claims. Our technology stack provides georeferenced images and detailed maps that meet these requirements by accurately documenting the location, extent, and type of debris, ensuring that all information is FEMA-compliant.

Private Property Debris Removal Documentation: The advanced imaging and precise location data capture capabilities of our equipment facilitate comprehensive documentation of debris on private properties. This level of detail is critical not only for operational efficiency but also for providing the necessary documentation to FEMA, which often requires proof of debris impact and removal for reimbursement.

Linear Easement (Utilities & Waterway)/Right of Way Documentation: For debris located in linear easements (both land and water) and rights of way, our drones and GNSS receivers map and document with pinpoint accuracy. The ability to survey and map easements, waterways, and rights of way provides tremendous operational benefits. This ensures that all necessary documentation for FEMA reimbursement is complete and accurate, showing exactly where debris was removed, the volume of debris, and the condition pre & post-removal.

Enhanced Mapping and Estimating with RTK: RTK technology enhances our mapping and estimating capabilities by providing centimeter-level accuracy. This allows for exact volume measurements and detailed debris mapping, which are crucial for real time operational decision making and FEMA reimbursement claims. Accurate volume estimations ensure that claims are reflective of the actual work performed, which is necessary for securing appropriate reimbursement.

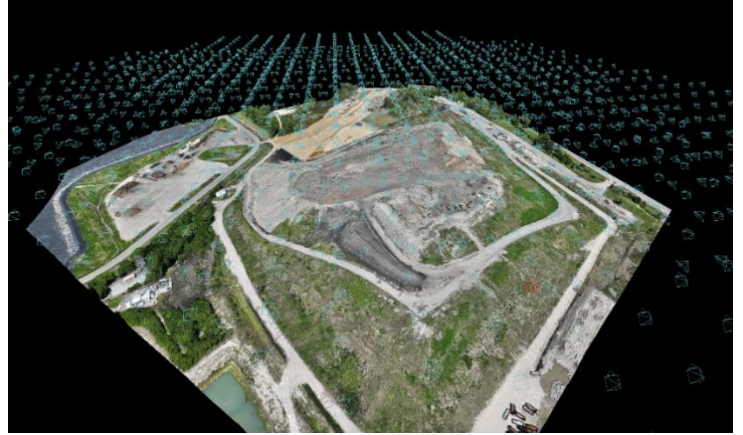
Post Processing and 3D Modeling: The integration of precise aerial data with advanced software allows for the creation of detailed 3D models and volumetric assessments, which can be used in the preparation of FEMA reimbursement documentation and internal/ public messaging and information sharing. These models provide a clear, indisputable base for claims, enhancing the transparency and traceability of the cleanup efforts.

Monitoring and Mitigating Environmental Impacts: Our accurate mapping and detailed documentation also play a role in demonstrating compliance with environmental regulations, a factor often reviewed in conjunction with FEMA reimbursement. We document the initial environmental state, the impact of debris, and the restoration efforts, all of which are crucial for maintaining environmental compliance and fulfilling FEMA's requirements.

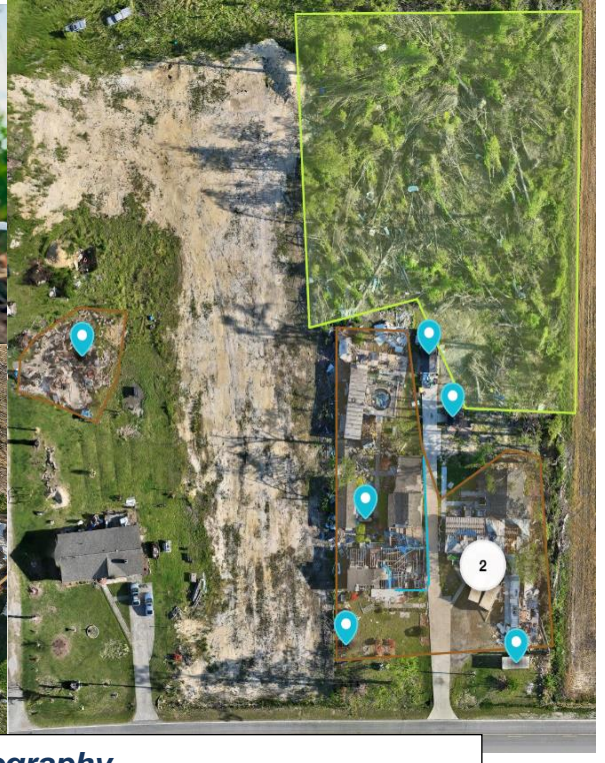
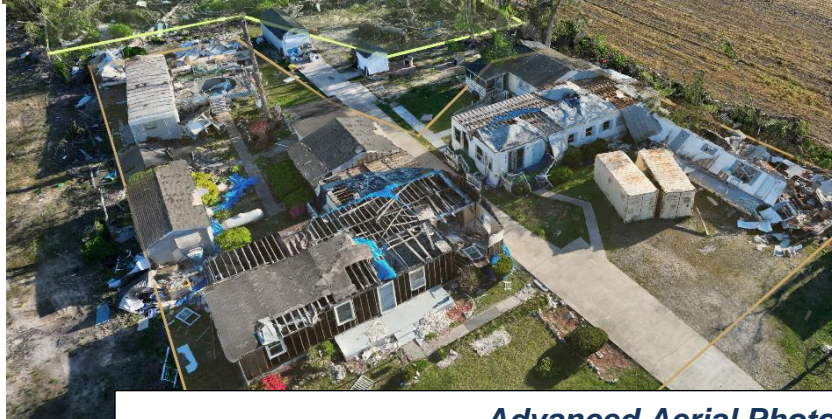
By deploying Enterprise level drones, GNSS Survey Receivers, and RTK technology, CrowderGulf not only streamlines debris management operations but also ensures that every aspect of our documentation is precise and compliant with FEMA's stringent standards. This meticulous approach to accuracy and documentation greatly enhances our ability to secure timely and adequate FEMA reimbursements, supporting the financial stability clients and operational continuity of our debris management efforts.

Benefits of Drone Technology:

- High Resolution Aerial Maps of DMS or Affected Area
- Debris Estimation
- Damage Assessments
- 3D Models
- Waterway/Easement Mapping, Assessments and Surveys
- High-Definition Video
- Live Stream Video for Emergency Operations Center (EOC) or other meetings
- Site/Project Documentation
- Historical Documentation
- **Environmental Impact Surveys**
- Allows for effective distribution of information to the public showing the scope of the project.
- Training
- Public Messaging Deliverables
- More cost effective than traditional aerial platforms
- Can be deployed quickly in the most austere environments with little support.



*3D Modeling of
PDR Assessment*



Advanced Aerial Photography
3D Model Photo taken in Edgecombe County, NC

3. Contract Management - Ability to Execute Concurrent Contracts Across Multiple Regions

CrowderGulf has a proven history of simultaneously managing multiple contracts, fluctuating workloads and many specialty debris projects such as waterway debris removal and demolition. CrowderGulf has at its disposal an extensive inventory of company-owned equipment coupled with a large pool of dedicated subcontractors to complete any project, large or small. Most importantly, our full-time, disaster-experienced management teams are committed to serving all clients with integrity, promptness and reliability.

The Summary Table below provides a snapshot of CrowderGulf's relevant disaster-related work experience. It reflects the Company's ability to successfully complete multiple simultaneous disaster projects by providing the personnel and equipment resources needed, regardless of size, location, number of active projects, or the nature and severity of the disaster. Over 98% of the 458 disaster projects listed in the table below were the result of pre-event contracts that were activated after a disaster. CrowderGulf successfully provided every Client with all the detailed, accurate and timely documentation required by FEMA in order to receive reimbursement.

SUMMARY TABLE OF SIMULTANEOUS DISASTER DEBRIS PROJECTS					
Year	Hurricanes & Storm Disasters	Simultaneous Contract Activations	# of DMS Managed	Invoice Amt	Approx. Cubic Yards (CY)
2023	Ice Storm, Tornos, Idalia	18	7	\$32,431,478	1,910,145
2022	Hurricanes Ian & Nicole	44	62	\$412,363,005	19,160,671
2021	Ida, Nicholas; Tornos, Storms,	24	21	\$56,375,184	2,759,105
2020	Laura, Sally, Zeta; Tropical Storm (TS) Cristobal, Hanna, Tornos	34	72	\$560,709,033	31,784,536
2019	Dorian, TS Imelda, Tornado,	6	3	\$4,558,359	169,827
2018	Florence, Michael, Red Tide	40	56	\$284,507,345	19,311,888
2017	Irma, Harvey, Nate, TS Cindy, Tornado	96	143	\$298,159,746	18,510,223
2016	Hermine, Matthew; Severe Storms, Flooding, Tornado	53	36	\$100,501,633	6,725,538
2015	Severe Storms, (Flood & Tornos)	15	0	\$2,311,844	109,578
2014	Ice Storms Pax & Ulysses, Severe Storms	14	5	\$9,866,559	669,314
2012	Isaac & Sandy	13	4	\$60,627,670	972,993
2011	Irene	31	13	\$14,754,641	1,673,821
2008	Ike	36	27	\$178,318,425	16,933,904
2005	Dennis, Katrina, Rita, Wilma	67	41	\$279,764,959	19,441,656
2004	Charley, Frances, Ivan, Jeanne	36	61	\$292,426,233	16,800,678
2003	Isabel	16	19	\$66,344,733	5,447,815

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

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

**OVER \$1.2 BILLION
IN DEBRIS REMOVAL
COMPLETED IN THE
LAST FIVE YEARS**

2023
\$316,287,263

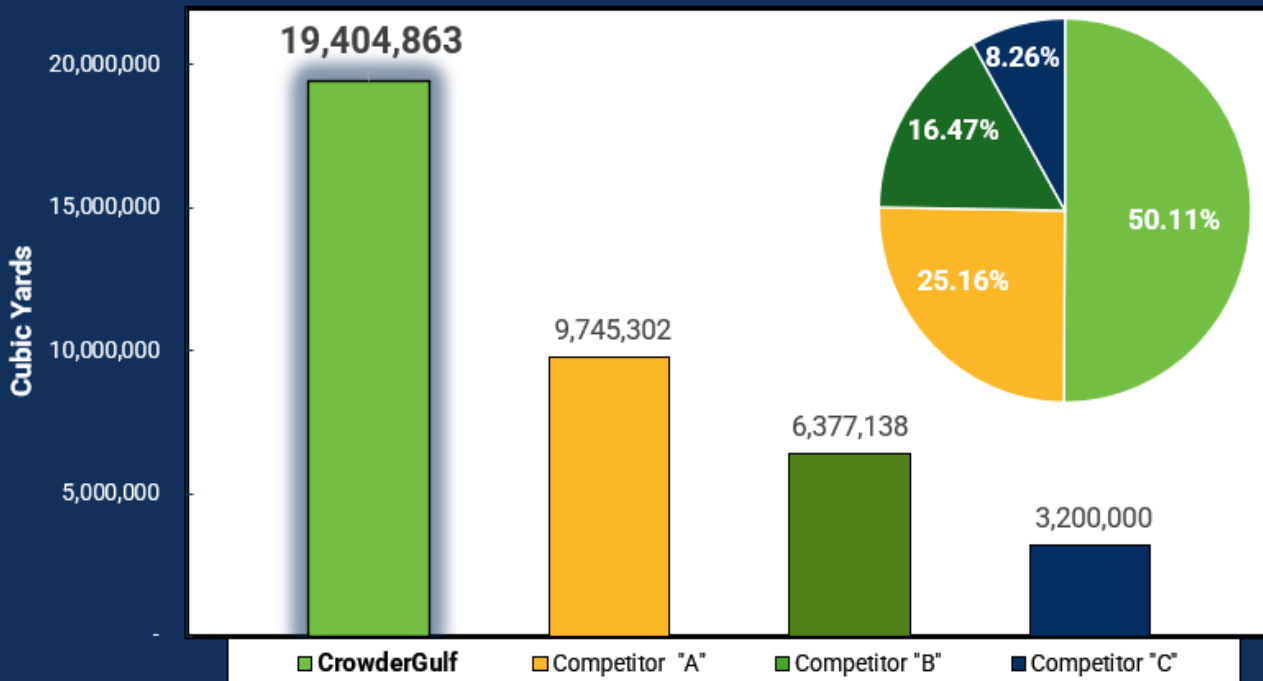
2022
\$295,147,479

2021
\$161,476,405

2020
\$332,929,355

2019
\$191,314,713

Hurricane Ian (2022) - Florida state wide debris removed by contractor CrowderGulf removed more debris than the three next debris companies combined



Past Performance and Experience

For all activations, CrowderGulf Management teams have been led by highly qualified, disaster-experienced, knowledgeable personnel well-versed in FEMA regulations, including eligible work, funding and reimbursement requirements. Several of CrowderGulf's personnel have held emergency management positions both locally, as well as state and federal positions. These individuals provide updates and training to CrowderGulf staff on a regular basis. Details of personnel qualifications are provided in the **Key Personnel Section** of this proposal. CrowderGulf's ability to successfully manage multiple contracts, within client timelines and FEMA guidelines, is highlighted in the following excerpts of past experience following major natural disasters. A Summary Chart is included at the end of each year's work that shows the varied scopes of work that were completed.

2022 Hurricanes Ian and Nicole

Hurricane Ian made landfall on September 28, 2022, in Southwest Florida, near Fort Myers, as a strong Category 4 storm. Ian is currently estimated to be the costliest storm in Florida's history. The Town of Fort Myers Beach, City of Sanibel, and Lee County suffered catastrophic damage. Widespread wind and flood damage occurred throughout the impacted areas and severe storm surge damage in the beach towns and communities within Lee County.

As the day broke and Ian's winds had passed, the devastation was unimaginable. One of the first things reported to the team was the destruction of the Sanibel Causeway, cutting the City of Sanibel off from the mainland. CrowderGulf immediately recognized the need to set up barging for the City. We coordinated with the City and pulled the trigger the following day to mobilize barges. On October 10, 2022, just three days after Ian's landfall, CrowderGulf got the first barge on the scene. Barge operations, involving five large barges supplied by CrowderGulf, supported transporting fire, police, EMC, power companies to the island for approximately three weeks. In the first hours after Hurricane Ian's devastation, while barge operations were being set up for Sanibel, CrowderGulf was also performing emergency PUSH operations in Lee County, Fort Myers, Fort Myers Beach, Estero, and Bonita Springs. All combined, CrowderGulf had approximately 200 PUSH crews operating within the State of Florida.

While PUSH crews cleared roads, CrowderGulf crews developed 63 Temporary Debris Management Sites (TDMS) throughout the damaged areas to start receiving debris. CrowderGulf was hauling debris from the ROW to TDMS just three days of landfall. Within Unincorporated Lee County, CrowderGulf hit a maximum daily production of 107,000 cubic yards per day, which resulted in over **8 million** cubic yards being removed. Response wide in the State of Florida for Hurricane Ian, CrowderGulf had a maximum daily production of 194,000 cubic yards per day, resulting in more than 17 million cubic yards of debris removed.

2022 Hurricanes Ian & Nicole												
39 Total Clients	Number of Clients in 2022 Utilizing Tasks Listed Below											
Contract Amt	PUSH Ops	ROW Haul	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	Freon	E-waste	HHW	ADMS Utilized	Waterway Debris
\$307,265,624	11	37	52	38	18	8	7	6	7	6	38	4

2021 Hurricanes Ida and Nicholas

On August 29, 2021, Hurricane Ida impacted much of coastal Louisiana, including St. John the Baptist Parish. With hurricane force winds in excess of 150-mph, Ida was a deadly and destructive Category 4 Atlantic hurricane that became one of the most damaging hurricanes to make landfall in the state of Louisiana.

CrowderGulf held a pre-event contract with the Parish and CrowderGulf's contracts manager was in contact to discuss the possibility of the issuance of a Notice to Proceed (NTP), once the Parish was in the cone of uncertainty. On September 7, 2021, in the immediate aftermath of Ida, as soon as it was deemed safe and a NTP was issued by the Parish, our Director of Operations was on the ground doing damage assessment.

CrowderGulf's Management team immediately mobilized all personnel, support equipment, and assets for the initial PUSH of all roadways needed by essential vehicles, while simultaneously mobilizing resources for the rights-of-way (ROW) debris removal. Three debris management sites (DMS) were immediately developed to accept incoming storm debris. This project activated approximately 30 self-loading grapple trucks as well as several wheel loaders, skid-steers and other supporting equipment required to perform all necessary actions. The Parish initiated final pass and the debris removal portion of the project was completed May 15, 2022.

The Parish activated CrowderGulf to begin debris removal operations in waterways, drainage laterals and ditches on March 4, 2022. CrowderGulf Team has removed and disposed of over **79,000 cubic yards** of debris, and the contract remains open for future work with laterals and ditches.

2021 Hurricanes Ida and Nicholas; Flooding and Tornado												
15 Total Clients	Number of Clients in 2021 Utilizing Tasks Listed Below											
Contract Amt	PUSH Ops	ROW Haul	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	Freon	E-waste	HHW	ADMS Utilized	Waterway Debris
\$56,375,184	2	15	13	15	4	3	3	2	1	10	11	1

2020 Hurricanes Laura and Sally, Tornadoes

In 2020, CrowderGulf responded to nine major disasters with 34 contract activations in six different states. CrowderGulf developed and managed 49 debris management sites during activations. These debris activations were conducted simultaneously with multiple missions occurring within and across regions. The most notable attribute to the 2020 storm season was the consistent daily production rate by CrowderGulf's debris crews. During the first 60 days after Hurricanes Laura and Sally, CrowderGulf removed over 12 million cubic yards of debris from the ROW. This consistent daily production of over 204,000 cubic yards of debris per day demonstrated CrowderGulf's unparalleled capabilities. Moreover, these productions were achieved without sacrificing safety, quality, cost or schedule. All of this was made possible by having qualified, disaster-experienced key management personnel and subcontractors, effective sectoring, and an efficient staffing approach.

Immediately after Hurricane Laura made landfall near Cameron, LA, on August 27, 2020, as a Category 4 Hurricane with peak sustained winds of over 150 mph, the CrowderGulf Team responded and was on the ground in Calcasieu Parish and the cities of Lake Charles, Sulphur, Dequincy, Vinton, Westlake and Iowa, just hours after the dangerous winds passed. CrowderGulf executed the pre-storm response plans and immediately began debris assessment and removal operations. Due to the widespread destruction, CrowderGulf dispatched over 500 Emergency Road Clearance crews (aka Push Teams) to clear the roads for emergency vehicles to access the citizens in need. During the Emergency Road Clearance operation, the CrowderGulf Management Team located, leased,-permitted, and developed 16 Debris Management Sites to store and reduce the hurricane generated debris.

Overall, CrowderGulf had 34 activations and removed, reduced and disposed of over 19 million cubic yards of hurricane generated debris from the rights-of-way. In addition to PUSH operations, ROW hauling, tree work and disposal operations, CrowderGulf also worked within Calcasieu Parish to remove debris from over 1,600 miles of drainage laterals throughout the Parish. As a result, over 2.2 million cubic yards of debris have been removed and disposed of from the ditches and waterways within the Parish.

2020 Hurricanes Hanna, Laura, Sally, and Zeta, TS Cristobal and Tornadoes												
34 Total Clients	Number of Clients in 2020 Utilizing Tasks											
Contract Amt	PUSH Ops	ROW Haul	Debris Reduction	DMS	Debris Disposal	Tree Work	Stumps	White Goods	E-waste	HHW	ADMS Utilized	Waterway Debris
\$561,133,376	5	25	20	49	25	23	13	10	8	9	24	2

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

Dorian, a once Category 5 hurricane left a devastating path of destruction before making landfall in Cape Hatteras as a Category 2 storm. On its journey along the eastern US coastline, Dorian skirted the South Carolina coastline with tropical storm force winds and torrential rains resulting in the activation of two CrowderGulf debris removal contracts. Hilton Head, and Dorchester County, South Carolina. Hilton Head requested an emergency push of debris from their roadways and Dorchester County, SC, activated their contract for the removal and grinding of vegetative debris and the managing and removal of debris from their citizen drop off sites. CrowderGulf responded immediately to both of these activations by sending emergency response crews to Hilton Head and simultaneously sending personnel and equipment resources to Dorchester.

CrowderGulf completed the PUSH activation for Hilton Head in less than 24 hours and removed, reduced and disposed of over 31,294 cubic yards of debris for Dorchester County within 30 days. Although these were the only two contract activations, CrowderGulf performed numerous damage assessments for clients stretching from Florida to Virginia. In addition, CrowderGulf performed several miscellaneous projects, one of which was for the City of Dickinson, Texas. CrowderGulf removed and disposed of waterway debris that was deposited in the Dickinson Bayou following Hurricane Harvey. This special project resulted in the removal of 27,872 cubic yards of debris. CrowderGulf utilized self-loading barges, floating empty box barges and chain saw crews to remove the debris from the waterway. Additional work included bank and ditch clearing in which CrowderGulf utilized picker barges and forestry mulchers along with chain saw crews.

2019 Hurricane Dorian, TS Imelda, Tornado, Misc. projects									
7 Total Clients	Number of Clients in 2019 Utilizing Tasks								
Contract Amt	PUSH Ops	ROW Haul	Debris Reduction	Debris Disposal	Tree Work	White Goods	E-waste	ADMS Utilized	Waterway Debris
\$4,558,359	1	4	4	4	1	1	1	4	1

2018 Hurricanes Florence and Michael

Hurricane Florence, a powerful and deadly Category 1 Hurricane took aim at the North Carolina coastline in September 2018. This deadly hurricane claimed 55 lives as it swept across the state. Hurricane Florence brought devastating rainfall that caused flooding to the large stretch of coastline and widespread inland flooding. Many of the state's major rivers and tributaries reached record level height as 30+ inches of rainfall drenched the area and closed major interstates and roadways for weeks.

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



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

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

During the Florence activations in North Carolina, the Florida Panhandle experienced the devastation of Hurricane Michael, a category IV storm. CrowderGulf had eleven additional contracts activated making a total of twenty nine simultaneous activated contracts.

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

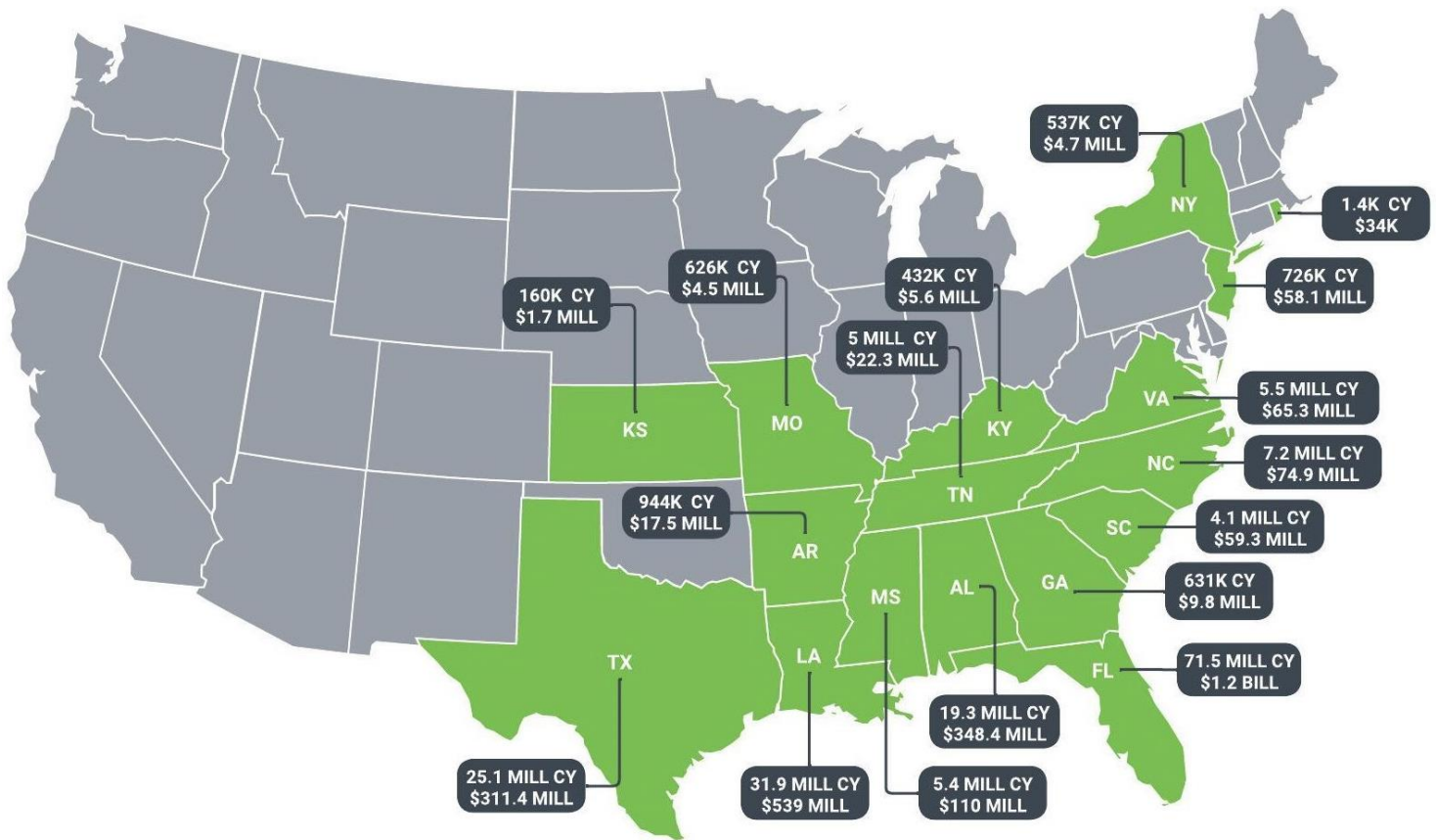
CrowderGulf removed, processed, reduced and disposed of approximately **10 Million Cubic Yards** of vegetative and construction/demolition debris at 26 Debris Management Sites (DMS) and 13 Final Disposal Facilities. More than 83,000 hazardous trees had falling hangers and leaners, and those limbs were cut to restore safe passage. CrowderGulf operations included demolition of structures and Private Property Debris Removal (PPDR) in Bay County and in Panama City, FL.

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

Immediately after Hurricane Michael's destruction, CrowderGulf responded to Florida with urgency, providing each Florida Client with their own trained Project Management team. CrowderGulf did not downsize equipment and personnel in North Carolina to respond to Florida. Instead, equipment and manpower **resources were doubled and, in some cases, tripled in our North Carolina contract activations**. Simultaneously, we responded to our Florida clients with full resources and had damage assessment **personnel on the ground within two hours of the storm's passing. CrowderGulf provided personnel, drones and helicopters for damage assessment and brought in our own professional videographer to capture storm damage and the debris removal process.**

2018 Hurricanes Florence, Michael										
34 Total Clients	Number of Clients in 2018 Hurricanes Utilizing Tasks									
Contract Amt	PUSH Ops	ROW Haul	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	E-waste	HHW	ADMS Utilized
\$285,300,477	4	35	33	33	25	5	5	1	2	35

CrowderGulf's At a Glance - Historical Workload & Experience across the U.S.



Availability and Assurances

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

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

Hurricanes Harvey and Irma – Lessons Learned and Management Team Updates

During the 2017 Hurricane Season, Hurricanes Harvey and Irma became historic in the debris removal industry. The Category IV Hurricane Harvey devastated the State of Texas and ten days later, Hurricane Irma made landfall in Florida, South Carolina, and Georgia. Most of the damage occurred throughout Florida. These two back-to-back major hurricanes presented several historical challenges for the Federal Government, local jurisdictions, and private contractors.

Assets from around the Country, including CrowderGulf, were fully mobilized in Texas to assist with their recovery effort. However, after Hurricane Irma impacted Florida, CrowderGulf's management team immediately began responding to the needs of our Florida clients, while continuing to work throughout Texas. Although these two hurricanes created a national resource shortage, CrowderGulf never asked to re-negotiate our contract rates. We fulfilled all of our contractual obligations on time or ahead of schedule, both in Texas and in Florida. After these historic events CrowderGulf's management team completed an after-action review (AAR), and we identified several lessons learned, and as a result, made strategic changes to our subcontractor requirements. CrowderGulf's management also implemented several measures to lessen the chance of having a resource shortage in future activations, including the purchase of additional company-owned assets listed in this proposal.

Subcontracting

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

Monitoring Firms

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

Training

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

Hurricanes Florence and Michael – Implementation of After-Action Items

It didn't take long for CrowderGulf's updated Management Approach, Annual Trainings, Selective Subcontracting Initiatives and New Monitoring Relationships to be put at the forefront of a two storm events and simultaneous contract activations. In **2018, Hurricanes Florence and Michael** struck the Coast of North Carolina and the Panhandle of Florida within one month of each other. Hurricane Florence was a Category 1 Storm that produced a tremendous amount of rainfall and flooding. Hurricane Michael, once thought to be a Category 4 Hurricane was upgraded to a Category 5, and the first storm on record to hit the Florida Panhandle with sustained winds over 157+ miles per hour. CrowderGulf had 18 pre-event contracts activated across the State of North Carolina and a month later 11 contracts activated in Florida. Due to our diligence after Hurricane Harvey and Irma, our team was better prepared for these two disasters. The CrowderGulf Team provided each client with the necessary assets, both personnel and equipment, to successfully meet all contractual obligations within the specified time, to include safety, quality, cost and schedule. CrowderGulf responded to Florida with urgency, providing each Florida Client with their own highly skilled and qualified disaster experienced Project Management team, consisting of a Senior Project Manager, multiple Project Managers and Field Supervisors.

CrowderGulf did not downsize equipment and personnel in North Carolina to respond to Florida. **Where necessary, we doubled and in some cases tripled our equipment resources in our North Carolina contract activations** to reassure our North Carolina clients that we would finish their projects strong and successfully. Due to the widespread flooding, it took several weeks for those waters to recede.

We responded to our Florida clients with full resources and had damage assessment personnel on the ground within two hours of the storms' passing. Our President, Vice President, Director of Field Operations and Florida Regional Manager, were all on the ground surveying damage and reaching out to clients. CrowderGulf provided personnel, drones and helicopters for damage assessment and brought in our own professional videographer to capture storm damage and the Debris Management and Operations processes.

4. Experience Working with Monitoring Firms

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

MONITORING FIRM / CONTACTS	EVENT	OWNER	PROJECT VALUE	PROJECT CY
Atkins aka PBS&J J. Michael Healy, PE, Senior Engineer III, Emergency Management, 813.267.7058 (c), mike.healy@atkinsglobal.com Jenni Edgar, PBS&J Risk & Emergency Management, 919.357.3301 (o), jedgar@pbsj.com	2016 Hurricane Matthew	Windmill Harbor, SC	\$339,975	22,235
	2014 Ice Storm Pax	West Palm Beach, FL	\$3,177,615	336,297
	2005 Hurricane Wilma	Charlestown, RI	\$34,378	1,499
CDR Maguire Jeff Stevens, CDR Maguire, 401.536.8178 (o), Jeffrey.Stevens@cdrmaguire.com	2022 Hurricane Ian	FL DEM	\$83,336,740	3,879,590
	2018 Hurricane Michael	Jackson County, FL	\$15,840,195	1,173,754
	2013 Blizzard Nemo	Ouachita Parish, LA	\$379,247	30,860
Compton Engineering	2005 Hurricane Katrina	Pascagoula, MS	\$337,000	41,367
	2004 Hurricane Ivan	Montgomery County, TX	\$259,567	19,088
Culpepper and Terpening, Inc. 2980 South 25 th Street Fort Pierce, FL 34981	2022 Hurricane Ian	Okeechobee, FL	\$1,168,308	41,649
		Okeechobee Co, FL	\$2,582,798	150,876
	2017 Hurricane Harvey	LaMarque, TX	\$396,255	21,993
Debris Tech Brooks Wallace, P.E. / President brooks@debristech.com DebrisTech / Office: 601-658-9598 /	2017 Tornado	Hattiesburg, MS	\$1,782,681	117,844

MONITORING FIRM / CONTACTS	EVENT	OWNER	PROJECT VALUE	PROJECT CY
Cell: 601-916-1113 925 Goodyear Blvd., Picayune, MS 39466 www.DebrisTech.com				
Diversified Consultants Stephanie Thompson , Diversified Consultants, 228.474.0017, mosspointci25605@bellsouth.net	2005 Hurricane Katrina			
Eisman Russo John M Popovich, Jr. Project Manager – Emergency Operations Eisman & Russo, Inc. 6455 Powers Avenue Jacksonville, FL 32217 c: 850.525.7332 o: 904.733.1478 f: 904.636.8828 jpopovich@eismanrusso.com www.eismanandrusso.com	2023 Hurricane Idalia	FDOT – Levy Co, FL	\$36,238	3,000
	2022 Continuation Hurricane. Michael- Dredge	Mexico Beach, FL	\$6,487,393	31,000
	2018 Hurricane Michael	FL DEP	\$17,721,523	181,231
		Mexico Beach, FL	\$12,527,617	NA
GMC Stephen Powell Engineer Project Manager stephen.powell@gmcnetwork.com Kiana Thomas Data Manager (c) 352-299-6639	2020 Hurricane Sally	Atmore, AL	\$673,070	99,810
Landfall Strategies Ryan Kelley Project Manager Landfall Strategies, LLC Cell: (321) 662-3738 cell Office: (941) 451-7472 rkelly@landfallstrategies.com www.landfallstrategies.com	2022 Hurricane Ian	Punta Gorda, FL	\$2,171,018	224,231
	2018 Hurricane Michael	Panama City	\$81,562,445	5,834,989
		Bay Co, FL	\$42,637,726	3,416,717
	2017 Hurricane Florence	Bald Head Island, NC	\$1,383,280	38,327
		Bolivia, NC	\$15,489	1,110
		Brunswick Co, NC	\$6,106,287	412,569
		Caswell Beach, NC	\$154,906	11,794
		Leland, NC	\$1,527,900	132,975
		Navassa, NC	\$184,994	17,724
		Northwest, NC	\$29,944	2,097
		Oak Island, NC	\$1,764,064	150,972
		Sandy Creek, NC	\$14,986	1,889
		Shallote, NC	\$151,947	11,863
		Varnamtown, NC	\$68,260	4,938
	2017 Hurricane Irma	Apopka, FL	\$2,108,037	150,294
		Arcadia, FL	\$499,521	35,182
		DeSoto County, FL	\$1,474,790	96,228
		Edgewood, FL	\$214,703	15,547
	2016 Hurricane Matthew	Clay County, FL	\$1,142,823	127,682
		Orange Park, FL	\$19,604	1,976
		Ocean Isle, Beach, NC	\$12,229	1,772
Metrics Richard P. David 361-800-2159 Emergency Management Services 1265 Church Ave, Chipley, FL 32428 richard.david@metriceng.com www.metriceng.com	2020 Hurricane Laura	TX GLO	\$89,106	
	2018 Hurricane Michael	Jackson Co, FL	\$40,141,024	5,628,282
O'Brien's Bob Anderson , Project Manager 714.222.9922 (c), robert.anderson@obriensrm.com Duane Miller , Manager, Consulting & Response, 251.716.1620 (c), duane.miller@obriensrm.com	2010 BP Oil Spill Response	Moss Point, MS	\$450,924	38,278
Rostan Solutions, LLC aka Arcadis/Haul Pass Jeff Cousins , Operations Manager,	2022 Hurricane Ian	Estero, FL	\$6,064,755	358,146
	2021 Hurricane Nicholas	Brazoria Co., TX	\$809,512	58,198
	2017 Hurricane Irma	Estero, FL	\$30,998	1,595
		North Port, FL	\$737,413	63,542
		Tybee Island, GA	\$75,798	9,735

MONITORING FIRM / CONTACTS	EVENT	OWNER	PROJECT VALUE	PROJECT CY
Rostan Solutions, LLC , 954.707.8637 (c), jcousins@rostan.com	2016 Hurricane Matthew	Berkeley Co., SC	\$931,731	75,610
		Garden City, GA	\$365,490	23,730
	2016 Winter Storm	New Jersey Dept of Environmental Protection	\$57,753,129	724,800
	2012 Hurricane Sandy	James City County, VA	\$1,879,198	211,553
	2011 Hurricane Irene	Williamsburg, VA	\$182,581	17,482
		York County, VA	\$690,989	76,448
		O'Brien's Response Management / SEACOR Management / BP Oil Exploration & Production	\$96,214,448	All Alabama Beaches Lump Sum & Hourly
Tetra Tech Previously Beck DR (BDR), Leidos & SAIC John Buri Director, Post Disaster Programs 832.251.5197 (o), 713.737.5763 (c), 832.251.5190 (f) john.buri@tetrattech.com Oliver Yao , Deputy Director of Post Disaster Programs 321.441.8507 (o), 407.803.2522 (c) Oliver.Yao@tetrattech.com	2023 Hurricane Idalia	Dunedin, FL	\$12,680	802
		St Petersburg, FL	\$175,670	12,653
	2023 AR Tornado	North Little Rock, AR	\$16,668,619	852,351
		Sherwood, AR	\$838,379	91,979
	2023 Ice Storm	Austin, TX	\$6,380,065	506,766
		Travis Co, TX	\$5,563,420	406,632
	2022 Hurricane Nicole	Brevard Co, FL	\$527,181	35,741
		Flagler Beach, FL	\$20,802	1,493
	2022 Hurricane Ian	Brevard County, FL	\$1,298,850	\$1,298,850
		Cocoa Beach, FL	88,058	88,058
		Flagler Beach, FL	\$89,646	\$89,646
		Oak Hill, FL	5,433	5,433
		Pembroke Pines, FL	\$90,429	\$90,429
		Sarasota County, FL	\$20,602,937	\$20,602,937
		Sarasota County, FL(Water)	1,637,904	1,637,904
		Sarasota School Board	\$5,620,561	\$5,620,561
		Satellite Beach, FL	73,604	73,604
		South Daytona, FL	\$34,468	\$34,468
		St. Petersburg, FL	3,049	3,049
		Volusia County, FL	\$86,962	\$86,962
	2021 Tornado	Bowling Green, KY	\$3,022,273	244,447
		Warren Co., KY	\$819,199	63,105
	2021Hurricane Nicholas	Angleton, TX	\$252,769	34,158
		Brazoria, TX	\$123,970	9,183
	2021 Hurricane Ida	Audubon Nature Institute	\$1,354,632	19,409
		St. John Baptist Parish, LA	\$32,202,382	2,073,292
		St. John Baptist Parish, LA Waterways	\$6,998,462	79,320
	2021 Flooding & Severe Storms	Calcasieu Parish, LA	\$222,312	8,626
		Lake Charles, LA	\$685,582	50,031
	2021 Winter Storm	Friendswood, TX	\$35,235	1,671
	2020 Zeta	Gulfport, MS	6,365,585	944,253
		Audubon Institute, LA	\$593,154	9,668
	2020 Delta	Audubon Institute, LA	\$3,900	Current
	2020 Hurricane Sally	Baldwin Co, AL	\$61,896,884	10,167,052
		Okaloosa, FL	\$338,471	57,119
	2020 Hurricane Laura	Alexandria, LA	\$3,643,509	497,644
		Calcasieu Parish, LA	\$132,676,652	16,378,008
		DeQuincy, LA	\$2,672,412	325,768
		Iowa, LA	\$1,401,231	174,083
		Lake Charles, LA	\$80,385,064	8,969,213
		Sulphur, LA	\$15,259,184	1,960,942
		Vinton, LA	\$2,591,105	336,871
		Westlake, LA	\$5,715,701	757,209
	2020 TORNADOS	Chattanooga, TN	\$6,687,929	466,186
		Nashville, TN	\$5,604,304	430,629
	2019 Hurricane Dorian	Dorchester Co, SC	\$408,086	45,906

MONITORING FIRM / CONTACTS	EVENT	OWNER	PROJECT VALUE	PROJECT CY
	2018 Hurricane Michael	Apalachicola, FL	\$1,085,115	68,251
		Bay Co, FL Waterway	\$8,654,920	358,401
		Bay Co, FL Canals	\$2,095,797	15,043
		Carrabelle, FL	\$358,306	23,628
		Franklin County, FL	\$2,215,778	145,862
		Lynn Haven, FL	\$13,845,285	1,066,340
		Parker, FL	\$7,865,326	783,287
	2018 Hurricane Florence	Duplin County, NC	\$2,682,013	229,937
		Fayetteville, NC	\$1,991,072	153,445
		Holly Ridge, NC	\$156,380	13,951
		North Topsail Beach, NC	\$1,282,198	62,474
		Onslow Co, NC	\$6,349,681	567,036
		Richlands, NC	\$138,476	11,311
	2017 Hurricane Irma	Brevard Co, FL	\$2,370,624	172,031
		Casselberry, FL	\$364,046	30,629
		Charlotte Co, FL	\$1,032,094	6,193 Tons
		Cocoa Beach, FL	\$207,256	20,986
		Collier Co, FL	\$15,956,176	49,215
		Deltona, FL	\$3,257,453	292,339
		Jupiter, FL	\$370,420	43,668
		Kissimmee, FL	\$494,146	49,313
		Lake Co, FL	\$6,157,638	563,585
		Miami, FL	\$1,452,739	64,163
		Mount Dora, FL	\$638,400	32,907
		Ocala, FL	\$1,838,623	179,521
		Orange County, FL	\$5,698,934	375,219
		Polk County, FL	\$27,921,453	2,604,925
		Polk County School Board, FL	\$345,164	14,322
		Sarasota County, FL	\$2,819,743	319,296
		St Petersburg, FL	\$2,819,743	319,296
		Sunrise, FL	\$2,557,532	157,258
		Tarpon Springs, FL	\$675,255	59,407
		Wilton Manors, FL	\$222,614	25,961
	2017 Hurricane Harvey	Brazoria County, TX	\$3,380,670	257,397
		Dickinson, TX	\$4,381,408	349,469
		Friendswood, TX	\$4,096,828	135,952
		Galveston County, TX	\$573,170	33,261
		Lake Jackson, TX	\$20,548	4,281
		League City, TX	\$2,422,457	116,461
		Liberty County, TX	\$153,637	22,971
		Montgomery County, TX	\$2,172,773	240,311
		Nueces County, TX	\$84,568	8,540
		Seabrook, TX	\$39,904	1,592
	2016 Hurricane Matthew	Brevard County, FL	\$3,231,102	265,794
		Bunnell, FL	\$104,606	8449
		Cocoa Beach, FL	\$326,535	32,701
		Currituck Co. NC	\$28,444	2,805
		Deltona, FL	\$1,386,142	117,753
		Duplin, Co. NC	\$7,107	53,988
		Fayetteville, NC	\$946,967	81,449
		Flagler Beach, FL	\$306,837	23,926
		Flagler County, FL	\$2,752,630	152,610
		Florida DEP	\$6,901,500	36,776
		Hilton Head Island, SC	\$33,693,545	2,861,236
		Liberty Co. GA	\$1,736,692	182,467
		Port Wentworth, GA	\$84,022	6,282
		Raleigh, NC	\$59,612	8,516
	2016 Flooding, Tornadoes	Waller County, TX	\$19,674	1,186

MONITORING FIRM / CONTACTS	EVENT	OWNER	PROJECT VALUE	PROJECT CY	
		Friendswood, TX	\$140,516	8,782	
	2015 Tornado	Blanco County, TX	\$48,033	2,495	
	2015 Severe Storms, Tornadoes, Straight-line Winds, & Flooding	Blount County, AL	\$1,401,613	139,628	
	2014 Severe Storms, Flooding & Tornadoes	Escambia County, FL	\$51,654	5,972	
		Limestone County, AL	\$1,184,243	120,817	
		Dorchester County, SC	\$1,976,944	98,119	
	2014 Ice Storm Pax	Dare County, NC	\$3,590,997	292,738	
	2011 Hurricane Irene	Duck, NC	\$62,738	3,138	
		Kill Devil Hills, NC	\$188,899	24,849	
		Kitty Hawk, NC	\$171,320	22,555	
		Manteo, NC	\$48,419	6,375	
		Nags Head, NC	\$40,052	5,269	
		Newport News, VA	\$1,065,377	97,421	
		Onslow County, NC	\$375,815	146,419	
		Richlands, NC	\$32,741	5,038	
		Alvin, TX	\$2,485,571	223,966	
		2008 Hurricane Ike	Angleton, TX	\$999,317	79,163
			Bayou Vista, TX	\$798,580	41,602
			Beaumont, TX	\$11,948,522	988,690
			Brookside Village, TX	\$339,243	29,332
			Clear Lake Shores, TX	\$633,545	31,465
	Clute, TX		\$202,393	16,565	
	Dauphin Island, AL		\$3,245,527	210,520	
	Deer Park, TX		\$571,213	54,722	
	Dickinson, TX		\$2,309,107	217,088	
	Freeport, TX		\$208,215	17,411	
	Friendswood, TX		\$4,054,033	482,978	
	Galveston County, TX Demo		\$1,722,644	70,000	
	Galveston County, TX		\$84,145,785	3,871,319	
	Jefferson County, TX		\$1,275,233	93,263	
	Kemah, TX		\$1,562,035	96,633	
	LaMarque, TX		\$1,875,469	126,320	
	League City, TX		\$4,108,866	335,140	
	Manvel, TX		\$365,500	35,508	
	Montgomery County, TX		\$16,323,086	1,087,991	
	Pearland, TX		\$4,638,531	392,947	
	Santa Fe, TX		\$996,034	120,731	
	Texas City, TX		\$3,578,002	210,404	
	Tiki Island, TX		\$917,649	39,225	
	Webster, TX		\$187,227	13,220	
	Leon County, FL		\$36,533	2,824	
	2008 T.S. Fay		Union Concrete Constructors Erie County, NY	\$4,480,345	501,290
	2006 Ice Storm		Union Concrete Constructors Genesee County, NY	\$258,128	36,193
			Ft Lauderdale, FL	\$28,000,000	1,025,131
	2005 Hurricane Wilma		Jefferson County, TX	\$12,698,992	1,078,770
	2005 Hurricane Rita		Ft Lauderdale, FL	\$5,578,452	174,081
	2005 Hurricane Katrina		Gulfport, MS	\$10,867,616	269,587
			Escambia County, FL	\$66,433,000	4,240,192
	2004 Hurricane Ivan		Berkeley County Water & Sanitation, SC	\$3,381,880	179,382
	Thompson Consulting Services Jon Hoyle, President 321.303.2543 (c), 407.792.0018 (o), 407.878.7858 (f)		2023 Hurricane Idalia	Thomas County, GA	\$116,290
Ware County, GA		\$539,948		38,303	
2023 Hurricane Nicole		Vero Beach, FL	\$19,732	2,366	
2022 Hurricane Ian		Apopka, FL	\$1,101,577	53,850	
		Bonita Springs, FL	\$7,529,288	354,413	

MONITORING FIRM / CONTACTS	EVENT	OWNER	PROJECT VALUE	PROJECT CY
jhoyle@thompsoncs.net 1135 Townpark Avenue, Suite 2101 Lake Mary, Florida 32746 www.thompsoncs.net Brent Sherman Data Manager (o) 407.792.0018 (c) 321.368.4778 bsherman@thompsoncs.net thompsoncs.net		Casselberry, FL	\$455,949	25,458
		Cocoa, FL	\$21,786	3,005
		Ft. Myers Beach, FL	\$30,875,447	\$30,875,447
		Ft. Myers, FL	1,277,892	1,277,892
		Kissimmee, FL	\$13,025,019	\$13,025,019
		Lee County, FL	823,948	823,948
		Lee County School District, FL	\$362,740	\$362,740
		Ocoee, FL	22,742	22,742
		Ormond Beach, FL	\$134,141,231	\$134,141,231
		Port Orange, FL	8,075,674	8,075,674
		Sanibel, FL	\$56,229,356	\$56,229,356
		Winter Garden, FL	2,520,932	2,520,932
	2022 Tornado	Lee County, FL	\$86,985	9,665
	2021 Hurricane Nicholas	Lake Jackson, TX	\$601,744	75,882
	2020 Hurricane Zeta	Jackson Co, MS	\$7,148,349	436,284
		Pascagoula, MS	\$286,302	20,888
	2020 Hurricane Sally	AL DOT	\$14,264	1,481,479
		Gulf Shores, AL	\$9,095,761	1,074,895
		Orange Beach, AL	\$11,569,525	974,318
		Spanish Fort, AL	\$1,124,437	93,337
	2020 Hurricane Hanna	TX, GLO	\$826,234	12,043
	2018 Hurricane Michael	Jackson Co, FL (Portion)	\$2,597,997	185,554
	2017 Hurricane Florence	Jacksonville, NC	\$5,245,708	346,145
		SCDOT	\$118,452	4,867
		Swansboro, NC	\$535,675	37,536
		Bonita Springs	\$6,536,117	539,271
	2017 Hurricane Irma	Chatham County, GA	\$460,049	76,639
		Flagler Beach, FL	\$320,363	27,398
		FT. Myers, FL	\$3,757,645	330,885
		Glades County, FL	\$397,294	42,414
		Lake Mary, FL	\$563,576	55,642
		Lakeland, FL	\$3,345,920	228,996
		Lee County, FL	\$29,612,788	2,239,845
		Miami Springs, FL	\$3,669,593	161,054
		Orlando, FL	\$1,316,790	79,114
		Palm Springs, FL	\$134,298	17,072
		Stuart, FL	\$181,132	16,535
		Sumter County, FL	\$1,391,971	101,187
		Venice, FL	\$110,342	12,543
		Vero Beach, FL	\$222,614	25,961
	2017 Hurricane Harvey	Aransas County, TX	\$33,525,076	3,462,863
		Newton, Texas	\$104,046	8,859
		Santa Fe, TX	\$374,484	22,580
	2016 Hurricane Matthew	Norfolk, VA	\$314,618	25,943
		Newton County, TX	\$291,653	30,637
		Ormond Beach, FL	3,660,393	490,672
		SC DOT	8,163,706	492,455
	2016 Flooding	SC DOT	\$698,227	33,163
	2015 Storms / Flooding	Rowlett, TX	\$680,036	70,738
True North aka Neel-Schaffer Jonathan Kiser, PE, Neel Schaffer, 228.374.1211, jonathan.kiser@neel-schaffer.com Doug Amato Neel-Schaffer, Inc. True North Emergency Management, LLC 2501 Avenue J, Suite 120	2023 Tornado - TX	Deer Park, TX	\$295,558	34,092
	2020 Hurricane Sally	Daphne, AL	\$4,570,398	734,567
		Fairhope, AL	\$1,290,709	564,853
	2018 Michael	Bainbridge, GA	\$1,407,790	67,467
		Decatur Co, GA	\$5,463,141	268,285
	2017 Hurricane Irma	Palm Coast, FL	\$162,855	22,007
	2017 Hurricane Harvey	Alvin, TX	\$252,613	12,446
		Baytown, TX	\$776,462	34,827
		Chambers, TX	\$205,138	10,533

MONITORING FIRM / CONTACTS	EVENT	OWNER	PROJECT VALUE	PROJECT CY
Arlington, TX 76006 Phone: 817-548-0696 Fax: 817-265-8532 Cell: 908-278-2536 www.neel-schaffer.com damato@truenorthem.com		Clear Lake Shores, TX	\$51,977	1,813
		Ingleside, TX	\$4,256,037	366,990
		San Patricio County, TX	\$4,229,370	378,614
		Webster County, TX	\$46,606	2,140
	2016 Hurricane Matthew	Flagler, FL	1,172,253	68,151
	2016 Tornado	Biloxi, MS	\$289,191	25,001
	2012 Hurricane Isaac	Dauphin Island, AL	\$2,101,210	187,728
		Magnolia, MS	\$20,761	4,650
		McComb, MS	\$169,965	17,712
		Pascagoula, MS	\$123,910	10,708
		Hancock County, MS	\$360,000	Lump Sum
	2005 Hurricane Katrina	Jackson County, MS	\$1,679,944	119,996
		Pascagoula, MS	\$22,535,788	1,204,673
Volkert Kirby McCrary, P.E., Disaster Operations Manager, 251.406.0166 (o), kirby.mccrary@volkert.com	2020 Hurricane Zeta	Harrison Co, MS	\$8,468,767	1,063,831
	2017 Hurricane Irma	The Villages Community, FL	\$406,298	32,979
	2016 Flooding	AL DCNR Dept. of Conservation & Natural Resources	\$500,000	1,801
	2014 Severe Storms, Flooding & Tornadoes	Essex County, VA	\$138,739	16,359
Witt O'Brien's 1201 15th St., NW Washington DC 20005 Chris Denney Senior Debris Specialist, ERC 818 Town & County Blvd., Suite 200 Houston, TX. 77024 (985) 710-0629 www.wittobriens.com	2022 Hurricane Ian	Edgewater, FL	\$6,064,755	358,146
		Ponce Inlet, FL	\$146,704	7,619
		Sanford, FL	\$416,436	38,780
		Venice, FL	\$3,601,136	195,785
	2021 Hurricane Nicholas	West Columbia, TX	\$74,800	Day Rate
	2017 Hurricane Michael	Washington Co, FL	\$23,834,830	1,948,246
	2017 Hurricane Irma	Edgewater, FL	\$214,703	15,547
		Hardee County, FL	\$1,067,904	78,968
		Lauderdale By the Sea, FL	\$71,211	6,748
		Nassau County, FL	\$2,978,944	259,110
		Plantation, FL	\$1,714,265	194,605
		Sanford, FL	\$567,798	90,735
		Jones Creek, TX	\$62,579	3,532
	2017 Hurricane Harvey	Nassau Bay, TX	\$205,059	6,323
		Port Arthur, TX	\$11,140,778	702,201
		West Columbia, TX	\$53,922	2,351
		Edgewater, FL	\$2936,463	201,602
	2016 Hurricane Matthew	Thunderbolt, GA	\$108,789	7,505
		Fripp Island, SC	\$111,040	3,967
		Stuart, FL	\$109,356	10,085
		Leon County, FL	\$5,118,148	225,051
	2016 Hurricane Hermine	Tallahassee, FL	\$3,470,173	162,260

5. Professional Staff Assigned to Franklin County

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

■ Project Management Team Member Bios

The names and biographical information of CrowderGulf's professional staff that could be assigned to the County's Management Team are provided below. Each individual is very experienced in emergency debris management. Depending on the need, additional staff may service the County. All additional CrowderGulf staff added will be upon approval of the County. CrowderGulf personnel assigned are dedicated to the project from activation until project closeout. Assigned personnel will devote 100% of their time to the County. This provides consistency and enhances communication with all recovery agencies involved with the County's recovery. Those members highlighted in **yellow** have been specifically assigned to work with the County.

Name	Position	Email	Phone	Years' Experience
Ashley Ramsay-Naile	President	jramsay@crowdergulf.com	(646) 872-1548	27
Reid Loper	Vice President / Senior Project Manager	rloper@crowdergulf.com	(678) 477-3755	15
Jacob "Matt" Tate	National Director / Response and Recovery	mtate@crowdergulf.com	(251) 402-4696	25+
Nick Pratt	Director of Operations	npratt@crowdergulf.com	(251) 402-5566	18
Barrett Holmes	Regional Director – East Coast - NY, NJ, CT	bholmes@crowdergulf.com	(864) 569-6611	25+
Don Madio	Regional Director – FL	dmadio@crowdergulf.com	(813) 285-8749	23
Bill Doran	Regional Director - LA	bdoran@crowdergulf.com	(225) 456-1752	25
Leigh Anne Ryals	Regional Director – AL, MS & TX	lryals@crowdergulf.com	(251) 751-8660	25+
Drew Sprinkle	Regional Manager-AL, MS	dsprinkle@crowdergulf.com	(251) 423-1100	6
Joe Hayes	Regional Manager – FL	jhayes@crowdergulf.com	(561) 315-1360	6
Barton Holmes	Regional Manager – East	barton@crowdergulf.com	(864) 906-1671	5
Valerie Gonzalez	Regional Manager – TX	vgonzalez@crowdergulf.com	(361) 704-2548	12
Clayton Young	Regional Manager - TX	cyoung@crowdergulf.com	(940) 206-6996	12
Wilber Ledet	Senior Project Manager	wledet@crowdergulf.com	(228) 326-5915	12
Matt Lucas	Senior Project Manager, East Coast	mlucas@crowdergulf.com	(609) 731-2858	25+
Lew Najor	Project Manager	lnajor@crowdergulf.com	(850) 393-9985	27
Howard Turner	Project Manager - East Coast	hturner@crowdergulf.com	(804) 814-6197	19
Isam Brisco	Project Manager	ibrisco@crowdergulf.com	(512) 373-0586	8
Margaret Wright	Documentation Director / PhD	mwright@crowdergulf.com	(251) 604-6346	23
John Campbell	Senior Director – East	jcampbell@crowdergulf.com	(859) 963-8672	25+
Buddy Young	Senior Director - West	byoung@crowdergulf.com	(940) 597-4252	25+
Jeff Zemlik	Safety Manager	jzemlick@crowdergulf.com	(251) 509-9422	12
Wesley Naile	Contracts Manager	wnaile@crowdergulf.com	(251) 533-5585	18
Jesus Carretie	Program Manager	jcarretie@crowdergulf.com	(512) 375-0229	8



Denotes that these employees are Florida Residents.

■ Corporate Management Team / Top Level Management Personnel

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

Ashley Ramsay-Naile – President – Previous Florida Experience

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



Reid Loper – Vice President – Previous Florida Experience

As a leading expert in the disaster recovery field, Reid Loper has played a key role in successfully managing recovery for some of the nation's most known disasters including the BP Oil Spill, Hurricane Sandy in New Jersey, the unprecedented 2017 storm season in the south and Hurricane Michael in the Florida panhandle. He started his career with CrowderGulf in 2010 as a Senior Project Manager after gaining valuable experience in management, estimating, scheduling and budgeting as a project manager for a leading commercial construction company in Atlanta.

Managing simultaneous projects is one of Reid's strengths and he honed those skills even more during the BP Oil Spill. He successfully managed more than 1,200 people, 600 pieces of equipment and eight forward operating bases throughout Alabama. In 2012, Reid was selected to oversee CrowderGulf's Hurricane Sandy Response for the New Jersey Department of Environmental Protection Agency. Since that time, he has managed more than 50 million cubic yards of debris removal for all CrowderGulf projects.



Reid has been strategically involved in directing all CrowderGulf projects since his promotion to Vice President in 2016. Reid's excellent leadership, organizational skills, attention to detail, and his interpersonal relationships with Clients, fellow employees, and subcontractors, make him an invaluable asset to CrowderGulf and to the disaster debris industry. Reid played a key role during the unprecedented 2017 storm season directing 96 simultaneous contract activations and more than 150 project managers. Reid oversaw the 2018 Hurricane Michael debris missions after the Florida Panhandle was devastated by the first Category 5 hurricane to make landfall since 1992 Hurricane Andrew. This resulted in removing more than 14,000,000 cubic yards of debris. During the 2020 storm season, also one of the most active in history, Reid directed operations in Louisiana, Mississippi and Alabama, removing and disposing of more than 20,000,000 cubic yards of debris.

In addition to playing a leading role in disaster recovery for CrowderGulf, Reid also manages their waterway debris removal division, including projects from New Jersey, Florida, Alabama, and Texas, making him nationally renowned as one of the leading experts for water borne debris removal. When he is not working on disaster responses, Reid bids and oversees various types of construction projects under the special project division.

Academically, Reid graduated from Auburn University with a bachelor's degree in aerospace engineering and is a LEED Accredited Professional with certifications in NPDES and FEMA courses. He has a current OSHA 30 and HazWoper 40 certification is NIMS certified and holds general contractor licenses in the following states: Virginia, North Carolina, South Carolina, Georgia, Alabama, Mississippi, and Louisiana.

Reid is also a recognized leader in the community and was inducted into the Mobile Bay 40 under 40 class of 2021. He also serves as a board member for the Alabama Coastal Foundation, with a mission to improve and protect Alabama's coastal environment through cooperation, education and participation.

Jacob “Matt” Tate – National Director of Response and Recovery – Previous Florida Experience

Matt retired after 25 years with United States Army Corps of Engineers (USACE) with 20 of those years providing leadership in a variety of USACE projects, programs, and disaster related response missions. During his time with USACE, Matt was deployed as a Type 1 Debris Subject Matter Expert (Lead Debris SME) to 38 different disaster events that included floods, hurricanes, typhoons, wildfires, winter weather and building collapses throughout the United States and outside the continental United States. Matt has extensive knowledge in overall Project Management including Contract and Scope of Work development, Contract Negotiations, Budgeting, Scheduling, Resourcing, Cost Estimating, Quality Control, Safety and Debris Management /Removal Operations to include Right-of-Way Debris Removal (ROW), Private Property Debris Removal (PPDR), Commercial Debris Removal (CDR), Demolition, Waterway/Marine Debris, Debris Management Site (DMS) Development and Operations, Reduction, Recycling and Disposal. His extensive background makes him uniquely qualified to take on CG’s newest role of “National Director of Response and Recovery”. In this role, Matt will expand CG’s opportunities in the federal markets while also bolstering our already successful pre-event contracting, as well as establish and foster strategic teaming partnerships.



Matt started his esteemed career as an Engineering co-op student in 1999 with USACE Mobile District. After graduating from the University of South Alabama in 2003 with a Bachelor of Science in Civil Engineering, Matt worked his way up to Supervisory Civil Engineer, and in 2008 was selected as Mobile District Disaster Program Manager for the Emergency Management Branch, Operations Division. Serving in this position, he was responsible for readiness and response activities throughout the districts area of responsibility which included all hazards disaster related programs, directives, detailed plans, and preparedness measures. He also served as the USACE National Debris Program Manager/ Lead Subject Matter Expert where he managed all FEMA missions that included assigned debris activities to the Department of Defense. Matt frequently briefed and provided information to the Head Quarters USACE and General Staff. He served as the primary point of contact for all manners of debris mission activation and deployment recommendations, to be prepared for potential debris missions. Matt received numerous awards and recognition throughout his illustrious career.

Nick Pratt – Director of Field Operations – Previous Florida Experience

Mr. Pratt serves as CrowderGulf’s Director of Operations. Nick is the lead in the initial onsite team when a disaster strikes our clients. His ability to assess damage, evaluate the needs, coordinate field assets and subcontractor resources is invaluable to the overall success of our many projects. Since starting work with CrowderGulf in 2004, Nick has worked in every disaster activation from Florida to Texas and New York to New Jersey. He has honed his skills as he worked in various field leadership positions, from crew foreman, equipment operator, field supervisor, project manager, and currently as the Director of Operations. Nick is a trustworthy man of action that works with Clients in an honest and forthright manner to help restore cities and counties after a disaster. His work ethic and management skills have gained him the respect of all that work with him, including the CrowderGulf team, Clients and subcontractors.



Since 2005, Nick has been one of the first CrowderGulf team members to be on the ground and/or in the air assessing the needs of our Clients, communicating with our team and directing the necessary resources to ensure every project is working to restore citizens to normalcy as quickly as possible. Mr. Pratt also serves as a vital Quality Control agent to ensure that all work is completed efficiently and within the parameters of all FEMA regulations, local and state laws.

He initially handled all of the logistics for the Oil Spill project, putting hundreds of pieces of CrowderGulf equipment in place and directing and training hundreds for CrowderGulf employees throughout the operation. Nick has continued to assist our team by providing his expert knowledge and leadership in the field to complete any assignment given to him on or ahead of schedule. Nick has played a vital role as project manager for our large waterway debris removal contract with the New Jersey Dept. of Environmental Services, as a result of Hurricane Sandy in 2012.

From 2012- 2018, Nick has worked numerous disaster responses for CrowderGulf providing Project Management and asset coordination assistance for multi-state responses. In 2017, Nick worked to secure subcontractors, field personnel, equipment and assets in 2017 after Hurricane Harvey struck the Texas Coast.

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

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

Margaret R. Wright, Ph.D. – Senior Documentation Director – Previous Florida Experience

Dr. Wright has over 25 years of professional training and managerial experience. As a vital member of CrowderGulf's Senior Management Team, her roles include technical proposal writing, training developer and facilitator, regulations compliance, management of record keeping, including day-to-day operations of work completed, communication and coordination with contracting entities during reconciling process, and conducting formal evaluations at completion of projects. Dr. Wright has worked in field operations setting up and managing field offices, hiring and training personnel to work with all required documentation, and at CrowderGulf's Disaster Assistance Office (DAO) after all major disasters since 2003. After Hurricane Ike in 2003, Dr. Wright developed an Orientation Training Program for Hurricane Preparedness and FEMA Regulations. She and Mr. Young presented training courses throughout Florida, Virginia, South Carolina and Texas for CrowderGulf Clients with pre-event contracts. In 2017, Dr. Wright worked **onsite** with our Client and their monitoring firm to assure that documentation and FEMA reimbursement went smoothly after Hurricane Hermine caused damage in Florida. She worked to properly invoice and document approximately 9 Million Dollars for the City of Tallahassee and Leon County. Most recently, she and her team worked to invoice and reconcile over **180 Million Dollars for Hurricane Irma and over 86 Million for Hurricane Harvey.** Dr. Wright currently assists with proposal writing and mentoring new employees on disaster debris operations. (NIMS Trained)



John Campbell – Senior Director – Previous Florida Experience

Mr. Campbell has experience in disaster response planning and management since 1968. He has a B.S. degree in Political Science from the University of Southern Mississippi and a master's degree in Logistics Management from the Florida Institute of Technology. After retirement from the U.S. Army as a full Colonel with 30 years of service, he served for six years as Chief of Operations for Lee County Emergency Management in Fort Myers, Florida. He has direct experience in debris recovery operations from Hurricane Iniki in Hawaii and Hurricanes Charley, Ivan and Wilma that impacted Southwest Florida. He also provided mutual aide to Escambia County, Florida following Hurricane Ivan. During his 36 years of public service, he amassed an extensive background in high-level management, disaster response and training. He also trains CrowderGulf clients in all facets of debris management, Incident Command System (ICS), National Incident Management System (NIMS) and the FEMA PA program process. Mr. Campbell was previously qualified as an accredited Professional Emergency Manager through the Florida Emergency Preparedness Association (FEPA) and remains active in the organization. (NIMS Certified Instructor)



Raymond “Buddy” Young – Senior Director – Previous Florida Experience

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



Gary Jones – FEMA Specialist and Technical Assistance Manager – Previous Florida Experience

Mr. Jones has over 28 years of working for the Federal Emergency Management Agency (FEMA). He served as **Deputy Regional Director of FEMA Region VI for 17 years**. During those 17 years as Deputy, he also served as Acting Regional Director for 4 years. Mr. Jones was responsible for administration of emergency management programs in the FEMA Region VI states of Arkansas, Louisiana, New Mexico, Oklahoma, and Texas. He provided direct oversight and implementation of response and recovery operations for presidentially declared disasters in the five-state region.

Additionally, Mr. Jones served as a Branch Chief managing several Technological Hazards Branch programs to include Radiological Emergency Management Preparedness, Radiological Defense, and Hazardous Materials, Earthquake and Hurricane Preparedness, Dam Safety and Chemical Stockpile Emergency Preparedness programs. He was designated Federal Coordinating Officer for Hurricanes Katrina, Rita and Georges and provided executive leadership to over 300 federally declared disasters. Mr. Jones has a Master’s Degree from Tulane University and a Bachelor’s Degree from the University of Arkansas. (NIMS Trained)



▪ **Regional Directors and Regional Managers**

Barrett Holmes – Regional Director (East Coast) – Previous Florida Experience

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

Following his service in Iraq, Colonel Holmes was selected to command the Japan Engineer District in Tokyo, Japan. As the District Engineer, he led the design and construction agency for all United States forces and federal agencies in Japan and was responsible for a multinational construction program valued at over \$975 million. Colonel Holmes then served as the Defense Coordinating Officer (DCO), the Principal Department of Defense representative with the Federal Emergency Management Agency (FEMA) Region IV. He coordinated Department of Defense resources for numerous disasters to include Hurricanes Earl, Isaac, and Sandy and provided extended support for the United States Coast Guard during the Gulf Coast clean-up following the Deep Water Horizon oil spill. Since Barrett joined the CrowderGulf Team he has he has deployed to 16 activations and managed over 65 projects that include hurricanes, floods, tornadoes and ice storms.



In 2022 when Hurricane Ian devastated Florida's Gulf coast, Barrett managed CrowderGulf's complex recovery operation on Sanibel Island, Florida. Sanibel's causeway and bridges breeched in multiple locations; CrowderGulf rapidly established barging operations and transported over 1,200 pieces of equipment to expedite recovery.

During his 40 plus years of service and work experience he has developed an extensive background in leadership skills, training management and disaster response. During his tenure with CrowderGulf, Barrett has conducted well over 200 training sessions with clients, and he is able to share lessons learned and experience with clients to better prepare them for disasters. He received a BA degree from Clemson University, as MA degree from the University of Florida and is a graduate of the Army War College with a Master of Strategic Studies degree. He also affiliated with the Society of American Military Engineers and the Army Engineer Association. (NIMS Trained)



Don Madio – Regional Director (FL) – Previous Florida Experience

Don Madio is a life-long resident of Florida and serves as CrowderGulf's Regional Director for the state. Mr. Madio began his career in the disaster recovery industry in 1999. Since that time, he has served on more than 200 mid-to-large scale disaster recovery, waterway, and debris management projects. Upon taking a position with CrowderGulf following Hurricane Mathew, Don oversaw seven debris removal and waterway projects that were successfully completed within the client's time frame and contract specifications.



Shortly thereafter, in 2017, Don became Florida's Regional Manager following the devastation of Hurricane Irma, one of the most powerful and damaging Atlantic hurricanes ever recorded. His extensive management experience, multi-tasking and organizational skills served him well as he was tasked to oversee operations throughout the state. He and his team of project managers and field supervisors successfully managed the removal of over 11.8 million cubic yards of debris for 64 debris management and waterway projects. Following Hurricane Michael's destructive impacts in the Florida Panhandle, Don helped supervise multiple projects throughout the region, where over 15 million cubic yards of debris were removed and disposed. Recently, Don worked throughout the state of Florida providing guidance and assistance to CrowderGulf clients affected by Hurricane's Ian and Nicole in 2022. Don also helped supervise the management of 34 different contract activations for both storms. He continues to provide guidance for those projects and multiple activations in the wake of Hurricane Idalia along Florida's West Coast in 2023.

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

Bill Doran - Regional Director (LA) – Previous Florida Experience

A Louisiana native, Bill is a highly knowledgeable and experienced member of the CrowderGulf Team. He has decades of experience in Disaster Recovery and is considered a Subject Matter Expert (SME) regarding Federal Programs, State and Federal Government Intergovernmental Affairs involved in Disaster Preparedness, Response, Recovery and Mitigation, to include Federal Grant Programs for FEMA, HUD, USDA, USACOE, Dept of Homeland Security and U.S. Armed Forces. He retired as a presidentially appointed Federal Coordinating Officer (FCO) with FEMA after 8 years, serving in both the Obama and Trump Administrations.



Prior to joining FEMA, Bill retired as an Air Force Colonel with 28 years of total service. Bill's experience includes over 25 Federally declared disasters in 9 different states. These include Hurricane Harvey, Texas & Baton Rouge Flood Recovery, the Moore Tornado in Oklahoma, and Katrina/Rita Long Term Recovery as well as serving as the Response Director for FEMA Region 6.

While in the Air Force, Bill was assigned as Joint Director of Military Support for the Louisiana National Guard to support domestic operations for Homeland security and Disaster support to civil authorities, including the Responses to Hurricanes Katrina/Rita, Gustav/Ike and the BP Oil Spill. Prior to that he also served as the full-time Squadron Commander for Aircraft Maintenance of the F-15 aircraft while stationed at NAS Joint Reserve Base New Orleans. Highlights of service include conducting operations for Noble Eagle post 9/11 and deploying to the Middle East twice for ongoing operations.

Bill holds degrees from the Emergency Management Institute Executive Academy (Harvard Kennedy School of Government, Naval Post Graduate School, University of Hawaii, Texas A&M), the University of Maryland, (MD Master of Science in Management), the USAF Air War College and Louisiana State University (B.A. Journalism). Bill is also a Certified Emergency Manager (CEM) by the International Association of Emergency Managers.

Leigh Anne Ryals, ALEM, CLEM – Regional Director (AL, MS & TX) – Previous Florida Experience

Mrs. Ryals has over 17 years of experience and training in Emergency Management. She has 11 years serving as an Emergency Management Director and 5 years serving as a Disaster Public Information Officer. She has worked 12 Presidential Disaster Declarations and one Incident of National Significance, the Deep-Water Horizon oil spill, and of those disasters she served as Incident Commander for eight of those events prior to starting work with CrowderGulf. Mrs. Ryals joined CrowderGulf in 2011 and immediately began work in North Carolina following Hurricane Irene. She used her knowledge of the FEMA Public Assistance Reimbursement Program and experience to provide quality control and project oversight to assist our team and our clients in program policy and procedures.



Mrs. Ryals experience includes writing Debris Management and Mitigation Plans for County and Municipal Governments. She is extremely knowledgeable with FEMA's public assistance policies and procedures and has been successful in the FEMA appeals process. She has served as a member of the FEMA Hurricane Liaison Team and testified before the 110th and 111th U.S. Congress on Hurricane Katrina Preparedness and Response Initiatives – Best Management Practices. She obtained valuable knowledge in documentation proper damage survey, reports/technical writing, and extensive knowledge on FEMA policy and procedure. Mrs. Ryals learned first-hand the type of documentation and determination it takes to be successful in an OIG / FEMA audit.

Mrs. Ryals utilizes her knowledge and previous experience to train new Project Managers and enjoys sharing her experience through classes, seminars and national and state held conferences. She conducts client preparedness and education training and serves as a Project Manager when needed. Following Hurricane Matthew in Georgia, Hurricane Harvey in Texas and Hurricane Sally in Alabama, Mrs. Ryals utilized her knowledge and skills to provide project management expertise. Most recently, following Hurricane Ian, Mrs. Ryals provided Project Management Services to Synergy Inc., a private insurance Company representing the Charlotte County Florida School System. This work included the collection, removal and disposal of debris for thirty-five school properties and the demolition of two school facilities. She was Licensed and Certified as an Alabama Emergency Manager; and a NIMS 300 & 400 Course Instructor. She holds numerous FEMA and State Emergency Management Certifications.

Drew Sprinkle - Regional Manager (AL, MS, LA) – Previous Florida Experience

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



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



Joe Hayes - Regional Manager (FL) – Previous Florida Experience

Joe Hayes grew up around the storm relief and disaster debris management industry. Combined with a strong background in general contracting, agriculture, and various other aspects of debris management, he is accustomed to providing the leadership and oversight to complete projects expediently, efficiently, and to the clients' utmost satisfaction. In 2016, Joe joined CrowderGulf team as a field supervisor in the wake of Hurricane Matthew. In 2017, following Hurricane Irma, Joe was tasked as a Project Manager; managing a number of projects throughout the South Florida area after Irma caused widespread damage throughout the state. Through these projects and the combined effort of the CrowderGulf team, **10 MILLION CUBIC YARDS** of Hurricane Irma related debris were managed and disposed of; facilitating an extensive statewide recovery.



In 2018, following the devastation of Hurricane Michael's effect on the Florida Panhandle, Joe was tasked with managing the removal and disposal of debris left by this strong category 5 hurricane in Jackson County, FL. Mr. Hayes, along with his CrowderGulf team were able to mitigate the challenges of such a large scale disaster all the while employing innovative support and leadership to provide relief to the devastated county. He and his team of field supervisors oversaw hundreds of assets and personnel; providing the logistics that resulted in over **2.5 MILLION CUBIC YARDS** of debris being removed and disposed of in Jackson County alone. In 2020, Mr. Hayes along with other key members of the CrowderGulf management team were sent to Calcasieu Parish, Louisiana after Hurricane Laura tore through the state, with winds peaking at over 140 MPH. Having been tasked with managing the recovery effort in the unincorporated portion of the Parish, Joe and his colleagues have removed over **7 MILLION of the estimated 12.5 MILLION CUBIC YARDS** of debris for the Parish and its included municipalities to date. Along with Joe's experience in managing the aforementioned large-scale disaster recovery projects, he has also managed a broad range of other debris projects throughout Florida and the southeast. When he is not in the field, Joe is a CrowderGulf representative for the South Florida area, ensuring the utmost level of preparedness and support for each client. Mr. Hayes is a Florida native, a lifelong Palm Beach County resident, and is an honors graduate of Florida Atlantic University.

Barton Holmes – Regional Manager (East Coast) – Previous Florida Experience

Barton brings to CrowderGulf a distinguished background in Law Enforcement and service in the US Army with US Army Special Operations Command. Mr. Holmes joined CrowderGulf in 2016 as a Field Supervisor during multiple activations for Hurricane Matthew where he developed and implemented the industry's first usage of drones for debris removal documentation and volumetric calculation. His insight allowed the CrowderGulf team to streamline various aspects of the Hurricane Matthew recovery effort for the Island of Hilton Head and other clients along the East Coast. In 2017, Barton was tasked as a project manager for multiple projects along the Texas Coast in the aftermath of Hurricane Harvey. In 2021, Mr. Holmes worked with Warren County and Bowling Green, Kentucky, after an EF-3 Tornado caused damage throughout the State. The Kentucky Team worked to remove and dispose of over 200,000 cubic yards of debris. They battled severe weather in the form of ice storms and even had to deal with another tornado hitting the City of Bowling Green, just a month after the first.



After Hurricane Ian devastated much of Lee County, FL, in 2022, Barton was the Project Manager that oversaw the massive cleanup in Fort Myers Beach, FL. His calm manner and leadership skills were a major asset to the town and CrowderGulf's team. He conscientiously worked through all the issues and was able to manage the removal of over 800,000 cy of debris.

Currently, he serves as the Regional Manager for CrowderGulf's clients in the Eastern Region, developing and conducting training programs and enriching CrowderGulf's long lasting relationships with our clients.

Valerie Gonzalez – Regional Manager (TX) – Previous Florida Experience

Ms. Gonzalez is a native Texas resident who enjoys the Great State of Texas and its vast beauties. Ms. Gonzalez believes in honesty, integrity and a strong work ethic. She was born and raised in the Lower Rio Grande Valley. Ms. Gonzalez relocated to San Antonio to attend the University of Texas San Antonio where she received an undergraduate degree in Biology and Criminal Justice. After receiving her undergraduate degree, Ms. Gonzalez moved to Houston to attend graduate school. She earned a Juris Doctorate from Thurgood Marshall School of Law and graduated as the valedictorian.



Prior to her employment with CrowderGulf, Ms. Gonzalez worked for Aransas County. She began as a Sanitarian ensuring citizen and business compliance with regulations regarding food safety and on-site sewage disposal. After 18 months of employment, she was promoted to Director of Environmental Health. In this position, she successfully assessed and navigated environmentally complex projects. As the Director of Environmental Health, Ms. Gonzalez simultaneously managed the solid waste program as well as the vector control program for Aransas County.

During her tenure as the Director of Environmental Health with Aransas County, she oversaw debris operations for Hurricane Harvey, a catastrophic Category 4 hurricane, which made landfall in Aransas County. As the debris manager, her duties included local, state, and federal coordination for debris clean up. Included in the debris clean-up, waterway debris removal as well as private property debris removal were also implemented and successfully completed. Ms. Gonzalez's ability to successfully communicate, collaborate and coordinate with the various agencies involved in debris removal led to recruitment and acceptance into the Texas Department of Emergency Management (TDEM) Disaster Recovery Task Force (DRTF) as a debris specialist. In her capacity as a debris specialist, she was deployed to the Eastland Fire Complex to assist the local agencies with debris clean up. In addition to her Harvey debris efforts, Ms. Gonzalez successfully consulted and coordinated with state and federal partners in the county wide aerial vector control activities to alleviate nuisance mosquitoes which promoted recovery efforts.

Clayton Young – Regional Manager (TX) – Previous Florida Experience

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



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

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

▪ Field Personnel and Project Management Team

Jeff Zemlik – Safety Manager – Previous Florida Experience

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



Every CrowderGulf activation requires Safety in the field, and Mr. Zemlik's field presence is one of his strongest qualities. Regardless of size, safety policies and procedures are strictly enforced, either by Jeff personally, or by the team of trained safety professionals managed by Mr. Zemlik. During Hurricanes Harvey and Irma, Jeff directed the safety program for over 1,500 hauling trucks doing work in three states without recordable injuries or fines. In addition, he provided operational oversight for debris removal operations in Brazoria County, TX. In 2018, after Hurricane Michael Jeff took the lead in Panama City's "PUSH" operations, providing oversight for the City's leaner/hanger program and removal of trees from publicly-owned spaces, as well as providing safety leadership to the entire area of operations.

During the hyperactive hurricane season of 2020, Jeff spearheaded supplying PPE to various government agencies pertaining to COVID-19 protection. 2020 project highlights included removal of 60,000 yards of seaweed after Hurricane Cristobal, over 200 PUSH crews post Hurricane Laura, and working closely with the Audubon Society of New Orleans, LA for post Hurricane Zeta cleanup at several of their unique facilities that house common zoo animals and endangered species. In 2022, Mr. Zemlik was deployed to Lee County, Florida, providing safety and environmental management, and overseeing all material being hauled from debris management sites to final disposal for all CrowderGulf projects. In addition to his accredited degrees, Mr. Zemlik holds his OSHA 500, trains all HAZWOPER associates, USACE CQM and 385-1-1 training. He also has his Asbestos Inspector and Supervisor Certifications. Mr. Zemlik manages the DOT program for the Company, and is trained in Fishbone root cause analysis, incident inception. Additional training and certifications include SONS & TWIC, OSHA 10-hour General Industry, OSHA 510 & 500, Leadership & influence.

Jeff has also obtained his ISA Certified Arborist classification and is a local ISA member of both **Texas and Florida Chapters**. (NIMS Trained)

Wilber Ledet – Senior Project Manager – Previous Florida Experience

Wilber's disaster experience started when he and his family lost their home in Biloxi, MS, during Hurricane Katrina in 2005. He built a new home for his family in a safer location and after Hurricane Ike in 2008, he began working for CrowderGulf, managing of the removal of wet debris targets identified by the CrowderGulf sonar crew, from West Galveston Bay, Tiki Island and Omega Bay, TX. This project also included his expertise in managing the stored vessel reclamation program in which he assisted in the removal of hazardous substances from the vessel and coordinated its proper disposal.



From 2010 to 2012, Wilber served as Project Manager, assigned to the Deepwater Horizon Oil Spill, managing up to 800 HazWoper certified responders and facilitating daily meetings with Environmental Teams and BP officials. In 2012, following Hurricane Isaac, Mr. Ledet was assigned as Project Manager to oversee the sand removal, sand screening and beach berm construction for the Town of Dauphin Island, AL.

Wilber's excellent leadership and work ethic has been instrumental in CrowderGulf's success in projects throughout several states from New Jersey after Hurricane Sandy in 2012, to managing large land and waterway projects in AL, LA, FL, SC, after hurricanes from 2014 to 2023.

Wilber currently acts as the Deputy Director of Field Operations and is instrumental in setting up operations after every disaster activation and ensuring that every project is completed to the satisfaction of CrowderGulf's clients. His knowledge of how to get an operation started and taking it to successful completion while effectively communicating with Clients, subcontractors, and the Management team, is a major contributor to CrowderGulf's success in every project.

Matt Lucas – Senior Project Manager – Previous Florida Experience

Mr. Lucas has over 25 years of extensive experience in debris cleanup. He managed the Hurricane Harvey cleanup in Port Arthur, TX, which resulted in **1 million cubic yards** of debris being removed and properly disposed.

After Hurricane Michael devastated Panama City, FL, Mr. Lucas was the Sr. Project Manager for the City with management of all rights-of-way (ROW), ditches, PPDR work, and the six temporary debris manage sites (TDMS), which resulted in **4 million cubic yards** of debris being removed from the City.

In 2022, after Hurricane Ian damaged much of Florida, Matt was the Project Manager in Sarasota County. His excellent communication and leadership skills and his calm demeanor were key in the successful work accomplished in Sarasota County. Matt is very experienced and a positive asset to CrowderGulf

Before coming to work for CrowderGulf, Matt worked for the state of New Jersey and the New York Port Authority when the destruction of the World Trade Centers occurred. Matt was instrumental in the construction of various logistical sites for the cleanup operations. Matt has owned and operated several businesses throughout his career. He has held a New Jersey A901 disposal license, a New Jersey electrical license, 100 ton U.S. Coast Guard License, and a CDL



Howard Turner - Project Manager – Previous Florida Experience

Mr. Turner has a long career spanning over two decades in the debris management industry. He began his management career at Grind-All where he oversaw scheduling and operations of multiple grinders, screens, loaders, excavators, mulch coloring plants, trucks, and miscellaneous equipment. After Hurricane Isabel devastated the eastern portion of Virginia in 2003, Mr. Turner joined CrowderGulf and utilized his experience in debris site and debris reduction management. Mr. Turner served a variety of roles in the cities of Virginia Beach, Norfolk, Suffolk, and Newport News while also assisting in the counties of James City, York, and Suffolk. He was responsible for aspects of disaster debris collection and reduction, final disposal of reduced debris, damage claims, client contact, and debris management site restoration.

Since 2004, as a Project Manager, Mr. Turner has been responsible for day-to-day management of all disaster recovery activities including collection crews and equipment, debris reduction and disposal, site restoration, and liaison to client municipalities, Army Corps of Engineers, and FEMA. Mr. Turner has managed projects for CrowderGulf in Florida, Georgia, Virginia, North Carolina, South Carolina, Alabama, and Arkansas. His years of experience in the debris industry and excellent communication skills ensure that every Client is restored to as close to normal as quickly as possible.



Isam Brisco – Project Manager – Previous Florida Experience

Mr. Brisco, a Graduate of the University of North Texas, began working with CrowderGulf in 2017 as a field supervisor. His excellent work ethic, communication and job skills allowed him to take on more responsibilities as a Project Manager. After flooding from Hurricane Harvey in 2017, Isam managed the debris removal operation in Dickinson, TX.

Following Hurricane Michael in October 2018, Mr. Brisco was assigned as Project Manager in West Bay County Florida. His responsibilities included managing the PUSH Operations, locating and permitting suitable DMS, mapping and plotting debris on all County roads, assigning debris zones to subs and ensuring they adhered to assigned zones, supervising operations at DMS, providing debris estimations for the county, and keeping them updated on progress.

In August 2020, after Hurricane Laura damaged Southwest Louisiana, Mr. Brisco managed the debris removal operations in Calcasieu Parish, overseeing the day-to-day operations of a project that, at its peak, had over 200 trucks removing over 98,000 cubic yards of debris daily from over 1,200 square miles. He located and permitted 12 DMS in strategic locations throughout Calcasieu Parish to remove debris more effectively from the ROW.



Isam was the liaison between the subcontractors, monitoring company, and client to ensure all aspects of the job were running smoothly and the Client's needs were met. He also managed the debris removal operations from drainage laterals Calcasieu Parish, Louisiana. This project had several challenges including finding dry ground for barge offload sites where debris from specialized grapple barges could be loaded into trucks for haul out and reduction. Another challenge was the lack of easements and rights-of-way along many of the drainage laterals in the Parish. Thousands of private landowners were located and contacted for permission to perform debris removal from drainages on private property. Crowder Gulf removed over 2.2 million cubic yards of storm debris from over 800 miles of drainage laterals. (NIMS Trained) (Certified Asbestos Supervisor)

When Hurricane Nicholas struck the Texas coast in Brazoria County, Isam was onsite the morning after landfall to begin damage assessments for five clients located in the affected area. Crowder Gulf was activated in the area and Mr. Brisco headed up the debris removal project of over 200,000 cubic yards of debris for the five affected clients.

Robert Lewis Najor – Project Manager & Quality Control – Previous Florida Experience

Robert (Lew) began work for CrowderGulf in 2017, following a 25 year career with the United States Army Corps of Engineers (USACE). While at the USACE, Robert held such positions as Project Manager and Construction Quality Control (CQC) Manager. He worked USACE projects for Debris Management Services from 1993 – 2016. Robert's industry knowledge of disaster and debris related projects with the USACE and civilian contracting companies has led to his in-depth experience with removal and reduction, beach restoration, levee enlargement and buildup, operation Blue Roof projects, and flood control across the Gulf Coast. In addition to his extensive industry background, Robert is certified by the United States Army Corps of Engineers for Construction Quality Management for Contractors and is certified by the State of Florida Department of Business and Professional Regulation as an Underground Utility and Excavation Contractor. Robert's past experience and ability to provide damage assessment has been a major asset in evaluating the aftermath of disaster events in order to help Clients. His training and experience with debris and project management and his understanding of the complexity of CQC Management has been instrumental in the successful completion of many of CrowderGulf's debris removal projects. Robert also holds a Class B certified driver's license and is a heavy equipment operator.



Disaster Administration Office Team

Wesley Naile - Contracts Manager – Previous Florida Experience

Mr. Naile has had experience in the disaster and recovery field since 2004, when he served in Volusia County, Florida, as CrowderGulf's Project Manager during Hurricanes Charley, Frances and Jeanne. In 2005, he was assigned the role of Logistics Coordinator working out of the Disaster Administration Office (DAO), coordinating materials, equipment, and subcontractors to CrowderGulf's clients. Mr. Naile's roles now include managing the database for pre-event contracts information, coordinating with new and existing clients in establishing pre-event contract awards and contract documents and coordinating with clients on contract renewals. When disasters strike, Wes and his staff coordinate all field resources that Project Managers need to get their jobs up and running. This includes everything from portalets, towers, generators, portable housing, etc. Wes served three years in the U.S. Army as a 12B Combat Engineer with an honorable discharge. He also attended the University of South Carolina-Beaufort. He is also NIMS Trained.



Jesus Carretie – Program Manager – Previous Florida Experience

Based in Florida, Jesus Carretie serves on the CrowderGulf team as our Program Manager. This role requires the overseeing of the fulfillment of CrowderGulf's goals throughout one or multiple projects. This is accomplished by coordinating and strategizing across the different facets of a project from start to completion. Most recently, Mr. Carretie's role became especially integral in managing a pilot program involving Private Property (PPDR), Commercial Property (CPDR), and Title Property debris removal in the Southwest part of Florida under the Florida Department of Emergency Management. This was a result of Hurricane Ian (DR-4673-FL). Under this PPDR/CPDR/Title Property program, CrowderGulf accomplished the completion of debris removal, titled property removal, and/or demolition on over 2,400 properties.



Mr. Carretie assists in a variety of roles that include Data Management, Invoicing, Project Management, Business Management, and Client Relations. Mr. Carretie has been in Emergency Management and Disaster Recovery since 2014 and has worked in the numerous Debris Management projects including 2014 South Carolina Winter, Hurricanes Hermine and Irma, 2020 Oregon Wildfires, and Hurricane Ian debris removal.

Prior to joining CrowderGulf's team, Mr. Carretie has also worked as a Senior Grants Specialist in a FEMA Public Assistance project, and as a Production Manager in a Community Development Block Grant-Disaster Recovery project.

Amber Ramsay – Public/Community Relations and Marketing Manager – Previous Florida Experience

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



Gina Walley – Accounts Receivable Manager / Documentation Specialist – Previous Florida Experience

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



Jenny Todd Weaver – Subcontractor SBE Compliance Manager – Previous Florida Experience

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



Resumes have been provided at the end of this section, as requested in the RFP.

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

Additional Personnel

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

Full Time and DAO Personnel

Last Name	First Name	Position
Bell	Lauren	Company Comptroller
Teofilo	Tiffany	Accounts Payable Asst
Lund	Marcus	Technology Manager
Wright	Kerry	Warehouse Manager
Simon	Paris	Accounting Clerk
Suters	Donna	Accounting, Documentation Management
James	Jenny	Accounting, Documentation Management
Turner	Mary	Logistics, Contract Management
Williamson	Kelley	Subcontractor Accounts Payable Mgr., DAO Office Manager
Edwards	Melinda	Executive Administrative Assistant
Noll	Kerrie	Proposal Manager
Snell	Brandi	Receptionist
Melton	Maddie	Administrative Assistant
Sprinkle	Aimee	Receptionist, Accounting Clerk

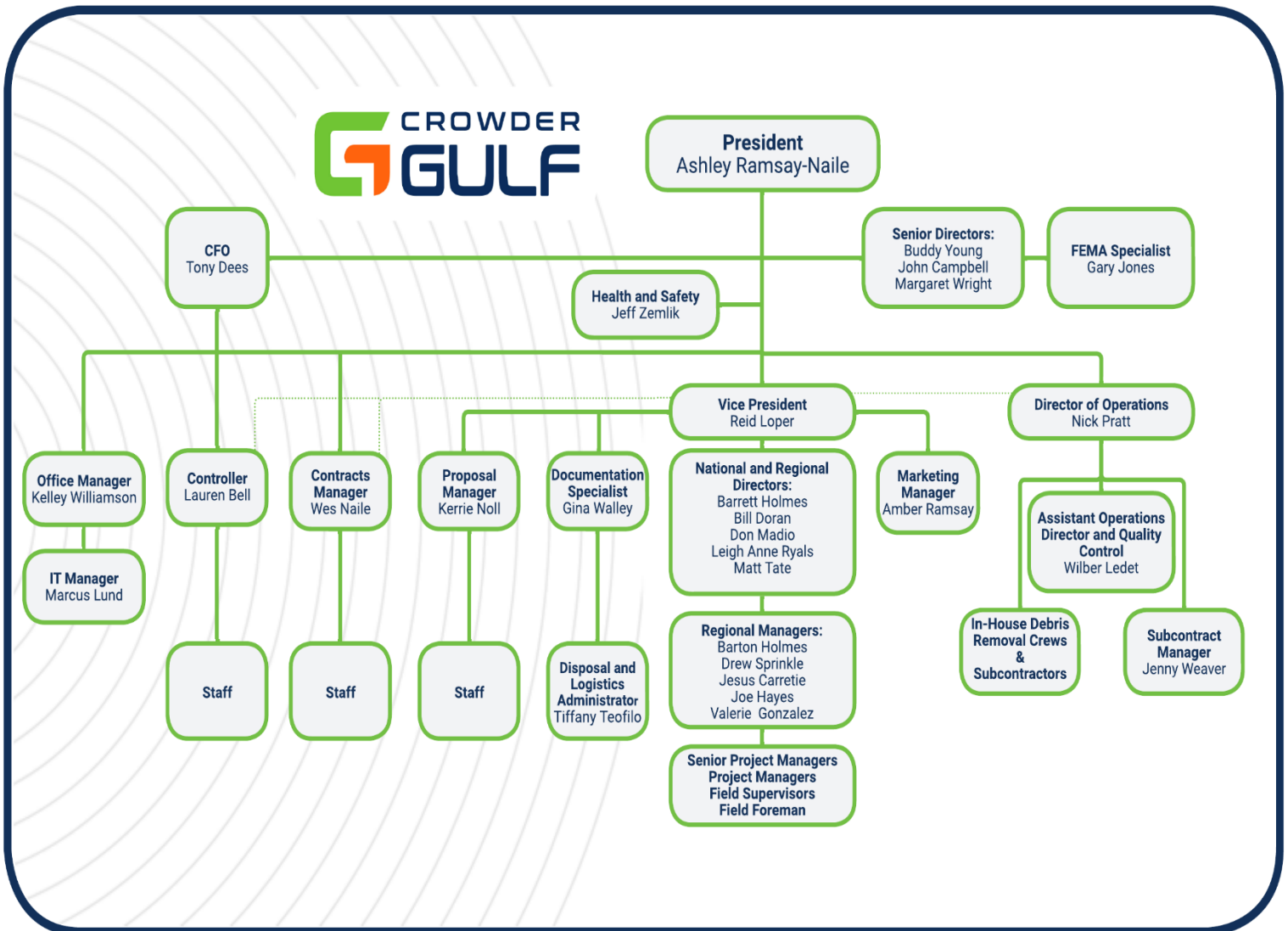
Additional Field Personnel

PROJECT MANAGERS			
Last Name	First Name	Last Name	First Name
Bell	Brad	Loper	Leigh
Bender	Jay	Lund	Barry
Bishop	Anthony	Matlack	Desiree
Brewer	James	Poore	Jim
DeHart	Vance	Powell	Mark
Edge	Ron	Rich	Bud
Frye	Jim	Roberts	Sam
Gill	Ray	Robinson	Tom
Gilman	Ken	Thorson	Ron
Gittens	Brian	Van Vactor	Joe
Hall	Eric	Wimberly	Mike
Hayes	Dan	Wright	Andy
Hayes	Roy	Wright	Charles
Hill	Philip		

FIELD SUPERVISORS			
Last Name	First Name	Last Name	First Name
Blackston	John	Leggett	Dee & Jan
Brewer	Jacob	Loper	Mark
Renley	Brandon	Luteri	Rodney
Anderson	Paul	Mosby	Jacob
Baldwin	Lisa	Perkins	Megan
Bell	Maria	Pfeifer	Joe
Brewer	Lapa	Rackley	Rodney
Cade	Victor	Ransom	Jim
Campbell	Tony	Rel	Gabriel
Crigler	Eric	Roberts	Kadeem
Cruz	Lisa	Sabasie	Dalisia
Drinkwater	Cliff	Scantlebury	Clement
Giffens	Brian	Smith	Tim
Gittens	Margaret	Spann	Gregory
Henry	Curn	Tompkins	Alyssa
Holiday	Richard	Whitten	Brent
Hollman	Michael	Widgeon	Pam
Hope	Gene	Widgeon	Paul
Laurent	Zakiya	Wong	Tina
Lee	Brandon	Wright	Latasha

Organizational Chart

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



Key Personnel Storm Chart

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

Key Personnel Past Storm Experience	2005		2006	2008	2009	2010	2011	2012	2013	2014	2015	2016		2017	2018	2019	2020	2021		2022		2023																							
	Hurricane Katrina	Hurricane Rita	Hurricane Wilma	Ice Storm	TS Ernesto	Hurricane Gustav	Hurricane Ike	Ice Storm	TS Ida	BP Oil Spill	Hurricane Earl	Hurricane Irene	Tornado	Hurricane Isaac	Hurricane Sandy	TS Debbie	Blizzard Nemo	Ice Storm Pax	Ice Storm Ulysses	Severe Storms & Flooding	Ice Storm	TX Severe Storms	LA Severe Storms	Hurricane Hermine	Hurricane Matthew	Hurricane Harvey	Hurricane Irma	Hurricane Florence	Hurricane Michael	Texas Tornado	Hurricane Laura / Delta/Zeta	Hurricane Sally	Hurricane Ida	Hurricane Nicholas	Kentucky Tornado	Severe Storms & Flooding	Florida Tornado	Ice Storm	Hurricane Ian	Tornadoes – ARNC/VA	TX Ice Storms	Hurricane Idalia			
Ashley Ramsay-Naile, President	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Nick Pratt, Dir. of Operations	✓		✓	✓			✓		✓		✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Reid Loper, Vice President									✓					✓	✓					✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Raymond “Buddy” Young, Senior Director		✓	✓		✓	✓		✓		✓	✓	✓		✓	✓		✓					✓		✓	✓	✓			✓	✓		✓						✓	✓	✓	✓	✓	✓		
John Campbell, Senior Director			✓			✓					✓	✓	✓	✓	✓			✓		✓					✓		✓										✓								
Mate Tate, National Director *	x				x	x	x	x	x			x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x		x	x	x		x			x				x			
Barrett Holmes, Regional Director																		✓				✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Bill Doran, Regional Director	x	x			x	x			x					x								x		✓	✓	✓	x	x		x		x		✓				✓	x	✓	✓	✓	✓		
Don Madio, Regional Director **					x	x	x	x		x	x	x	x	x	x	x	x	x	x			x		x	x	✓	✓		✓			✓					✓		✓	✓	✓	✓	✓		
Leigh Anne Ryals, Regional Director	x				x	x		✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓						✓		✓	✓	✓	✓		
Margaret Wright, Ph.D., Documentation Dir.	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Clayton Young, Regional Manager											✓															✓	✓	✓	✓	✓	✓	✓	✓	✓	✓										
Valerie Gonzalez, Regional Manager												✓	✓	✓	✓		✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓							✓	✓	✓		
Drew Sprinkle, Regional Manager						✓			✓																	✓	✓	✓	✓	✓	✓	✓	✓	✓					✓	✓	✓	✓	✓	✓	
Barton Holmes, Regional Manager																									✓	✓	✓	✓	✓				✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Wilber Ledet, Senior Project Manager					✓	✓		✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓					✓	✓	✓	✓	✓	✓	✓	
Howard Turner, Project Manager			x						x																✓		✓	✓	✓					✓					✓	✓	✓	✓	✓	✓	
Joe Hayes, Project Manager																									✓	✓	✓									✓			✓	✓	✓	✓	✓	✓	
Matt Lucas, Project Manager																									✓	✓										✓			✓	✓	✓	✓	✓	✓	
Isam Brisco, Project Manager																									✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	
Lew Najor, Project Manager																										✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						✓	✓	✓	✓	✓
Jesus Carretie, Program Manager																		✓	✓	x				x		x														✓	✓	✓	✓	✓	
Jeff Zemlik, Safety Manager						✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gary Jones, FEMA Specialist **								✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓			✓									✓	✓	✓	✓	✓	✓	✓	
Wesley Naile, Contracts Manager	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Amber Ramsay, Public & Com. Relations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓										✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Gina Walley, Accounts Receivable Mgr.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Jenny Todd Weaver, Subcontracts Mgr.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

* **Mate Tate** also has extensive previous experience under the USACE with the following: California Wildfires 2017-2018, New Mexico Wildfires 2022, Hawaii Wildfires 2023, Guam Typhoon 2023, Tennessee Tornado Outbreak 2023, Puerto Rico Hurricane Maria 2017.

Professional Credentials - Understanding of Governmental Programs

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

Course No.	Course Name	Course No.	Course Name
IS 1	Emergency Program Mgr.	IS-2	Emergency Preparedness in the USA
IS-5	Intro to Hazardous Materials	IS-10/11	Animals in Disaster
IS-26	Guide to Points of Distribution	IS-27	Orientation to FEMA logistics
IS-30/31	Mitigation e-Grants training	IS-30/31	Mitigation e-Grants training
IS-35.10	FEMA Ethics	IS-45.11	FEMA Safety Orientation
IS-55	Household Hazardous Materials	IS-75	FEMA Military Resources and EMA
IS 100	Intro to ICS	IS-111	Livestock in Disaster
IS-111	Livestock in Disaster	IS-101/102	Deployment Basics
IS-120	Introduction to exercises	IS-139	Exercise Design
IS 200	ICS for single resources & Initial Action Incidents	G-202	Debris Management
K-202	Debris MGT Planning Course for State Tribal / locals	IS-208	State Disaster Management
IS-230	Principals of Emergency Management	IS-235	Emergency Planning
IS-240	Leadership & Influence	IS-242	Effective Communications
IS-241	Decision Making and Problem Solving	IS-250	Emergency Support Functions
IS-250	Emergency Support Functions	IS-253b	Overview of FEMA'S Environmental and Historic Preservation Review
E-257	State Director's Training	IS-288	Role of Vol. Agencies in Emer. Mgt.
L-269	Managing FEMA Staff on Disaster Ops.	L-292	Disaster Field Operations Mgt.
IS-300	Intermediate ICS	IS-317	Intro to Community Emergency Response Teams
IS-324a	Community Hurricane Preparedness	IS- 363	Hurricane Readiness
G-363	Hurricane Readiness	L-382	Public Assistance Coordinator (PAC) Crew Leader
G-385	Disaster Response and Recovery Operations	IS-393	Intro. Hazard Mitigation
IS-403	Individual Assistance	IS 400	Advanced ICS
L-545	Basic Human Resources for Disaster Supv.	L-449	ICS Incident Command Train the Trainer
IS-552	The Public Works Role in Emergency Management	IS-546	Continuity of Operations Planning (COOP)
IS-631	Public Assistance Operations	IS-630	Intro to Public Assistance Process
IS-633	Debris Management Plan Development	IS-632	Intro to Debris Ops in FEMA's PA Program
E-684	Integrating Science into Em. Mgt. Policies & Dec.	L-680	Emergency Management – A Leadership Challenge
NIMs 702	NIMS Public Information System	NIMS 700/701a	Multi Agency Coordination System (MAC)
NIMS 703	NIMS Resource Management	NIMS 800a	National Response Plan
IS-810	Oil and Hazardous Materials Response	IS 803	Emergency Support Functions PW
FEMA	Executive Academy Graduate Course	OSHA	HazWoper Training
FEMA	State Director's Training	FEMA	EMI Professional Development Series
	Side Scan Sonar Systems Introduction and Side Scan Sonar Systems Operators Course		Asbestos Contractor Supervisor

CrowderGulf's Certifications & Training

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



FEMA

Emergency
Management
Institute

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

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

IS-00700.a
National Incident Management System (NIMS)

An Introduction

Issued this 26th Day of March, 2012



John Campbell
John Campbell
Emergency Management Institute

IS-100 - Intro to Incident Command Systems

Ashley Ramsay-Naile	Don Madio	Lisa Baldwin
Amber Ramsay	Donna Suters	Marcus Lund
Andrew Sprinkle	Gary Jones	Margaret Wright
Barrett Holmes	Gina Walley	Mark Loper
Barry Lund	Jenny Todd Weaver	Matt Tate
Barton Holmes	Jeff Zemlik	Nick Pratt
Bill Doran	Jesus Carretie	Reid Loper
Buddy Young	Joe Hayes	Ronald Thorson
Charles Clark	John Campbell	Sarah Melton
Clayton Young	Kerrie Noll	Valerie Gonzalez
Desiree Matlack	Leigh Anne Ryals	Vance DeHart
		Wes Naile
		Wilber Ledet

IS-200 - ICS for Single Resources & Initial Action Incidents

Ashley Ramsay-Naile	Don Madio	Lisa Baldwin
Amber Ramsay	Donna Suters	Marcus Lund
Andrew Sprinkle	Gary Jones	Margaret Wright
Barrett Holmes	Gina Walley	Mark Loper
Barry Lund	Jenny Todd Weaver	Matt Tate
Barton Holmes	Jeff Zemlik	Nick Pratt
Bill Doran	Jesus Carretie	Reid Loper
Buddy Young	Joe Hayes	Ronald Thorson
Charles Clark	John Campbell	Sarah Melton
Clayton Young	Kerrie Noll	Valerie Gonzalez
Desiree Matlack	Leigh Anne Ryals	Vance DeHart
		Wes Naile
		Wilber Ledet

IS-230 - Principles of Emergency Management

Bill Doran	Joe Hayes	Leigh Anne Ryals
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IS-235 - Emergency Planning

Barry Lund	Bill Doran	Leigh Anne Ryals
Barton Holmes	Joe Hayes	

IS-242 - Effective Communication

Barry Lund	Bill Doran	Mike Moulder
Barton Holmes	Leigh Anne	Reid Loper

IS-253b - Overview of FEMA's Environmental and Historic Preservation Review

Barton Holmes

IS-300 - Intermediate ICS

IS-300 Instructors: John Campbell and Leigh Anne Ryals

Bill Doran	Reid Loper	
Jeff Zemlik	Valerie Gonzalez	

IS-400 - Advanced ICS Command & General Staff

IS-400 Instructors: John Campbell and Leigh Anne Ryals

Bill Doran	Reid Loper	
Jeff Zemlik	Valerie Gonzalez	

IS-632 - Intro to Debris Operations in FEMA's Public Asst. Program

Barry Lund	Jesus Carretie	Reid Loper
Barton Holmes	Leigh Anne Ryals	Sarah Melton
Donna Suters	Matt Tate	

IS-800 - Intro to National Response Plan (NRP)

Ashley Ramsay-Naile	Don Madio	Lisa Baldwin
Amber Ramsay	Donna Suters	Margaret Wright
Andrew Sprinkle	Gary Jones	Mark Loper
Barrett Holmes	Gina Walley	Matt Tate
Barry Lund	Jenny Todd Weaver	Nick Pratt
Barton Holmes	Jeff Zemlik	Reid Loper
Bill Doran	Jesus Carretie	Matt Tate
Buddy Young	Joe Hayes	Ronald Thorson
Charles Clark	John Campbell	Valerie Gonzalez
Clayton Young	Kerrie Noll	Vance DeHart
Desiree Matlack	Leigh Anne Ryals	Wes Naile
		Wilber Ledet

IS-700 - Intro to National Incident Management System (NIMS)

Ashley Ramsay-Naile	Don Madio	Lisa Baldwin
Amber Ramsay	Donna Suters	Margaret Wright
Andrew Sprinkle	Gary Jones	Mark Loper
Barrett Holmes	Gina Walley	Matt Tate
Barry Lund	Jenny Todd Weaver	Nick Pratt
Barton Holmes	Jeff Zemlik	Reid Loper
Bill Doran	Jesus Carretie	Ronald Thorson
Buddy Young	Joe Hayes	Sarah Melton
Charles Clark	John Campbell	Valerie Gonzalez
Clayton Young	Kerrie Noll	Vance DeHart
Desiree Matlack	Leigh Anne Ryals	Wes Naile
		Wilber Ledet

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



Resumes



Ashley Ramsay-Naile

President

Areas of Expertise

DISASTER RESPONSE DEBRIS OPERATIONS; EMERGENCY PLANNING/MANAGEMENT; STRATEGIC PLANNING AND NEGOTIATIONS

Experience

CrowderGulf - Mobile, AL

President

2020-Present

Senior Vice President and Chief Operating Officer Disaster Recovery

2011-2020

Project Manager & General Manager

2004-2011

- 25+ years of experience in disaster recovery and management.
- Strategic planning and supervising all administrative functions and personnel.
- Purchasing Manager, procurement and negotiation tactical planning.
- Accounts receivable and accounts payable flow for CrowderGulf's disaster debris projects.
- Manage documentation and records for disaster operations.
- Manage and direct field level disaster debris removal and reduction operations including site management and the supervision of subcontractors and foremen.

Storms

Hurricane Idalia - Misc. Storms & Tornado's (2023)
Hurricanes Ian, Nicole & Misc. Storms & Tornado's (2022)
Hurricanes Ida & Nicholas (2021)
Tornadoes and Floods (2021)
Hurricanes Laura, Sally, Delta & Zeta (2020)
Hurricane Dorian, TS Imelda & Tornado's (2019)
Michael & Florence (2018)
Florida Red Tide & Fish Kill (2018)
Hurricane's Irma & Harvey (2017)
Hurricane's Matthew & Hermine (2016)
Severe Storms, Flooding & Tornado's (2015-2016)
Beach Cleanup (2016)
Storms, Flooding & Tornado's (2015)

Tornado (2014)
Ice Storms Ulysses (2014)
Ice Storm Pax (2014)
Dredging (ALDOT) 2012
Hurricane Isaac (2012)
Hurricane Sandy (2012-2013)
BP Oil Spill (2010-2012)
Hurricane Irene (2011)
Hurricane Charley (2004)
Hurricane Fran (1996)
Hurricane Erin (1995)
Hurricane Opal (1995)

Hargray Wireless - Hilton Head Island, SC

Property and Construction Manager

1999-2004

Independent Telecommunications Consultant

1997-1999

- Cell Site Development from site identification to zoning. Negotiated lease rates and terms. Coordinated with radio frequency engineer and site design with civil engineers. Procurement of site material. Supervised general contractor. Maintained 100+ existing cell sites and compliance with government agencies. Coordinated with accounting on department budget and worked within budget guidelines. Warehousing and issuing of materials for construction. Managed 25 company-owned towers.

Gulf Equipment Corporation - Theodore, AL

Project Coordinator & Manager Telecommunication Projects

1994-1997

- Managed turnkey cell site projects for Telecommunication construction projects: Sprint, GTE, Nortel, Powertel, BellSouth Mobility, DiGiPH PCS, Hargray Wireless.
- Material procurement. Civil Construction and tower crew coordination. Organization of projects for bidding purposes. Warehousing coordination of deliveries and shipments. Office manager responsible for accounting and invoicing. On site manager and crew foreman. Liaison between Gulf Equipment and elected officials. Public relations between City officials and area residents.

Education & Leadership

- Bachelor of Science, Special Education University of South Alabama, Mobile, AL
- Governor appointed Alabama State Workforce Investment Board
- Board member of Family Business Institute at the University of South Carolina

Areas of Expertise

DISASTER RESPONSE; DISASTER RECOVERY; ESTIMATING; MARINE DEBRIS REMOVAL; PLANNING; SCHEDULING; PRESENTATIONS; CLIENT TRAINING

Professional Overview

Reid started his career with CrowderGulf in 2010, as the Senior Project Manager (PM) for the BP Oil Spill. From there, Reid has been key in the direct management and planning of over 18 federally declared disaster responses. In 2018 Reid was appointed as Vice President of CrowderGulf and brings a level of dedication and unwavering leadership required in the disaster response industry. Reid's other strong points in the debris and response management efforts are: Contract management/negotiation, estimating/budgets, and planning multiregional simultaneous disaster response activations. These activations ranged from debris removal, sand screening, dredging, and vessel operations, to side scan sonar work. All projects have cumulatively exceeded \$800 million in invoicing and total project cost. In addition, Reid is considered as one of the industry's leading experts in waterway debris, completing more waterway debris removal projects since 2012 than anyone else in the country. Reid worked as a project manager for a commercial construction company in Atlanta, Georgia, prior to choosing to return to the Gulf Coast. The time spent in the commercial construction industry gave him vast knowledge in management, estimating, schedule and budget supervision.

Disaster Debris Management Experience and Responsibilities

CrowderGulf, LLC

2010-Present

- Direct manager of multiple project managers and respected projects, analyzing of contract requirements, profit/losses estimates (Daily and Monthly), and scheduling for over \$800 million in projects.
- Managed operations consisting of 1200 response personnel and over 600 pieces of equipment.
- Highly involved in and conducting business development and conducted quarterly performance reviews for clients, company growth, and quality control.
- Qualified Individual for company general contractor's license and assesses new and current projects to create estimates.
- Perform technical writing used in RFP responses and presentations and handle HR concerns, personnel consulting, and legal matters.
- Look for new opportunities for future work and expanding markets and perform business models for expanding and growth of current company.
- Managed safety program along with insuring that safety and operations coincided and maintained a company Safety TRIR of less than 2.0.
- Manage subcontractors from all aspects including: Insurance, billing, subcontracts, and performance.
- Started sites from the ground up with facilities, personnel, and equipment, and organized & conducted weekly progress meetings among management.
- Negotiate contract terms, review, and execute client contracts.

Vice President

Hurricane Nicholas - 2021 (7 Activations in Texas); **Hurricane Ida**-2021 (4 Activations in Louisiana & Mississippi);

Tornadoes - 2021 (2 Activations in Kentucky), **LA Flooding** - 2021 - (2 Activations in Louisiana)

Hurricane Zeta - 2020 (7 Activations in Mississippi); **Hurricane Delta** - 2020 (1 Activation in Texas);

Hurricane Sally- 2020 (10 Activations in Alabama & Florida); **Hurricane Laura** - 2020 (8 Activations in Louisiana)

Tornado & Special Project- 2019 (2 Activations in Texas; **Tropical Storm Imelda** - 2019 (1 Activation in Montgomery Co, TX)

Hurricane Dorian - 2019 (2 Activations in South Carolina)

Hurricane Michael-2018 (11 simultaneous activations throughout Florida and Georgia- Projected 12,000,000 CY of debris removed, Florida DEP- 115,000 CY of Waterway debris removed); Hurricane Florence - 2018 (26 simultaneous activations throughout North Carolina)

Senior Operations Planner

Hurricane Irma• 2017 (67 simultaneous activations throughout Florida, Florida DEP - 253,000 CY of Waterway debris removal throughout 8 counties within Florida); **Hurricane Harvey** - 2017 (26 simultaneous activations throughout Texas)

Hurricane Nate - 2017 (Single Activation for Sand Removal and Screening within Dauphin Island, AL)

Hattiesburg, MS. Tornado - 2017 (Single Activation for Disaster Debris Removal Services within Hattiesburg, MS)

Hurricane Matthew- 2016 (46 Simultaneous Activations for Disaster Debris Removal Services along the East Coast, Florida DEP - 78,000 CY of Waterway debris removal throughout 6 counties within Florida)

Hurricane Hermine - 2016 (Disaster Debris Removal Services in the Tallahassee and Leon County)

Senior Project Manager

Severe Storms (Ice, Flood & Tornadoes) 2014-2015-2016 Simultaneous activations per year

Ice Storms (Pax & Ulysses) Severe Storms (Flood & Tornadoes)- 2014 (Various Disaster Debris Cleanup for several Municipalities)

Hurricane Isaac - 2012 (9 Simultaneous Activations for Disaster Debris Removal Services along the Gulf Coast)

Hurricane Sandy- 2012 (Disaster Debris Removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey)

Hurricane Irene - 2011 (31 Simultaneous Activations for Disaster Debris Removal Services along the East Coast)

Joplin Tornado - 2011 (**USACE mission assigned contract Joplin, MO., DMS Site**)

Deep Horizon Oil Spill - 2010 (Senior Project Manager over the BP oil response for the entire state of Alabama)

Education & Certifications

- Bachelor of Science in Aerospace Engineering Auburn University 2007
- National Incident Management System ICS-100, 200, 300, 400, 241, 242, 632, 700, 702, 800, 810, 901 and 1900
- LEED AP (Leadership in Energy and Environmental Design Accredited Professional); HAZWOPER 40 Hour and 8 Hour refresher
- NASCLA Accredited (National Association of State Contractors Licensing); OSHA 30 and 10 Hour refresher
- General Contractor License (Commercial) Qualified Agent for the States of Alabama, Georgia, Louisiana, Mississippi, South Carolina & Virginia

Disaster Debris Management Experience & Responsibilities

CrowderGulf Disaster Recovery, Theodore AL

- Provide leadership, project management and asset coordination assistance for multi-state responses.
- Coordinate field assets and subcontractor resources, supervise and manage several hauling crews until the final clean-up and work is completed.
- Logistics of equipment in place, directing and planning hundreds of employees throughout the complete operation.
- Expert knowledge and leadership in the field to complete assignments on or ahead of schedule.
- Environmental Protection of waterway debris removal projects.

Director of Field Operations

2018-Present

2023 Hurricane Idalia - 4 Activations in FL and GA & **Misc. Storms & Tornado's** - 11 Activations in AR, FL, NC, TX & VA
2022 Hurricane Nicole - 3 Activations in FL, **Hurricane Ian** - 35 Activations in FL & **Misc. Storms & Tornado's** - 5 Activations in FL, LS & SC
2021 Hurricane Nicholas - 7 Activations in TX) & **Hurricane Ida** - 4 Activations in LA & MS
2021 Tornado's - 2 Activations in KY & **LA Flooding** - 11 Activations in AL, FL LA, NJ, TX & VA
2020 Hurricane Zeta - MS, **Hurricane Delta** - LA; **Hurricane Sally** - AL & FL and **Hurricane Laura** - LA
2019 Hurricane Dorian - SC; **Tropical Storm Imelda** - TX & **Tornados** - TX & TN
2018 Hurricane Michael - FL

Senior Project Manager

2012-2017

2018 Hurricane Florence - NC & SC
2017 Hurricane Irma - FL & **Hurricane Harvey** - Texas
2016 Hurricane Matthew - Hilton Head Island, SC
2015 City of Friendswood, TX - Tornado Debris removal and disposal
2015 South Carolina DOT - Storms and Flooding Removal and Disposal
2015 Limestone County, AL - Flooding Waterway Debris Removal
2015 City of Corpus Christi, TX - Vegetative Removal and Disposal
2015 City of Raleigh, NC - Ice Storm Debris Removal
2015 City of Raleigh, NC - Ice Storm Debris Removal
2014 AL Department of Transportation - Drift Waterway Removal in Styx River
2014 Blount County, AL - Debris Removal and Waterway Removal
2013-2014 Hurricane Sandy Water Way Debris Removal

- Description: Marine debris removal operation for the New Jersey Department of Environmental Protection, as a result of Hurricane Sandy. Manager over five different debris zones which produced over 100,000 cubic yards of debris and 400,000 cubic yards of sand/silt dredged from the impacted waters. The project also included sonar and survey of 56,000 acres of bays, streams, and rivers

2013 Baldwin County, AL

- Dredging of Little Lagoon Pass in Gulf Shores, AL on an as needed basis for Alabama Department of Transportation (ALDOT)

2011 Hurricane Irene Recovery, North Carolina & Virginia - 1 Debris removal and reduction after Hurricane Irene

- Edgecombe County, NC, City of Rocky Mount, NC & Town of Williamston, NC

2011 Tornado Recovery, Walker County, AL - Debris removal and reduction after tornado

- USACE mission assigned contract CrowderGulf Prime sub for Phillips & Jordan

Project Manager

2009-2012

2010 BP Deep Horizon Oil Spill Recovery Response, Gulf Waters & Beaches, AL, FL, MS -
Oil Spill Response & Recovery, providing management, equipment, materials and personnel to recover, maintain and reclaim gulf coast beach areas

- BP Oil Exploration & Production / O'Brien's Response Management for Orange Beach, AL, Baldwin County, AL & Dauphin Island, AL

Field Supervisor

2004-2008

2008 Hurricane Ike Recovery, Texas, Alabama - Debris removal, reduction and disposal after Hurricane Ike

- City of Alvin, TX, City of League City, TX, City of Pearland, TX & City of Texas City, TX
- Galveston County, TX & Texas General Land Office

2006 Flood Recovery, New York - Debris removal, reduction and disposal after flooding from storms

- Union Concrete Constructors, Erie & Genessee Counties, NY

2005 Hurricane Wilma Recovery - Debris removal, reduction and disposal after Hurricane Wilma

- City of Pembroke Pines, FL, City of West Palm Beach, F, City of Wilton Manors, FL

2005 Hurricane Katrina Recovery - Debris removal, reduction and disposal after Hurricane Katrina

- Baldwin County, AL, , City of Daphne, AL & City of Gulf Shores, AL,
- Harrison County, MS, City of Biloxi, MS, Jackson County, MS & City of Pascagoula, MS
- City of Pembroke Pines, FL

2005 Hurricane Dennis Recovery - Debris removal, reduction and disposal after Hurricane Dennis

- Baldwin County, AL

2004 Hurricane Ivan Recovery - Debris removal, reduction and disposal after Hurricane Ivan

- State of AL Dept of Conservation & Natural Resources, Baldwin County, AL & City of Daphne, AL

Education

- CPR, First Aid, 40 hour HAZWOPER, Refresher in 20 Hour OSAL Construction & NIMS Trained.
- Attended University of South Alabama

Areas of Expertise

Disaster Recovery Debris Operations; Logistics Coordination and Strategic Planning; Project Manager and Supervisor with 20 years in facilitating, organizing, and completing projects of varying scale and scope of work. Unique disaster recovery experience that spans the entire United States across a comprehensive spectrum of event type, scope, complexity, and severity.

Disaster Debris Management Experience

CrowderGulf – Mobile, AL, National Director for Response and Recovery, (January 2024 – Present)

- Expanding CrowderGulf opportunities across the Federal markets
- Establishing and fostering nationwide strategic teaming partnerships
- Look for new opportunities for future work and expanding markets and perform business models for expanding and growth of current company.
- Perform technical writing used in RFP responses, contract negotiations, cost estimating, scheduling, resourcing, and client presentations.
- Identify future actions to improve Debris response nationwide and ensure that issues/lessons learned are incorporated into the after-action program, which includes training, exercises, and workshops.

Additional Experience

U.S. Army Corps of Engineers, Mississippi Valley Division - USACE National Debris Program Manager, Debris Subject Matter Expert (7/31/2022 – 1/12/2024)

- Managed all FEMA mission assigned Debris activities to the DoD/USACE briefing and providing information to the HQ USACE UOC and General Staff - G3, DCO and ESF 3 Permanent Cadre Lead – appraised of program execution, progress toward goals, response and recovery operations and issues; served as the primary point of contact for HQUSACE UOC for all manners of Debris mission activation and deployment recommendations, to be prepared for potential debris missions. I assured effective coordination of assigned responsibilities of the Debris Program with other elements of the USACE, DHS, FEMA and other Federal agencies and partners, states, territories, tribal / local agencies, and the private sector.
- Ensured that all seven (7) of the ESF #3 Debris Planning and Response teams were fully staffed, trained, and maintaining readiness to respond to an incident of national significance in support of the Department of Homeland Security's Federal Emergency Management Agency within the United States or its territories, overseeing over 40 USACE employees as Debris Subject Matter Experts (SMEs) and Debris Specialist who stood ready to provide technical assistance to local, tribal, and state governmental agencies and guidance to the USACE Debris Teams and response missions Commanders. In the position I also served as USACE's lead debris representative on the internal and interagency working group for Debris Management coordinating division of responsibilities between traditional and Contaminated Debris Management (CDM) operations.
- Led and directed the development, staffing and training of the seven (7) USACE Debris Planning and Response Teams (PRTs). I have fully implemented the Mobile Training Team (MTT) concept, in lieu of resident training of all PRTs which provided team training to more PRT members. This provided more trained and ready personnel to the teams so there would be a much greater opportunity of success during missions. I prepare the PRTs to support traditional debris operations and ensuring successful execution of specialty debris streams such as but not limited to Freon removal from white goods, small engines, electronic waste, ammunition, and asbestos. I also develop and maintain position descriptions for all PRT members, solicit and evaluate nominations for PRT members, and coordinate training curriculum development, scheduling of training and training funds management.
- As part of the National Debris Program's support to the USACE ESF #3 missions I was also in charge of maintaining the Debris SME cadre, by recruiting and developing personnel. I am responsible for leading this team, developing, and maintaining procedures used for the USACE Debris SOP, Field Operating Guides (FOG), Debris PRT Training, Debris Quality Assurance Training, EMCIP and the National Debris Program Management Plan. Through this effort we have incorporated lessons learned and best practices into our guiding documents.
- Led the USACE Advanced Contract Initiative (ACI) and served as COR, which has contract capacities that are more than \$5 billion, working with contracting leadership to formulate ACI strategies, scopes of work and procurement processes.
- While Deployed as Debris SME (Type 1) following Disasters, I work in the Joint Field Office (JFO) with FEMA, Federal, State, and local agency leadership. I provide lifecycle mission management of Emergency Support Function #3 support during National Response Framework disaster operations from initial request for assistance to mission closeout. Although only deployed as a Debris SME, I have assisted with other mission sets and performed duties like an ESF#3 Assistant Team Leader/ Team Leader. These duties include: Blue Roof, Power, Housing, Infrastructure Assessment, PL 84-99, USAR etc

U.S. Army Corps of Engineers, Mobile District, Civil Engineer, Disaster Program Manager, Mobile, AL (10/11/2009 – 07/16/2011; 05/07/2012 – 7/30/2022)

- More than two decades of specialized experience in natural disaster response and recovery. I am well-versed in Public Law (PL) 84-99, PL 93-288, Army Regulation (AR) 500-60, and routinely coordinate with FEMA, other Federal Agencies, and State Agencies. I recruit, coordinate, and manage the District's National Debris Planning and Response Team (PRT) as well as the Deployable Tactical Operation System (DTOS) PRT and CTCOC. I developed, updated, and coordinated operations plans, SOPs, readiness plans, field office guides, Emergency Support Function #3 (ESF #3) Field Guide input, AARs and SOPs; budgetary and reporting responsibilities of all Flood Control & Coastal Emergencies (FC&CE) funds, FEMA Mission Assignments, and natural disaster emergency expenditures; developed exercises, contingency training, and readiness programs; served as the District POC.
- I was responsible for the preparation of CESAM All Hazards disaster related programs, directives, detailed plans, and preparedness measures including the Federal Response Plan for major or catastrophic Disaster and Emergency Support Function Number 3 - Public Works and Engineering (ESF#3). I reviewed and approved the District staff's plan ensuring CESAM operational readiness. More than 35 deployments in various roles and positions, including as the Recovery Field Office Chief of Staff, Recovery Field Office Chief of Emergency Management, Debris Resident Engineer, Mission Manager, Action Officer, and Type 1 Debris Subject Matter Expert (SME) to lead emergency response efforts. I have also deployed as an ESF #3 Assistant Team Leader (ATL) at multiple nodes, including the National Response Coordination Center (NRCC), Regional Response Coordination Center (RRCC), Joint Field Office (JFO), Area Field Office (AFO) and numerous State Emergency Operations Centers (EOCs).
- Performed disaster planning, preparedness, response, recovery role, supporting the National Debris Program Manager with After Action Reviews and supporting the Emergency Management Corrective Improvement Program (EMCIP). The EMCIP program is used to identify future actions to improve debris response nationwide and ensure that issues/lessons learned are incorporated into the EMCIP cycle. I have served with the Independent Assistance and Assessment (IAA) Teams to review Debris operations, helping determine actions that require improvements relative to debris removal/disposal missions for implementation into EMCIP and the Debris SOP.
- Served as the Mobile District rep for the development of the New Madrid Earthquake Operations Plan, and I am a technical and Subject Matter Expert for the USACE Debris Advanced Contract Initiative (ACI) Single Award Task Order Contract (SATOC) and Multiple Award Task Order Contracts (MATOC). I currently serve as the Contracting Officer's Representative (COR) on numerous contract actions and task orders. Also, I have served on the last (2) Source Selection Evaluation Boards (SSEB) for the USACE Advanced Contract Initiative (ACI) and serve as COR, which has contract capacities that are more than \$5 billion.

U.S. Army Corps of Engineers (07/17/2011- 05/06/2012) - Civil Engineer, Supervisory Emergency Program Manager

U.S. Army Corps of Engineers (02/04/2007- 10/10/2009) - Supervisory Civil Engineer

U.S. Army Corps of Engineers (05/13/2003 - 02/03/2007) - Civil Engineer

Education

University of South Alabama (08/24/1998 - 05/12/2003), Mobile, Alabama / Degree: Bachelor of Science - Major: Civil Engineering

Awards and Recognition

- Debris Subject Matter Expert (SME) (2005 – 2024)
- ESF #3 Assistant Team Leader (ATL)
- The Army Engineer Association Bronze Order of the De Fleury Medal
- Civilian Superior Service Medal-5 yrs; Civilian Award for Humanitarian Svc
- Superior Civilian Service Award; Achievement Medal for Civilian Service; Commanders Award for Civilian Service
- South Atlantic Division Emergency Manager and Responder of the Year

Areas of Expertise

DISASTER RESPONSE DEBRIS OPERATIONS; DOCUMENTATION SPECIALIST; QUALITY CONTROL/QUALITY ASSURANCE DIRECTOR; TRAINING; EMERGENCY PLANNING/MANAGEMENT; PROGRAM RESEARCH AND EVALUATION, TECHNICAL PROPOSAL WRITING

Relevant Qualifications

- Twenty+ years of experience in disaster recovery and disaster training projects. (1996; 2003-Present)
- Serves as mentor and assists in proposal writing and editing in response to RFPs (2020-Present)
- Director of QC/QA documentation/data team for all field operations tasks. (2016-2018)
- Designed and developed debris management training for CrowderGulf customers with pre-event contracts (2004-2012).
- Developed, coordinated and/or conducted training sessions for clients in Florida, Texas, North Carolina, South Carolina, Maryland, Virginia, and Louisiana (2004-2012).
- Designed and developed CrowderGulf Project Managers' Training Manual in 2004 and provided yearly updates (2005-2020).
- Coordinated the set up and staff hiring and training for Debris Management Field Offices in five states (2004-2008).
- Managed documentation flow for CrowderGulf's disaster debris projects (2004-2017).
- Conducted evaluation research after project completion (2004-2021).
- Managed all documentation for and coordination of all Change Orders for two contracts with the Texas General Land Office (GLO), Sand and Beach Contract (2009); Marine Debris Contract (2009-2010).
- Assisted various clients with follow-up documentation for FEMA audits (2006-2017)
- Managed the technical proposal writing team for all pre-event Request for Proposals (2009-2012)

Disaster Debris Management Experience

Documentation Director 2003–Present

Hurricanes Sally & Zeta (2020)

- Assisted clients that self-monitored with FEMA required documentation

Hurricanes Florence & Michael (2018)

- Director of QC/QA team for field operations documentation for Hurricane Florence (20 contracts) and Hurricane Michael (10 contracts)

Hurricane Irma (2017)

- Documentation Director for 61 simultaneous activations throughout Florida. Oversaw DAO Office for reconciliation and final closeout on all projects.

Hurricane Harvey (2017)

- Documentation Director for 26 simultaneous activations throughout Texas. Oversaw DAO Office for reconciliation and final closeout on all projects. Point of Contact for fielding questions from Monitoring Firms and Clients regarding documentation, tickets, and invoicing.

Hurricane Matthew, (October 2016-2017)

- Provided Technical Assistance and managed overall documentation process for 46 simultaneous activations throughout east coast.

Hurricane Hermine, (2016)

- Provided Technical Assistance and managed overall documentation process for 2 activations.

Severe Storms (Flooding & Tornadoes) (2015-2016)

- Provided Technical Assistance and managed overall documentation process for 14/15 simultaneous activations per year.

Ice Storm Pax (February 2014)

- Provided Technical Assistance & managed overall documentation process for debris removal operations for Dorchester and Berkeley County, SC.

Hurricane Sandy (October 2012)

- Disaster Debris Removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey

Fort Lauderdale FEMA Audit (2010-2012)

- Technical Assistance with FEMA Audit for 2004-2005

Hurricane Irene (August 2011-October 2011)

- Managed overall documentation and reconciliation process for 21 contracts in North Carolina, four (4) municipalities in Virginia, four (4) contracts with the North Carolina Department of Transportation for the removal of debris on roadways in thirteen North Carolina Counties. Hurricane Ike (2008-2009)
- Served as the Field Office Operations Manager & Coordinator for Debris Contracts in Texas. Set up three onsite offices in Texas and trained personnel.
- Managed documentation and data management and assisted customers throughout entire operation to ensure FEMA compliance.

Hurricane Rita, Calcasieu Parish, LA (2005)

- Field Office Operations Manager for a large debris project in Calcasieu Parish, LA, during the 2005 Hurricane season.

Hurricane Charley Debris Projects (2004)

- Field Office Operations Manager for a large debris project in Polk County, FL, during the 2004 Hurricane season.

Hurricane Isabel Debris Projects (2003)

- Worked with clients to reconcile ticket data and invoice, during 2003 Hurricane Season.

Hurricane Fran Project (1996)

- Data entry, reconciling and invoicing with town of Wilson, NC.

Additional Experience and Skills

- Intelligent Designs Systems Incorporated, - Program Evaluator, August 2000–November 2003
- University of South Alabama, Mobile, AL - Instructor, Special Education Department 1994-2000
- Mobile County Public School System - Consulting Teacher 1989-1994, Teacher of students with disabilities 1970-1989

Education

- National Incident Management System (NIMS) Certified, ICS-100, 200, 700, 800
- Ph.D., Instructional Design and Development, University of South Alabama, 1998
- AA Certification, Learning Disabilities, University of South Alabama, 1980
- Masters, Mental Retardation, University of South Alabama, 1977
- Bachelor of Science, Elementary Education, Auburn University, 1967

Experience**CrowderGulf, Emergency Management and Training Specialist**

May 2006–Present

- Hurricane Idalia, Tornado's & Storms (2023)
- Hurricanes Ian & Nicole, Tornado's & Storms (2022)
- Hurricanes Ida & Nicholas, Tornado's & Floods (2021)
- Hurricanes Laura, Sally, Delta & Zeta (2020)
- Hurricane Dorian, Tropical Storm Imelda & Tornado's (2019)
- Hurricane Florence (2018)
Regional Manager for all Counties and Cities of Florence Activations throughout North Carolina & South Carolina
- Hurricane Irma (2017)
Regional Manager for 61 simultaneous activations throughout Florida
- Hurricane Harvey (2017)
Senior Project Manager for 26 simultaneous activations throughout Texas
- Hurricane Matthew (October 2016-2017)
Senior Project Manager for 46 simultaneous activations throughout east coast
- Hurricane Hermine (2016)
Senior Project Manager for the City of Tallahassee and Leon County, FL
- Severe Storms (Flooding & Tornados) (2015-2016)
Senior Project Manager for for 14/15 simultaneous activations per year
- Ice Storm Pax (February 2014 – May 2014)
Served as Senior Project Manager for Dorechester County and Berkeley County, South Carolina
- Disaster Debris Removal - Vegetative Debris, Leaners and Hangers, Grinding Operations and Disposal
- Hurricane Sandy (October 2012-December 2013)
Disaster Debris Removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey
- Hurricane Isaac (August 2012)
Served as the Project Manager for all four activations due to Hurricane Isaac in Mississippi
- Hurricane Irene (August 2011 – October 2011)
Served as the Senior Project Manager for all 21 activations due to Hurricane Irene in North Carolina
- Hurricane Ike (September 2008–November 2009)
This contract called for the management, surveying, collection, reduction, and disposal of debris in the aftermath of Hurricane Ike in 2008
 - Senior Project Manager for Hurricane Ike in Texas for Galveston County debris recovery work including all of Bolivar Peninsula
 - Project Manager for Wildlife and Fisheries contract for waterway cleanup in Texas cities
 - Project Manager for Texas General Land Office (GLO) Contract for Beach Restoration on Bolivar and other Galveston County Beaches
 - Managed Debris operations during the recovery from the storm
 - Performed duties as senior quality control and safety coordinator for debris operations
 - Served as a trainer for company field supervisor, counties personnel and subcontractors

Internal Training for CrowderGulf

- Debris Management Operations Trainer for CrowderGulf clients in Florida, NC, SC and Virginia
- Served as a consultant on Debris Management Plan development for CrowderGulf clients in Florida, South Carolina and Maryland in 2006 through 2009

Lee County, Florida Emergency Management, Fort Myers, FL*Chief of Operations*

2001–2006

Chief of Planning

2000–2001

- Responsible for daily operations of the Emergency Operations Center and multi-agency emergency coordination in response to storms, fires, hazardous materials releases and police emergencies.
- Some major activities during period include the response to Tropical Storm Gabrielle 2001, Natural Gas pipeline rupture 2003, Hurricane Charley 2004 (Landfall in Lee County), Hurricane Ivan 2004, Hurricane Katrina 2005, Hurricane Wilma 2005
- Responsible for the County Emergency Management Plan (CEMP), the public outreach program for Emergency Management and preparation of the daily Incident Action Plan during emergency activations of the Emergency Operations Center.
- Major activities during this period included County Brush Fires in 2000, the Spring Floods of 2001, and the County Response to Terrorist Threat from 9-11 attack

United State Army (Colonel, Retired)

1968 – 1998

- Served in multiple command and staff positions through the grade of Colonel

Raymond “Buddy” Young

Senior Director

Professional Overview

Buddy Young is one of the most knowledgeable people working in the debris management business with firsthand experience in managing major disasters. He served as Regional Director of FEMA Region VI from 1993 – 2001. While in that position, under FEMA Director James Lee Witt, he was Chief Administrator for 133 federally declared disasters and emergencies. He is nationally known and well-respected in the Emergency Management community. As the Director of Debris Operations for CrowderGulf, he has provided management and technical assistance to local and county governments after all major hurricane disasters in the Southeast since 2003. He has served as Senior Project Manager in the field after all major hurricanes since joining CrowderGulf. He has managed all types of debris removal, reduction and disposal operations and special projects such as demolition and marine debris removal. His expertise in emergency management, and especially disaster debris removal, is utilized to provide preparedness training and advise CrowderGulf pre-event clients throughout the year. He has also worked with the Texas A & M Engineering Extension Program as an adjunct instructor to conduct full-scale exercises with local and state agencies in response to incidents of terrorism and natural disasters. He is a current member of the Board of Directors for Disaster Recovery Contractors Association (DRCA) and he is NIMS certified.

Experience

CrowderGulf, LLC

2003-Present

- Hurricane Idalia, Tornado's & Storms (2023)
- Hurricanes Ian & Nicole, Tornado's & Storms (2022)
- Hurricanes Ida & Nicholas, Tornado's & Floods (2021)
- Hurricanes Laura, Sally, Delta & Zeta (2020)
- Hurricane Dorian, TS Imelda & Tornado's (2019)
- Hurricanes Florence & Michael (2018)
- Hurricane Harvey (2017-2018)
- Hurricane Matthew (2016)
- Severe Winter Ice Storms, Flooding & Tornados (2015-2016)
- Hurricane Sandy (October 2012-Present)
- Hurricane Irene (August 2011-October 2011)
- Hurricane Ike (September 2008–2010)
- Hurricane Rita (2005-2006)
- Hurricanes Charley, Frances, Jeanne, and Ivan (2004-2005)

Texas A&M Engineering Extension Program, College Station, Texas Adjunct Instructor

2001-2004

FEMA, Region VI Regional Director

1993–2001

Arkansas State Police, Little Rock, Arkansas Director of Security for State

1983-1993

Training

From 2004-2012, provided yearly training for city and county municipalities that have CrowderGulf pre-event debris management contracts in place. Yearly debris management training sessions include municipalities in Florida, North Carolina, South Carolina, Virginia, and Texas. A detailed list of sessions can be provided upon request.

Certifications and Training

- National Incident Management System, IS-100, 200, 700, 800
- Principles of Emergency Management, IS-230
- Leadership and Influence, IS-240
- Decision Making and Problem Solving, IS-241
- Effective Communications, IS-242
- Introduction to the Public Assistance Process, IS-630
- Introduction to Debris Operation and FEMA Public Assistance Program, IS-632
- EOC Management and Operations, G-275
- Disaster Response and Recovery Operation, G-385
- Rapid Response Team Orientation, G-635

Education

Graduate of Keeler Polygraph Institute, Chicago, IL, 1976 / Graduate of National FBI Academy, Quantico, VA, 1972

Graduate of Arkansas State Police Academy, Camden, AR, 1968

Approximately 100 hours of Coursework in Criminal Justice at the following:

- Certificate of Public Administration, University of Arkansas, Little Rock, AR, 1976 / Arkansas State University, Jonesboro, AR, 1973
- University of Virginia, Richmond, VA, 1972 / Arkansas Tech, Russellville, AR, 1962-1963
- University of Arkansas, Fayetteville, AR, 1968

Experience

CrowderGulf

Technical Assistance Manager and FEMA Specialist

2012-Present

Mr. Jones has over 28 years working for the Federal Emergency Management Agency (FEMA). He provides direct oversight and implementation of response and recovery operations for presidentially declared disasters across the regions. He was designated Federal Coordinating Officer for Hurricanes Katrina, Rita and Georges and provided executive leadership to over 300 federally declared disasters.

Federal Emergency Management Agency – Region 6

Deputy Regional Director

1994-December 31, 2011

Served as Deputy Regional Director for 17 years of the 28 years with FEMA Region 6. During those 17 years as Deputy, also served as Acting Regional Director for 4 of those 17 years. Responsible for administration of emergency management programs in the FEMA Region 6 states of Arkansas, Louisiana, New Mexico, Oklahoma, and Texas. Also, responsible for oversight and implementation of response and recovery operations for presidentially declared disasters in the five-state region.

Federal Emergency Management Agency – Region 6

Technological Hazards Branch Chief

1983-1994

Joined FEMA Region 6 in 1983 and served as a Branch Chief managing several Technological Hazards Branch programs to include Radiological Emergency Management Preparedness, Radiological Defense, Hazardous Materials, Earthquake Preparedness, Hurricane Preparedness, Dam Safety and the Chemical Stockpile Emergency Preparedness programs.

US Public Health Service

Physician Recruitment Coordinator

1977-1983

Responsible for recruiting doctors, dentists and nurse practitioners for rural communities in Arkansas that were federally designated as medically underserved.

Director, Arkansas Emergency Medical Services Program

Arkansas Department of Health

1974-1977

Responsible for administration and implementation of state-wide regulations for Ambulance Services and training certification of EMTs and Paramedics.

Other Leadership Roles

Served as designated **Federal Coordinating Officer** for **Hurricane Katrina, Rita and Georges**. Provided executive leadership to over 300 federally declared disasters including **Hurricane Andrew, Oklahoma City bombing, Columbia Space Shuttle and Tropical Storm Allison**.

Education

Master's Degree in Public Health Administration

Tulane University

Bachelor's Degree in Education

University of Arkansas

NIMS Certified

Areas of Expertise

Disaster Recovery Specialist with a demonstrated ability to participate in maintaining client satisfaction with high levels of confidence and multifaceted guidance. Seasoned in Mid-to-large scale operational project management along with a strong background in planning, training, reporting, and FEMA Public Assistance Program technical assistance.

Qualifications

- 25+ years' experience in disaster recovery, project management, debris management, and the Public Assistance Program
- Working knowledge of all disaster recovery areas with a comprehensive understanding of key functional processes, resources and government guidelines, with an emphasis on resolution of program issues for all categories of work outlined in the FEMA Public Assistance Program
- Seasoned in disaster recovery contracting throughout the country using acquired knowledge of various federal agency disaster recovery programs along with the programmatic rules and regulations governing their implementation (FEMA, HUD, USACE, EPA and OFA's)
- Thorough understanding of current disaster recovery planning techniques and technologies as well as the methods used in performing risk and impact analysis - Facilitate training seminars for various levels of federal, state, and local governments
- Administer recovery planning and technical services associated with all categories of the FEMA Public Assistance Program, 44 CFR, and the Robert T. Stafford Act - Identify points of vulnerability and recommend appropriate recovery strategies
- Demonstrated ability to plan, organize and direct the testing of emergency response, recovery support and area business resumption procedures - Liaison between community, contractors, monitoring firms, federal, state and local officials

Disaster Debris Management Experience and Responsibilities

- Provide positive results in project execution as well as delivering work profitably for federal, state, and local agencies
- Identify points of vulnerability and recommend debris management and reduction strategies
- Coordinate the efforts of teams and team members in the development of recovery procedures
- Analyze environmental and equipment configurations for critical resources and recommend cost efficient backup capabilities
- Assure documentation required for recovery are identified and properly maintained
- Parallel the efforts of teams and team members in different functional areas in the development of procedures in a disaster situation
- Maintain FEMA and other governmental standards and procedures for disaster recovery documentation
- **Southeastern Regional Manager with CrowderGulf**
 - 2023 – Hurricane Idalia & Misc. Winter Storms & Tornado's – Supervised 15 Contracts in AR, FL, GA, NC, TX & VA – Almost 2, Mill. CYs.
 - 2022 – Hurricane's Ian and Nicole – Supervised 34 contract activations throughout Florida – Over 13 Mill. CYs of debris removal/disposal
 - 2020 – Hurricane's Sally and Zeta (Okaloosa County, FL / Harrison County, MS)
 - 2019 - Hurricane Dorian, Tropical Storm Imelda, St. Pete Red Tide, and Midwestern Tornadoes
 - 2018 - Hurricane Michael – Supervised 11 contract activations throughout the FL Panhandle – Over 12 Mill. CYs of debris removal/disposal
- **Project Manager/Senior Project Manager with CrowderGulf**
 - 2018 - Red Tide Projects - Collier County, Fort Myers Beach, Sanibel, Lee County and Sarasota County
 - 2017- 2018 - Hurricane Irma: Supervised 64 contract activations throughout Florida
 - 2016 - 2017 - Hurricane Matthew: Flagler County and the Cities of Bunnell, Flagler Beach, and Palm Coast, FL
- **Other Debris Management Experience**
 - 2008 - 2010 - Commonwealth of Kentucky (KYTC) Ice Storms: Ballard, Christian, Grayson, Hart and Logan, Counties, KY
 - 2007 - 2008 - Buffalo, NY Ice Storm: Erie County, NY
 - 2005 - 2006 - Hurricane Katrina and Wilma: USACE (LA and MS) and FL
 - 2004 - Hurricane Charley, Frances, Ivan and Jean: FL
 - 2003 - Hurricane Isabel / Ice Storm: NC and SC
 - 2002 - Hurricane Lily: LA
 - 2001 - Tropical Storm Gabriele: FL
 - 2000 - Tropical Storm Helene and Leslie: FL
 - 1999 - 2000 - Hurricane Floyd: NC
 - 1999 - Oklahoma F5 Tornado: OK

Education & Additional Experience / Skills

- **University of Florida** - Gainesville, Florida - Bachelor of Science Degree in Public Relations-1996
- OSHA/MOT
- NIMS (National Incident Management System) 100 / 200
- Debris Management (G202)
- IS – 00100, 00200, 00700, and 00800
- Post Hurricane Reconstruction

Areas of Expertise

Disaster Recovery Debris Operations; with operational expertise through all phases of disaster response across a broad spectrum of severe-weather events, specializing in developing dynamic response protocols for catastrophic events requiring concurrent specialized scopes, and conducting multiple simultaneous large-scale debris removal operations while setting new industry standards for efficiency and maximizing overall client satisfaction. Contract Management; Client Relations and Strategic Planning; Advisory and Support; Senior Project Manager with 10+ years of experience in facilitating, organizing, and completing projects of varying scale and scope of work, utilizing a dynamic management style to provide exceptional operational oversight across multiple simultaneous contract activations, while coordinating administrative needs and mitigating challenges through clear communication and solutions-driven innovation. Possesses a B.A. from Florida Atlantic University with expertise in the logistical planning of operational profiles, with an emphasis on large-scale events, practical application of innovative solutions in austere environments, and technological application of project management across multiple disciplines.

Disaster Debris Management Experience

CrowderGulf – Mobile, Alabama

Regional Manager, September 2017 – Present

Hurricane Ian – Category 5 (2022 - Current), Regional Manager, Lee County, Florida

- Managed assets, resources, and personnel to develop the necessary logistics for equipment and debris trucks to safely, efficiently, and effectively clear effected areas of the unprecedented hazards generated by Hurricane Ian, resulting in over **6.3 million cubic yards** of debris removed from the rights of way (ROW) throughout unincorporated Lee County.
- Mitigated the challenges of a large-scale disaster while employing innovative support and leadership to provide direct oversight to recovery operations for the Lee County Board of County Commissioners and Lee County Solid Waste Department, while providing additional operational oversight for the broader CrowderGulf effort at ground zero.
- Staged in the *Lee County Emergency Operations Center (EOC)* prior to Ian's landfall, establishing streamlined communication with local, state, and federal officials across various departments and agencies to identify immediate needs; assisting numerous governmental and private sector entities charged with disaster response in the immediate aftermath post-event.
- Utilized a hands-on management style and a comprehensive, proactive project approach to develop and implement an industry-evolving response to a historic event with catastrophic levels of devastation, and successfully led an unprecedented team of management staff, subcontractors, and response personnel through all scopes and phases of the recovery effort.
- Maintained a direct advisory and support function, clearly communicating administrative needs and operational updates to State, County and Municipal leaders, fostering transparent, objective, decision-making and further integration of the administrative and operational components of disaster response.
- Managed multiple debris removal scopes concurrently on an unprecedented scale, providing direct oversight to operations at ground zero in Lee County while filling an advisory role in ongoing Ian operations statewide.
- Key member of the CrowderGulf senior management team responsible for an over **10 million cubic yard** ground zero response in Southwest Florida, and an overall **18+ million cubic yard** statewide debris removal effort.

Hurricane Laura – Category 4 (2020 - 2021), Senior Project Manager, Calcasieu Parish, Louisiana

- Acted as Senior Project Manager, directing a management team that provided the oversight for the successful removal of nearly **7 million cubic yards** of debris from rights of way (ROW) throughout unincorporated Calcasieu Parish.
- Integrated additional responsibilities seamlessly, using hands-on management and streamlined project approach to provide oversight across multiple large-scale scopes of work.
- Coordinated with all levels of state and local government to mitigate operational and administrative challenges, furthering enhancing logistics, efficiency, and the overall quality of service.
- Provided additional oversight for operations throughout the Parish, including multiple municipal contracts, and was a key contributor to the senior management team responsible for removing over **12 million cubic yards** throughout the incorporated and unincorporated areas of Calcasieu Parish.

Hurricane Michael – Category 5 (2018 - 2019), Project Manager, Jackson County, Florida

- Mitigated and overcame numerous challenges associated with the unique environment of the Florida panhandle and the sheer scale of the event across all phases of the project timeline.
- Provided direct oversight to hundreds of assets and personnel; providing the logistics that resulted in nearly **3 million cubic yards** of debris being removed and disposed of in Jackson County alone.
- Coordinated directly with State and County officials to mitigate administrative challenges, providing streamlined logistics for more efficient debris removal operations.
- Coordinated with Jackson County and the *Florida Department of Transportation (FDOT)* to broaden project scope and provide additional services vital to maintaining public safety.

Hurricane Irma – Category 4 (2017), Project Manager, Southeast Florida

- Successfully managed debris removal operations for the Town of Jupiter, The Village of Palm Springs, the City of Stuart, and the City of Vero Beach.
- Communicated with city and town officials in various departments on their immediate needs; ensuring that the work was done thoroughly and to their satisfaction.
- Provided direct oversight to multiple South Florida area activations, while filling and advisory and planning role for operations along the entire East Coast of Florida, effectively augmenting CrowderGulf's **10+ million cubic yard** statewide recovery effort.

Additional Notable Activations:

- Red Tide Debris Removal – Fish Kill (2021), Senior Project Manager, St. Petersburg, Florida**
- Lee County Tornado – EF2 (2022), Senior Project Manager, Fort Myers, Florida**
- FDOT Debris Removal Program, Hurricane Idalia (2023), Regional Manager, Levy County, Florida**

Education

Florida Atlantic University, Boca Raton, FL

Bachelor of Arts, College of Inquiry and Social Design, December 2011; Honors: Cum Laude (GPA: 3.5/4.0)

Additional Skills/Certifications

- OSHA 30 Hour Construction Safety and Health
- FEMA IS Certifications: IS-100.C, IS-200.C, IS-230.E, IS-240.C, IS-241.C, IS-700.B, IS-800.D

Executive Summary

Results oriented senior level leader/manager/consultant with extensive experience at the highest level of Government Emergency Management Programs, Federal Emergency Management Agency, Homeland Security, State Government in addition to military and political strategy experience and the Private Sector. Bill's experience in government at multiple levels paired with his military leadership experience and political savvy presents a unique skill set to think critically on strategic development and successful execution. This perspective has led to multiple successful leadership roles at the strategic level for Federal and State Government during all hazard disasters, domestic military support to civil authorities and in recovery with over 30 years of executive success and progressive responsibility, leading organizations.

Professional Experience**CrowderGulf, LLC, Mobile, AL****Regional Director for the State of Louisiana**

April 2023- Present

- **2023 Hurricane Idalia, Misc. Ice Storms & Tornado's**
4 Activated Contracts in FL & GA; 11 Activated Contracts in AR, FL, NC, TX & VA

Ernst and Young, Daphne, AL

APR 2022-2023

Senior Manager, Executive Level Consultant and Subject Matter Expert and Professional Management and Consulting Services

- Subject Matter Expert (SME) in Emergency Management for Military, State and Federal Levels of Emergency Management, Certified Emergency Manager (CEM). Intergovernmental Affairs involved in Disaster Preparedness, Response, Recovery and Mitigation, to include Federal Programs for FEMA, HUD, USDA, USACOE, Dept. of Homeland Security and U.S. Armed Forces. Coordinate with federal agencies and State Government efforts in support of federally declared disasters.
- Senior Policy and Programs Advisor regarding FEMA Disaster Preparedness, Response, Recovery and Mitigation programs. Provided the executive level advice regarding coordination of federal, state, tribal, and local assets and resources required to support the state governors and emergency managers for preparedness, prevention, response, recovery and mitigation for all-hazards. In addition serves as an expert witness on FEMA Policy and Programs. Provide expert input on proposals with outstanding writing skills.
- Serve as the principal advisor in coordinating the timely delivery of all federal disaster assistance; to support state and local governments and affected communities.

Plexos Group, Baton Rouge, LA

APR2018-APR2022

Senior Vice President Response & Recovery,

- Subject Matter Expert (SME) regarding Federal Programs, State and Federal Government Intergovernmental Affairs involved in Disaster Preparedness, Response, Recovery and Mitigation, to include Federal Grant Programs for FEMA, HUD, USDA, USACOE, Dept. of Homeland Security and U.S. Armed Forces.
- Coordinate with Government and non-profit efforts in support of federally declared disasters.
- Senior Policy and Programs Advisor regarding FEMA Disaster Preparedness, Response, Recovery and Mitigation programs. Provided the executive level advice regarding coordination of federal, state, tribal, and local assets and resources required to support the state governors and emergency managers for preparedness, prevention, response, recovery and mitigation for all-hazards.
- Serve as the principal staff advisor to clients in coordinating the timely delivery of all federal disaster assistance; to support state and local governments and affected communities.

Federal Emergency Management Agency/, Denton, TX

JUN2010-MAR2018

Federal Coordinating Officer, FEMA Region VI

- Presidentially appointed to twenty-five (25) federally declared disasters as a Federal Coordinating Officer (FCO) and accountable to the President of the United States and the FEMA Administrator.
- Coordinated federal efforts in support of declared disasters in nine different states.
- Provided the executive coordination of federal, state, tribal, and local assets and resources required to support the state governors and emergency managers for preparedness, prevention, response, recovery and mitigation for all-hazards.
- Served as the principal staff advisor to the FEMA Administrator in leading and coordinating the timely delivery of all federal disaster assistance; to support state and local governments and affected communities.
- Achieved the timely delivery of full disaster assistance, with a balance between sound management practices and pressure to satisfy stakeholders' interests.
- Appointed by the FEMA Administrator to serve as the Interim Louisiana Recovery Office Director from Nov 2012-May 2013 for Hurricanes Katrina and Rita.
- Appointed by the FEMA Region VI Regional Administrator to serve on a detail as the Response Division Director for Region VI, from Nov 2014-May 2015.

Education

- Emergency Management Institute Executive Academy, Emmetsburg MD, (Harvard Kennedy School of Government, Naval Post Graduate School, University of Hawaii, Texas A&M)
- University of Maryland, Adelphi, MD Masters of Science in Management, 2010
- Certified Emergency Manager (CEM) International Association of Emergency Managers
- USAF Air War College, 2008
- Louisiana State University, Baton Rouge, LA, B.A. Journalism 1982

Accomplishments

- DR 4277 LA, delivered over \$2.4 billion in aid after the Baton Rouge, Louisiana area floods of August 2016. This disaster ranks in the top ten in FEMA history for monetary damages. DR 4277 LA to include over \$750 million in public assistance to re-establish communities. In addition executed one of the largest housing programs (over 4000 manufactured housing units) to date in FEMA history. Over \$750 million in Individual Assistance. Instrumental in saving the Federal Government nearly \$30 million by ceasing operation of faulty tank and pump systems for fire suppression after quality control issues in manufactured housing units became evident.
- Provided over \$1 billion in aid to the State of Texas after the 2016 floods. DR 4266, 4269, 4272 TX, over 120 counties declared over a large geographical area. The area in comparison would stretch from New England to Indiana to Virginia. Adeptly able to manage unique political challenges between the City of Houston, Harris County, congressional delegations and the Governor's office, all with competing priorities for Recovery

Qualifications & Experience

- Regional Director (AL, MS & TX) 2023 - Present
- Project Manager CrowderGulf Debris Operations since 2011 - 2023
- Emergency Management Director & Incident Commander for 12 Presidential Disaster Declarations and one (1) incident of National significance
- Disaster Public Information Officer and Project Coordinator
- Certified Local Emergency Manager (CLEM - State of Alabama)
- Advanced Level Certification in Emergency Management (ALEM)
- NIMS 300 and 400 Level Instructor

Disaster Debris Management Experience and Responsibilities

CrowderGulf, LLC

Regional Director

March 2023 - Present

- Regional Director for Alabama, Mississippi and Texas. Daily support for outside Project Managers and the main office.
- 2023 Texas Ice Storms & Tornado's – 4 Activations in TX (Austin, Deer Park, Montgomery & Travis Counties)

Project Manager and Emergency Management Specialist

August 2011- 2022

- Project Manager and company representative for pre-event clients. Provide daily support for the Disaster Assistance Office in the form of accounts management. Performed technical writing and review of proposals for pre-event contracts. Assisted the company by attending pre-bid meetings participation in marketing presentations to perspective clients. Provided assistance to client on FEMA Public Assistance Program policy. Provided support to Regional Project Manager and served as government liaison to clients.
- 2022 Hurricane's Ian – Worked in FL doing Debris Clearing & Removal for 38 School & Support Facilities
- 2021 Hurricanes Nicholas & Ida – TX, MS and LA
- 2020 Hurricane Sally – City of Daphne, AL
- 2019 Tornado & Special Project – 2 Activations in TX
- 2019 Hurricane Dorian - 2 Activations SC
- 2018 Hurricane Michael – QC & Data Manager over 12,000,000cy of Debris Removal & Disposal in Panama City Beach, FL
- 2017 Hurricane Harvey – Project Manager and government liaison to Texas clients in League City
- 2016 Hurricane Matthew – Project Manager and government liaison to Georgia clients in Liberty County
- 2014 Ice Storm Pax
Emergency Management Specialist and Government Liaison to Berkeley County, SC. Provided information and assistance on debris related issues and assisted with compiling documentation for eligible reimbursement activities.
- 2011 Hurricane Irene
Emergency Management Specialist and Government Liaison to 6 Counties in NC. Provided information and assistance resolving debris related issues as it relates to FEMA 325 guidelines, Disaster Specific Policies and the Robert T. Stafford Disaster Relief Act. Assisted clients in compiling documentation for eligible reimbursement activities, provided debris management training and updates on policy changes. Worked with clients to Conduct After-Action Follow up meetings with staff regarding disaster specific policies and protocols.

Education

- Bachelor of Arts and Science Degree - Radford University, Radford, Virginia 1991

Training & Certifications

Provides yearly training for City and County Government employees that have CrowderGulf pre-event debris management contracts in place. Has conducted training and breakout sessions at the National Hurricane and the FL Governors Conferences. Member of the Hurricane Liaison Team.

Certifications and Training

- USACE Construction Quality Management
- National Incident Management System, IS-100, 200, 700, 800
- National Incident Management System 300 &400 - Instructor
- Certified/Licensed Emergency Manager (CLEM)
- Advanced Level Certification/Emergency Management (ALEM)
- CPR & Blood Pathogens

Professional Overview

Over 30 years of successful leadership and management experience with progressively increasing responsibility. A problem solver and innovative thinker who builds and leads winning teams to highly successful outcomes. A versatile leader with superb ability to bring ideas from conception to completion. Produces positive results regardless of the level of pressure. Flexible and adapts to change exceptionally well. Experienced in coaching, motivating, and mentoring others for success. Other key strengths in:

- Leadership and team building experience nationally and internationally.
- High standards of ethics and integrity with a flexible and adaptable approach.
- Highest regard for safe operations and risk management.
- Uniquely trained in planning, assembling, and managing experienced project teams at multi-site operations.
- Outstanding verbal, writing, and presentation skills.

Disaster Debris Management Experience and Responsibilities**CrowderGulf, LLC****2014-Present**

Eastern Regional Director responsible for Disaster Debris Removal - C&D and Vegetative Debris, Leaners and Hangers, Stumps, Grinding Operations and Disposal, White Goods, E-Waste and HHW

- **Hurricane Idalia, Tornado's & Storms** 2023
- **Hurricane's Ian & Nicole, Tornado's & Storms** 2022
- **Hurricane's Ida & Nicholas, KY Tornado's & Floods** 2021
- **Hurricanes Laura, Sally, Delta & Zeta** 2020
- **Hurricane Dorian, Tropical Storm Imelda & Tornado's** 2019
- **Hurricane Florence** 2018
Regional Manager of Florence Activations for counties and cities in North and South Carolina, over 20 million CY removed
- **Hurricane Irma** September 2017
Regional Project Manager for multiple Counties and Cities in Florida and Georgia; Nassau Co, Clay Co, Sumter Co, Brevard Co, Glades Co, Okeechobee Co, Lake Co, City of Coleman, and City of Cocoa Beach / Chatham Co, and Tybee Island, GA.
- **Hurricane Matthew** October 2016
Senior Project Manager for Hilton Head Island, SC. Handled coordination of debris removal and recovery efforts for 22 individual contracts and removed and disposed of approximately 3,012,487 Cubic Yards of Debris. Daily meetings with clients and municipalities to update each contract with status.
- **Severe Storms and Flooding** March 2016
Project Manager for Essex County, VA under the VPPSA Contract
- **Severe Storms and Flooding** October 2015
Project Manager for the South Carolina Department of Transportation in Lexington and Richland Counties
- **Ice Storm Pax** February 2014
Southeast Regional Manager for Dorchester County and Berkeley County, SC

Additional Experience and Skills

- **Senior Manager**, (Defense Coordinating Officer) 2010-2014
Federal Emergency Management Agency, Region IV, Atlanta, GA
- **Chief Operating Officer**, (Commander/District Engineer) 2008-2010
Japan Engineer District, Pacific Ocean Division, Tokyo, Japan
- **Strategic Planning Engineer**, (Division Engineer) 2006-2007
1st Cavalry Division, III Corps, Fort Hood, TX
- **Chief Operating Officer**, (Commander) 2002-2006
20th Engineer Battalion, 1st Cavalry Division, III Corps, Fort Hood, TX
- **Chief Facilities Director**, (Chief of Facilities and Logistics) 1999-2002
United States Army European Command, Joint Analysis Center, Molesworth, UK

Education & Professional Affiliations

- Master of Science, Construction Management, University of Florida, Gainesville, FL
- Master of Science, Strategic Studies, United States Army Senior Staff College, Carlisle, PA
- Bachelor of Science, Agricultural Economics, Clemson University, Clemson, SC
- Society of American Military Engineers
- Army Engineer Association
- International Association of Emergency Managers
- NIMS Certification for 100, 200, 700 and 800

Relevant Qualifications

Effective group leader and communicator. Schedule and quality control oriented. Possess the necessary skillset to effectively run a project from start to finish, while ensuring the best possible end result for the Client.

Experience

CrowderGulf

2017-Present

Manager of multiple projects, directly responsible for subcontractor's performance, ensuring all items are completed to the Client's satisfaction. Communicate with the client, client representatives and subcontractors in order to insure the project is on schedule and all deliverables are being met. Managed operations consisting of hundreds personnel and pieces of equipment of various size and type. Work with clients to figure out the best possible solution to any issue. Work with subcontractors to ensure all reports and paperwork are submitted correctly to allow for timely payment. Organize and conduct safety meetings to constantly maintain a safe working environment. Effectively and efficiently manages heavy marine construction related projects when not involved in disaster related work. Qualified individual for company general contractor's license in Alabama, North Carolina, and California.

2023 - Hurricane Idalia, 4 Activations in FL & GA

2023 - The Nature Conservancy Lightning Point Shoreline Restoration Phase II, Bayou La Batre, AL

- Rock placement, access channel dredging. Contract value \$1.4 million

2022 - Hurricane Ian, 35 Activations in FL

- City of Venice, FL

2022 - Hurricane Nicole, 3 Activations in FL

2021 - Hurricane Ida, City of Gulfport, MS

2021 - ALDOT Bridge Fender System Repair, Dauphin Island, AL

2021 - The Nature's Conservancy Lightning Point Shoreline Restoration, Bayou la Batre, AL

2020 - Hurricane Delta & Zeta, MS & TX

2020 - The Nature Conservancy Pensacola East Bay Oyster Habitat Restoration, Pensacola, FL

2020 - Hurricane Sally, City of Gulf Shores, AL

2020 - Hurricanes Laura, City of Lake Charles, LA

2020 - Point Aux Pins Shoreline Protection, - Bayou LaBatre, AL

2019 - Hurricane Dorian, SC

2019 - Tropical Storm Imelda & Tornados/Flooding, FL, TN & TX

2018 & 2019 - Hurricane Michael

- City of Parker, FL; over 400,000 Cubic Yards of Debris, Project Cost \$7,865,964
- City of Lynn Haven, FL; over 1,000,000 Cubic Yards of Debris, Project Cost \$13,7087,682

2018 - Hurricane Florence, SC DOT; 4,500 Cubic Yards of Flood Debris, Project Cost \$117,995

2018 - Red Tide/Fish Kill Cleanup

- Lee County, FL; over 3,000 tons of dead marine life, Project cost \$374,201
- Ft Myers Beach, FL over 2,000 tons of dead marine life, Project Cost \$262,767

2017 - Hurricane Irma, Supervisor - FLDEP Waterway Projects

2017 - Hurricane Harvey, Supervisor - Corpus Christi, TX- managed haul-out operations and final disposal

Max Trans Logistics

2015-2017

Managed logistics operations for multiple high volume customer accounts. Oversaw over \$1,000,000 in freight spend per year for customers in the construction, steel, textile, and automotive industries. Was responsible for bidding on logistics contracts. Generated new business through customer development and outside sales. Added multiple new customer accounts.

Licenses and Certifications

- Alabama Heavy Construction GC License
- North Carolina Highway and Heavy Construction License
- California Class A General Engineering Contractor License
- OSHA 30
- USACE CQM certified
- NIMS 100,200,700,800

Education

- Auburn University - Auburn, Alabama

Bachelor of Science Degree in Business Administration (BSBA)
Major: Supply Chain Management/Logistics; Minor: Marketing

Professional Overview

Possessing over 15 years of progressive leadership and management expertise, I have a track record of assuming roles of increasing responsibility. I am a resourceful and inventive thinker adept at assembling and guiding high-performing teams towards exceptional achievements. My leadership style is adaptable, thriving in turning concepts into realized goals and maintaining exemplary performance under pressure. I excel at adjusting to new situations with ease. My background includes proficiency in fostering growth and excellence in others through effective coaching, motivation, and mentorship. Additional strengths include:

- ❖ Proven leadership and team-building skills at both national and international levels.
- ❖ A commitment to the highest ethical standards and integrity, coupled with a versatile and adaptable methodology.
- ❖ A strong focus on safety and risk management practices.
- ❖ Specialized expertise in strategic planning, the formation, and oversight of skilled project teams across various sites.
- ❖ Excellent communication abilities, encompassing persuasive verbal, written, and presentation skills.

Disaster Debris Management Experience and Responsibilities

CrowderGulf, LLC 2015-Present

Eastern Regional Manager responsible for Business Development, Training, and Disaster Debris Removal Operations - C&D and Vegetative Debris, Leaners and Hangers, Stumps, Grinding Operations and Disposal, White Goods, E-Waste and HHW

- **Hurricane Idalia, Tornado's & Storms** 2023
Regional Manager coordinating efforts of Project Managers to respond to VA Beach Tornado, Eastern NC Tornado, and multiple activations in South Georgia for Hurricane Idalia
- **Hurricane Ian** 2022
Senior Project Manager of Fort Myers Beach, FL; unprecedented and multifaceted debris operation
- **Bowing Green, KY Tornado** 2021
Project Manager
- **Hurricane Florence** 2018
Project Manager of Florence Activations for counties and cities in North and South Carolina, over 20 million CY removed
- **Hurricane Harvey** September 2017
Project Manager for multiple towns, cities, and counties along the Texas Coast
- **Hurricane Matthew** October 2016
Project Manager who pioneered drone documentation for Hilton Head Island
- **Columbia, SC Flood** October 2015
Field Supervisor for the South Carolina Department of Transportation in Lexington and Richland Counties

Additional Experience and Skills

- **US Army National Guard** 2017-2023
20th Special Forces Group - 18B
- **Laurens County Sheriff's Office**, (Supervisor/Commander) 2011-2016
Uniform Patrol, SWAT, Detective-Violent Crimes
- **YMCA of the Lakelands**, (Executive Assistant & Grant Coordinator) 2009-2010
- **Congressman J. Gresham Barrett**, (Legislative Assistant) 2008-2009

Education & Professional Affiliations

- SFAS/SFQC (Special Forces Assessment and Selection/ Special Forces Qualification Course; 2019-2020)
- USAJFKSWCS NCOA Basic Leadership Course (2019; US Army John F. Kennedy Special Warfare Center & School Non-Commissioned Officer Academy- Ft. Bragg, NC)
- US Army Airborne School (2018)
- US Army Infantry School (2018)
- South Carolina Criminal Justice Academy - Basic Law Enforcement Class 566 (2011)
- Numerous other Law Enforcement/ Military related firearm, tactics, safety, and medical training courses
- NIMS

Experience**CrowderGulf**

March 2023 – Current

Coordinate, oversee and schedule multiple Project Managers, Subcontractors and equipment for emergency disaster related projects for the Texas Regional area. Correspond and collaborate with Project Managers, Field Personnel and the Disaster Administrative Office (DAO) to assist with planning, training and assembling project teams at multiple sites. Assist regional clients with follow-up documentation related to FEMA requirements.

Environmental Experience**Aransas County, Rockport, TX***Director of Environmental Health, March 2015-March 2023*

Started my government career at the Aransas County Environmental Health in Rockport Texas. Worked as a Sanitarian for roughly one and half years developing knowledge, skills and abilities (KSA) working as an Inspector that consisted of conducting meetings, conduct classes/trainings to the public on the regulatory requirements, issue permits, conduct inspections and general public interactions. Ensured compliance with food safety regulations as stated in the Texas Food Establishment Rules as codified in the Texas Administrative Code. June 2016, moved into the Interim Director position and shortly thereafter appointed Director. Primary duties as Environmental Health Director require KSA to navigate environmentally complex projects such as, but not limited too residential developments, commercial developments, emergency management missions, budgeting and scheduling. Assist the public with the review of regulatory compliance with the Texas Administrative Code and Texas Health and Safety Code. As the Director, my role was to oversee three different departments which include, Environmental Health, Solid Waste and Vector Control. All three of these departments are heavily regulated by the State of Texas and require the maintenance of State licenses. As Environmental Health director my responsibilities include operation, management and compliance with Texas Commission on Environmental Quality (TCEQ), Texas Department of Agriculture (TDA) and Texas Department of License and Regulations (TDLR). I provide guidance for locals and staff on proper procedures to ensure environmental compliance within the County.

Aransas County, Rockport, TX*Debris Management, June 2017 – March 2023*

Hurricane Harvey August 25, 2017- As Aransas County's Debris Manager, my role was primary decision maker, assigning tasks to team members as well as communications between the team and other internal and external entities for Debris Operations. A successful debris operation requires effective coordination and collaboration between organizational elements within a jurisdiction, as well as with external entities such as regulatory agencies, local, state/tribal/territorial, and Federal emergency management officials, the private sector, and the general public. I developed various contacts throughout the State of Texas with Texas Department of Emergency Management (TDEM), Texas Commission on Environmental Quality (TCEQ) Texas Department of Transportation, (TXDOT), as well as some federal agencies such as Federal Emergency Management Agency (FEMA) and the United States Corps of Engineers (USACE). The success of the debris operations within the County helped me develop into a debris specialist. Hard work, determination, self-initiative learning, and commitment to the development of my career opened up an opportunity to exhibit my extensive KSA, when recruited by TDEM's Disaster Recovery Task Force (DRTF). This task force is a State of Texas Resource that assists with mission requests from local jurisdictions to support local entities through incidents and disasters. This task force opportunity presented itself after my successful completion of Debris Removal after Hurricane Harvey made landfall in Aransas County and the responses teams that were sent to Aransas County by TDEM observed my KSA in debris management. My co-workers, supervisors, and colleagues will and do always refer to me as a Debris Specialist. Deployed as part of the DRTF team to wildfires in Eastland County, Texas. During deployment, I learned more technical skills as a debris specialist on smaller scale disasters. During this detail I was the direct contact for the County Judge and Emergency Management Coordinator for debris removal, disposal and volunteer coordination.

Legal Experience**Garza & Gonzalez, Houston, TX***Partner, 12/15/2011-12/31/2015*

- Private practice primarily focusing on Wills, Trust, Probate and Family Law

Providus, Houston, TX*Document Reviewer, 01/24/12-12/1/2014*

- Electronic document review regarding billing practices, unfair competition claims and false advertising, bankruptcy, pharmaceutical issues, environmental and health safety permits and state regulatory documentation, oil and gas contracts, including joint operating agreements, assignability, preferential right determinations and wrongful termination; Privilege, relevancy, confidentiality, search and redaction experience; Quality control experience; Relativity, Axcelerate & Ringtail Platform

Donavan Watkins, Houston, TX*Document Reviewer, 02/27/2012-05/27/12*

- Electronic document review for environmental and corporate case issues (i.e., fraudulent transfer of assets, valuation of assets, intercompany loans/transfers, indemnification from corporate subsidiaries, successor liability of parent company and alter ego claims against various parent corporate entities) environmental damages estimates and actual costs incurred by client and various allocations of the costs to various responsible parties, intellectual property issues, employment and wage issues, wrongful termination, products liability; Privilege, relevancy, and confidentiality experience

Education, Additional Professional Associations, Licenses & Skills

- **NIMS Certified** ICS 100, 200, 300, 400, 700 & 800
- **FEMA:** Knowledgeable of FEMA Public Assistance Policy and Program Guide including Debris Management Planning
- **Thurgood Marshall School of Law, Texas Southern University, Houston, TX**
Juris Doctor May 2011 - Valedictorian of May 2011 Graduating Class (G.P.A. 3.80/4.0)
- **University of Texas at San Antonio, San Antonio, TX - Graduated Cum Laude with 3.51 G.P.A**
Bachelor of Arts Criminal Justice, Concentration in Forensic Dec. 2007 & Bachelor of Science Biology May 2006
- **Member of Texas Environmental Health Association**
- **Active Member in Good Standing of State Bar of Texas, November 2011**
- **Registered Sanitarian & Floodplain Management, Municipal Solid Waste Operator Class B**
- **Conversational in Spanish & Proficient Researcher**

Clayton B. Young

Texas Regional Manager

Areas of Expertise

DISASTER RESPONSE DEBRIS OPERATIONS; EMERGENCY PLANNING/MANAGEMENT; STRATEGIC PLANNING AND NEGOTIATIONS

Relevant Qualifications

Experienced in group leadership and task execution. Well-traveled and culturally aware, this makes for an effective communicator with people from all walks of life. Knowledgeable in the bidding process and job estimation.

Disaster Debris Management Experience

CrowderGulf

2010-Present

Project Manager / CrowderGulf Texas Client representative

- 2021 Hurricanes Ida & Nicholas, Winter Storms - Texas
- 2020 Hurricanes Laura, Sally, Delta & Zeta
- 2019 Hurricane Dorian, Tropical Storm Imelda & Tornado's
- 2018 Hurricane Florence- Project Manager of Duplin County, NC; Over 200,000 CYs Debris Removal and Disposal.
- 2017 Hurricane Harvey- Served as Project Manager for the following clients: Cities of Dickinson, Friendswood, Lake Jackson, Jones Creek, La Marque, Santa Fe, Clear Lake Shores and Galveston County.
- 2017 Hurricane Harvey - Served as Project Manager for TX GLO Waterway Projects in the following locations: Colorado River, San Bernard River, Brazos River, Chocolate Bayou, and Oyster Creek.
- CrowderGulf representative/ Local Project Manager for clients in Texas and Louisiana
- Project Manager, Flooding in Waller and Montgomery Counties, Texas
- Project Manager, Hurricane Irene, North Carolina
- Managed Galveston County Buyout Program after Hurricane Ike
- Supervised crews in Walker County Alabama for Operation Clean-sweep after the April 27th tornadoes

Additional Experience and Skills

Self Employed, Denton, Texas

Denton, Texas

Entrepreneur

2001-2010

- During and after college made investments in an array of ventures in an effort to gain experience in the world of business creation.
- Home exterior painting service - Responsibilities included, but not limited to ground up business development, hiring, job estimation, advertising and project planning.
- Real Estate restoration and sales - Purchased down-trodden homes and restored/refurbished and sold them.
- Classic car restoration and sales - Purchased and sold historically significant classic cars.

Education

University of North Texas

- BA with focus on Entrepreneurial Management/ Studied International Business in Italy
- Future Entrepreneurs Club/ Tasked to develop and implement business plans
- NIMS Certified 100, 200, 240, 241, 242, 632 700, 701, 703, 800, 907

Additional Skills/Certifications

- NIMS Certified
- FEMA: Knowledgeable of FEMA Public Assistance Policy 321 and Debris Management Planning 325
- Strong communication and organizational skills
- Client Relations
- Project planning
- Estimating and competitive bidding processes

Qualifications

Experienced and highly qualified professional offering years of extensive project management experience in construction and disaster relief. Accustomed to working on diversified projects for both new construction and disaster aftermath cleanup and recovery. Proven exceptional project management, organizational abilities, and supervisory skills to assure success in performance planning, project development, and client satisfaction. Effective at implementing guidelines that led to the successful completion of years of projects within time and budget.

Disaster Debris Management Experience

CrowderGulf

Storms

2021 – Current

- June 2023 – July 2023 Montgomery County Precinct 3 Wind Storm
 - Managed all debris operations for a project in a densely populated urban environment.
- October 2021 – June 2023 Calcasieu Parish Waterway Project
 - Successfully identified and contacted thousands of property owners for access through private property.
 - Managed operations for a job that cleared over 800 miles of drainage laterals in difficult swampy terrain.
 - Mapped and directed crews on a marine based job that removed over 2 million yards of debris from drainages.
- September 2021 – October 2021 Hurricane Nicholas
 - Directed operations for a storm that activated six contracts simultaneously
 - Main line of communication between all subcontractors, clients, and monitoring firm between six concurrent activations.

Managed Debris Removal Operations in Calcasieu Parish after Hurricane Laura

August 2020 – June 2021

- Coordinated all operations for a project with over 200 trucks removing over 98,000 cubic yards of debris daily.
- Assigned all trucks to specific zones and ensured all trucks were “cleaning as they go” to not skip piles.
- Located, leased, and permitted 12 Disaster Management Sites in strategic locations in Calcasieu Parish.
- Communicated seamlessly with the monitoring company and subs to make certain over 200 trucks had a monitor every day.
- Successfully managed a job that has removed and reduced 6,215,300 cubic yards of debris.

Managed Debris Removal in Western Bay County after Hurricane Michael

October 2018 – June 2019

- Running PUSH Operations to clear streets immediately after the storm.
- Locating and permitting suitable temporary Disaster Management Sites, mapping and plotting debris on all county roads.
- Debris estimations for the County, Delegating debris zones to subs and ensuring they adhere to assigned zones.
- Supervising operations at Debris Management Sites, Removed 1,993,900 cubic yards of debris from ROW at the end of 2020.

Managed Debris Removal Operations in Dickinson, TX after flooding from Hurricane Harvey

September 2017 - March 2018

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

Additional Experience and Skills

Poolwerx Dallas, TX

Renovation Manager Responsible for Day-to-Day Operations of Construction Department.

January 2014 – September 2017

- Calling clients and scheduling appointments for a project consultation.
- Providing bids to customers in a timely fashion.
- Assisting clients with selection of finishes & details.
- Scheduling work with subcontractors upon acceptance of a bid.
- Communicating with the client throughout the renovation process.
- Ensuring the work being performed was of outstanding quality.
- Invoicing and collecting payment once the project was complete.
- Increased work capacity by hiring additional subcontractors and maintaining working relationships with existing subcontractors.
- Grew department revenue over 100% in three years while maintaining targeted margins.

Education/Military

- University of North Texas
- Hospitality Management

2002-2007

Areas of Expertise

Dedicated construction professional with years of direct experience with a proven track record of success. Results-oriented leader with outstanding work ethic and proven leadership, negotiation and problem resolution abilities. Ability to motivate and maximize all levels of productivity. Excellent communicator able to build cohesive and productive relationships with people across all corporate levels. Experience or expertise in:

- ◆ Procurement/contract negotiation
- ◆ Disaster Recovery
- ◆ Underground utility installation
- ◆ Electrical systems
- ◆ Power distribution
- ◆ Sports lighting installation
- ◆ Team Building/Leadership
- ◆ Demolition
- ◆ Solar system installation

Disaster Debris Management Experience

CrowderGulf, Mobile, AL 2016-Current Senior Project Manager

- Project Manager over city of Alexandria, Louisiana after Hurricane Laura swept through the State. Removed approximately 250,000 Cubic Yards of Debris.
- Oversight of storm debris clean-up for the City of Raleigh, North Carolina. This includes management of subcontractors and clean-up crews for the massive collection of storm debris. In addition, managed temporary debris area for the collection and disposal of vegetation and construction debris. After completion and close-out of Raleigh project, I performed similar oversight and storm clean-up management in Fayetteville, NC, post Hurricane Matthew.
- Managed extensive storm clean-up efforts in Port Arthur, TX, post Hurricane Harvey. This included management of subcontractors and clean-up crews, as well as management of multiple temporary debris areas. In addition, coordinated with various City, State and Federal governmental agencies.
- Managed substantial storm debris clean up expanding more than 30 miles in and around Panama City, FL, post Hurricane Michael. This included managed of deep ditch clearing and extensive private property debris removal. Successfully completed the following projects for the United States Army Corps of Engineers in 2018: Lakehurst Air Force Base, NJ – Repair of electrical distribution system and Dover Air Force Base, DE – Complete construction of hydrant fuel system.

AshBritt Environmental, Deerfield Beach, FL 2016-2016 Senior Project Manager

- Managed complete vessel recovery as a result of Hurricane Matthew storm impacts.

Current Construction Corp – Current Environmental & Demolition, Allentown, NJ..... 2012-2016 Vice President

- Estimated and procure various electrical projects throughout the East Coast. This includes airport runway lighting and aviation construction, underground utility projects, sports lighting installation and power distribution. Supervised various members of the construction team to ensure the successful completion of commercial and residential demolition projects; including both interior and exterior demolitions.
- Performed clean-up efforts after Superstorm Sandy throughout many shore communities in New Jersey, totaling approximately 35% of all clean-up work in the state. Projects ranged from demolition of homes, installation of pilings to the raising and construction of homes, to the performance of marine vessel salvage. Managed the operation of pneumatic vacuum trucks in order to clean sand and sludge from underground mains in areas from Seaside Park to Point Pleasant, NJ.
- Supervised and performed marine vessel salvage and dredging of various channels and marinas in the Southern regions of the Jersey shore.
- Managed the building, operation and restoration of the largest temporary transfer station in Stafford Township, NJ. Maintained and adhered to all necessary codes and construction compliance.

Lucas Electric Company, Inc. – Lucas Demolition & Disposal, Hightstown, New Jersey 1995-2012 President

Henry J. Lucas Electric Co. Inc.

Vice President	1990-1995
Project Manager/Estimator	1985-1995
Electrician	1979-1985

Education / Licensing /Training / Leadership & Community Involvement

Mercer County Vocational Technical School - Electrical Construction, West Windsor, NJ

Entrepreneurial Ventures - Owned and managed an auto body / collision center and laundromat in New Jersey.

New Jersey Electrical Contractors License #9758

100-Ton US Coast Guard Captain's License

Transportation Worker Identification Credential (TWIC) Card

Big Brother/Sister of Mercer County

New Jersey A901 Disposal License

New Jersey CDL-A License with Medical Card

OSHA 10/30 & First Aid Certification

Real Estate Investor – Commercial & Residential

Disaster Debris Management Experience

CrowderGulf - Mobile, AL

Senior Project Manager, September 2017- Present

Communicated with City and County officials, as well as the monitoring company and sub contracted trucking companies in order to ensure a continuous flow of debris trucks from the CrowderGulf DMS site to the City and County Landfills. Both Construction and Demolition (C&D) and vegetative debris reduced by compaction and vegetation reduced by grinding.

Projects:

- 2022 Hurricane Ian, 35 Activations in FL
Waterway clean-up and Lake clearing
- 2022 Hurricane Nicole, 3 Activations in FL
- 2021 Hurricane Ida, City of Gulfport, MS
- 2020 Hurricane Sally – Senior Project Manager for Baldwin County, AL
- 2018 Hurricane Florence – Brunswick County, NC included Bolivia, Caswell Beach, Bald Head Island, Oak Island, Shallotte, Leland, Navassa, Northwest, Sandy Creek, Varnamtown and Brunswick County. Managed haul out operations of debris successfully completing 696,022 cubic yards and 4 Debris Management Sites (DMS).
- 2018 Hurricane Michael – Bainbridge GA – Complete Army Corps projects
- 2017 Hurricane Irma – Polk County, FL included: Haines City, Fort Meade, Winter Haven, Bartow, Mulberry, Auburndale, Lake Wales, Lake Hamilton, Davenport, Lake Alfred, Dundee, Eagle Lake, Highland Park, Hillcrest Heights and Polk City. Managed haul out operations of debris successfully completing 2,269,197 cubic yards and 11 Debris Management Sites (DMS).

Other Projects:

- Hurricanes Ike & Gustov – Project Manager under Beck Disaster Recovery -
- Hurricanes Katrina & Rita – Qualify Assurance Services for Debris Mission in Support under the Contract with the Army Corps of Engineers
- Orange County / St. Johns River Water Management District – Aquifer Storage Recovery Pilot Project.
- Orange County Utilities Department Design Project – Lake June Redevelopment Project & Lake Lawn Sanitary Sewer Evaluation Survey
- Miami Dade County Housing Agency / DERM Sanitary Sewer Evaluation Surveys (SSES)
- Orange County Utilities Department – Holden Height Phase 2 & 3 and L.B. McLeod Transfer Station Rehabilitation
- City of Belleview – Waste Water Treatment Plant Expansion
- City of Zellwood – Wastewater Treatment Plant Conceptual Design
- City of Ormond Beach – Division Avenue Well Rehabilitation – Well No. 12A & 21A
- Miami Dade County Aviation Department (D.E.R.M.) Building 3047/49 Source Removal / Remediation and Buildings 3047-3049
- Wingate Road Super Fund Incinerator Site Remediation

Other Experience

- 2012-2018 – Roberts and Roberts Management Services, LLC *Registered in Orlando, FL as qualified Civil Engineer **
- 2000-2012 – Barnes, Ferland and Associates, Inc.
- 1997-1999 – Omai Gold Mines
- 1191-1995 – Daniels Financial Services
- 1989-1992 – Alabama A&M University
- 1991-1992 – Goodrum Knowles Contractors, Inc.

Additional Experience and Skills

- * Qualified Civil Engineer with over 20 years of experience
- U.S. Army Corps of Engineers Quality Assurance and Quality Control (QA/QC)
- FDEP Storm Water and Erosion Control Management
- Advanced Maintenance of Traffic Planning Certified (MOT)
- OSHA Certified
- Pipeline and Manhole Assessment Certification Programs (PACP & MACP)

Education and Associations

- Florida International University MSc. Emergency Management – 2020
- University of Central Florida M.S. Civil Engineering –
Areas of Specialization – MBA Water Resource Engineering & Construction Management
- Alabama A&M University, B.S., Civil Engineering – 1993 Minor in Mathematics
- American Society of Civil Engineers – Affiliate Member since 1996

Relevant Qualifications

- Sixteen years of management experience in disaster recovery and marine debris.
- Expertise in managing stored vessel reclamation program.
- Assisted in the removal of hazardous substances from the vessels and coordinated their proper disposal.
- Sand removal, sand screening and beach berm construction, including sea oat replacement and right-of-entry program for sand reclamation on private property.
- Facilitated overall daily operations, training and safety programs on equipment for staff and customers.

Disaster Debris Management Experience

CrowderGulf, LLC – Theodore, AL

2009- Present

- **Senior Project Manager & Project Manager**
 - Florida and Georgia – Hurricane Idalia 2023
 - Arkansas, Florida, North Carolina, Texas and Virginia – Tornado's & Storms 2023
 - Florida – Hurricane's Ian and Nicole 2022
 - Florida, Louisiana and South Carolina – Tornado's & Storms 2022
 - Louisiana & Mississippi – Hurricane Ida 2021
 - Texas – Hurricane Nicholas 2021
 - Alabama, Florida, Louisiana, New Jersey, Texas & Virginia – Tornado's & LA Floods 2021
 - Louisiana – Hurricane Laura 2020
 - Alabama and Florida – Hurricane Sally 2020
 - Louisiana and Mississippi – Hurricane Zeta 2020
 - Louisiana – Hurricane Delta 2020
 - South Caroline – Hurricane Dorian 2019
 - Texas – Tropical Storm Imelda 2019
 - Kentucky – Tornadoes 2019
 - North Carolina – Hurricane's Florence and Michael: Duplin, Holly Ridge, Jacksonville, Onslow, North Topsail Beach, Richlands and Swansboro; over 1,129,000cy debris removal and disposal 2018
 - Florida – Hurricane Michael 2018
 - Florida - Hurricane Irma 2017
 - Texas - Hurricane Harvey – Aransas, San Patricia, Corpus Christi / 2 Waterways (Aransas & TX GLO) 2017
 - South Carolina - Hurricane Matthew - Hilton Head Island and PUDs (15 Total Activations) 2016
 - Florida - Hurricane Hermine - City of Tallahassee / Leon County (2 Total Activations) 2016
 - Florida - Bayou Texar Dredging - City of Pensacola 2015
 - South Carolina - Storms/Flooding - Richland County 2015
 - New Jersey - Sandy Phase II Marsh Cleanup 2014
 - South Carolina - Ice Storm - Berkeley County 2014
 - North Carolina - Ice Storm Pax - City of Raleigh 2014
 - Alabama - Tornado - Limestone County 2014
 - New Jersey - Super Storm Sandy - Barnegat Bay 2012
 - Alabama - Hurricane Isaac - Dauphin Island 2012
- **Supervisor - Hurricane Isaac** February 2012 to September 2012
 - City of Pascagoula, Ms. - Removal of storm debris from right of ways.
 - City of Biloxi, Ms. - Removal of storm debris from right of ways.
 - City of Orange Beach, AL - Removal of debris from beaches.
 - Walton County FL. - Removal of debris from beaches.
- **Project Manager - BP MC252 Gulf Oil Spill - Baldwin County, AL** May 2010 to February 2012
 Managed up to 800 Hazwoper certified responders. Managed both manual and mechanical removal of oil from all of the beaches in Baldwin Co. Alabama. Attended daily operation meetings with BP, US Coast Guard, Alabama Department of Environmental Management. Attended weekly planning meeting with BP operations to assist with plans for the clean up activities for the State of Alabama. July 2010 was appointed to BP's Waste Management Board, assisted in reducing the use of non recyclable plastic on the response.
- **Supervisor - Hurricane Ike** January 2009 to November 2009
 Supervised removal of wet debris targets identified by sonar from West Galveston Bay, Tiki Island and Omega Bay, Texas. Chanel clean up of Dickinson and League City Texas. Located and removed sunken vessels in the same water ways. Stored vessels and removed all fluids and disposed of vessels. Disposal of vessels in Port Arthur and Orange Texas.
- **Supervisor Strayham Construction - Hurricane Ike** September 2008 to November 2008
 Supervised seven (7) curtain burn pits in Pearland Texas. Reduced by burning over 600,000 cubic yards of vegetative debris.

Certifications

- FEMA Certifications: IS-00001, IS-00100.b, IS-00134, IS-00200.b, IS-00240.a, IS-00244.a, IS-00700.a, IS-00800.b, 40-Hr HazWoper, 30-Hr OSHA Construction Course
- US Army Corps Of Engineers: Construction Quality Management for Contractors #784

Disaster and Debris Related Projects**CrowderGulf - Quality Control Manager / Project Manager****2017-Present**

Duties: Implemented three phase Quality Control (QC) - Reviewed contract requirements - Created list of Definable Features of Work (DFOW) - Ensured quality of work and establish levels of workmanship - Check preliminary work and examined work areas to assure work has been accomplished - Checked for defective work and issued rework item logs for tracking and correcting - Performed QC on debris documentation. Ensured production rates of debris removal crews were being attained - Checked safety compliance - Provided weekly QC reports to Senior Project Manager - Implemented proactive intervention.

- **St. John the Baptist Parish, LA** – NRCS Canals, Ditches & Waterways, PPDR & ROW 2022-2023
- **Pensacola East Bay Oyster Habitat Restoration** – 70K Tons Aggregate Placement & 33 Habitat Reefs 2021-2022
- **Hurricanes Laura, Sally, Delta & Zeta** - Activations 2020
- **Tropical Storm Imelda, Tornado/Flooding & Special Project** – Texas & Hurricane Dorian – South Carolina 2019
- **Hurricane Michael / Bay County, FL** - Oversaw QC of removal of 2 Million Cubic Yards of Debris. 2018-2021
- **Hurricane Harvey / City of Baytown, TX** - Oversaw quality control of removal of 30,000 Cubic Yards of Debris 2017-2018
- **Hurricane Harvey / Brazoria County, TX** - Oversaw quality control of removal of 50,000 Cubic Yards of Debris. 2017-2018

Advanced Construction - Project Manager**1995-2006**

Duties: Direct field oversight of debris operations - Sectoring/zoning work areas - Identifying and set up of DMS (Debris Management Sites) - Attended weekly client meeting and provide schedule updates - Ensured project was performed in accordance of the contract and specifications - Ensure project completion and closeout focusing on Safety, Quality, Cost and Schedule.

- 2006 **Hurricane Ivan** Cape San Blas, FL - Beach re-nourishment
Gulf County, FL - Beach restoration, debris removal, Placement 100,000 CY Sand
- 2005-6 **Hurricane Katrina** Osyka, MS - Cleanup/Debris removal 30,000 CY
Amite, LA - Cleanup/Debris removal 60,000 CY
- 2004-5 **Hurricane Ivan** Perdido Key, FL - 150,000 CY Debris removal and reduction
- 2002 **Hurricane Damage/Erosion** Mexico Beach, FL - Beach re-nourishment, placement 100,000 CY Sand
- 2000-1 **Hurricane Beach Erosion** Cape San Blas, FL - Beach re-nourishment
Gulf County, FL - 200,000 CY Beach restoration
- 1999 **Hurricane Erin** Escambia Co., FL - Beach re-nourishment
- 1998 **Hurricane George** Cleanup and debris removal 50,000 CY
- 1995 **Hurricane Opal** Pensacola Beach, FL - Debris removal 300,000 CY

U.S. Army Corps of Engineer Related Experience**Quality Control Manager**

Duties: Responsible for inspecting, documenting, and reporting to the contracting officer all aspects of the work described and detailed in the plans and specifications. Responsible for implementing and enforcing the Quality Control Plan, Accident Prevention Plan & Environmental Protection Plan. Implemented the three phase. **Projects Completed in this Role:**

- **NOV-07A Levee Buildup / Empire, LA** - Low salinity fill / 200,000 Cubic Yards / Cost: \$11 Million 2015-2016
- **Navy/Marine Joint Strike Force Hangers / Eglin AFB, FL** - Site construction / Cost: \$3 Million 2009-2010
- **Mississippi River Levee Enlargement MRL #453 / Tallulah, LA** –
Levee Enlargement Project / 300,000 Cubic Yards / Cost: \$5 Million 2008-2009
- **Mississippi River Levee Buildup MRL #457 / Lake Providence, LA**
Levee Buildup Project / 700,000 Cubic Yards / Cost: \$10 Million 2007-2008
- **Road and Drainage Upgrades / Hulbert AFB, FL** - Site Underground Grading / Cost: \$5 Million 2007
- **Hurricane Charley-Operation Blue Roof / Port Charlotte, FL** - Blue Roof Operations / Cost: \$4 Million 2004
- **Restoration of Borrow Pits / Eglin AFB, FL** - Restored Gov borrow pits on base / Cost: \$2 Million 1996
- **Mississippi River Flood Control / Martin, TN** - Placement of Class II Rip Rap / 20,000 Tons Rip Rap / Cost: \$2 Million 1994
- **Containment Dike Installation / Jackson, AL** - Excavation of spoil dike / 200,000 Cubic Yards / Cost: \$4 Million 1993

Education

- Auburn University (Bachelor's Degree) 1988 - 1990
- Jefferson Davis Community College (Associates Degree) 1987 - 1988
- Certified USACE Construction Project Management #784
- Florida underground utility excavation: Contractor # CUCO57058
- Operation Blue Roof, Certified Class B CDL & 10 HR OSHA Training

Experience

CrowderGulf - Mobile, AL

Project Manager

2011-Present

- Over two decades of experience in disaster recovery and management industry.
- Grinding at Temporary Disposal Storage & Reductions Sites (TDSRS) and secure additional sites when needed.
- Manage and direct field level disaster debris removal and reduction operations including site management and the supervision of subcontractors and foremen.
- Prepare bid proposals and manage post hurricane contracts for extra work not covered by pre-event hurricane contracts.
- Planning and scheduling of crews and equipment to collect hurricane debris from public rights-of way.
- Mediate all claims of property damage to satisfaction of property owner and municipality.
- Oversee debris reductions sites, schedule hauling and disposal of reduced vegetative material to final beneficial reuse sites.
- Oversee and schedule loading, transportation, disposal of wood fiber for beneficial reuse in nursery application, completion of debris and delivery of post reduction wood fiber.
- Oversee verification and completion of tracking documentation for payment, delivery tickets for invoicing and FEMA auditing.
- Assist in loading and expediting of ship to final destination.
- Site restoration of temporary debris management sites to FEMA and municipality requirements.

2023 Hurricane Idalia, 4 Activations in FL & GA

2023 Misc. Storms & Tornado's 11 Activations in AR, FL, NC, TX & VA

2022 Hurricane Ian, 35 Activations in FL

2022 Hurricane Nicole, 3 Activations in FL

2022 Misc. Winter Storms, Tornadoes, Dredging & Playground, 5 Activations in FL, LA & SC

2021 Hurricane Ida, City of Gulfport, MS

2021 ALDOT Bridge Special Project, Dauphin Island, AL

2021 The Nature's Conservancy Special Project, Lightning Point, FL

2021 December Tornado's in KY

2020 Hurricanes Laura Sally, Delta & Zeta

2019 Hurricane Dorian, Tropical Storm Imelda & Tornado's

2018 Hurricane Michael, Florida

2018 Hurricane Florence, NC - Senior Project Manager for hurricane debris pick-up and disposal in Fayetteville of over 160,000cy.

2017 – 2018 Hurricane Irma, FL - Successful completion of hurricane debris pick-up and disposal in assigned areas. Debris management operation for numerous clients in the center portion of Florida. Two counties, Charlotte and DeSoto; two cities, Arcadia and Punta Gorda.

2011 – 2012 Hurricane Irene, VA - Successful completion of hurricane debris pick-up and disposal in assigned areas. York County, James City County, City of Williamsburg

CrowderGulf Partner/Subcontractor

2003-2011

- Assisted CrowderGulf as primary and first liaison between the company, municipalities and FEMA requirements.
- Grind-All has three disposal sites available within the Richmond area CVWMA region and thirteen local member jurisdiction and CrowderGulf for use as TDSRS's and/or final disposal sites.
- Four existing grinders and support equipment available immediately.
- Grind-All fleet of trucks and additional hauling capacity available for hauling of reduced debris to final disposal site(s).
- Richmond based company with ability to provide local resources for personnel and equipment for debris pick-up, reduction, and disposal.

2004 - 2008 Consultant to CrowderGulf, Virginia and Florida - Assisted with preparation of bids for both existing pre-event contracts and requested bids and proposals end use of reduced debris not just storage.

2004 - 2005 Hurricane Charley, Ft. Myers, Florida Area - Full responsibility for day-to-day management of all disaster recovery activities including collection crews and equipment, debris reduction and disposal, and site restoration. Liaison with municipalities, Corps of Engineers and FEMA. Successful completion of hurricane debris pick-up and disposal in assigned areas. Lee County (including Lehigh Acres, North Ft. Myers, Captiva, Pine Island, and Bonita Springs) and four cities and towns (Ft. Myers, Ft. Myers Beach, Cape Coral, Sanibel) and successful completion of C&D debris removal from Upper Captiva Island by boat.

2003 – 2004 Hurricane Isabel, Virginia - Successful completion of hurricane debris pick-up and disposal in assigned areas. Four counties and five cities and towns (Southampton, Suffolk, York, and James City Counties, Virginia Beach, Norfolk, Newport News, Suffolk, and Poquoson. Assisted with all aspects of disaster debris collection, recordation, reduction, damage claims and client contact. Responsible for TDSRS restorations. Successful loading and expediting of shipments to final destination for disposal of reduced debris both domestically and internationally.

Previous Experience

Grind-All Company – Moseley, VA

General Manager

1999–2003

- Day-to-day management overseeing scheduling and operations of four grinders, three screens, mulch coloring plant, and fifteen loaders, excavators, trucks, and miscellaneous equipment.
- Responsible for the operation of three dumping and grinding sites for preparation of mulch, topsoil and organic growing media.

Disaster Debris Management Experience

CrowderGulf

May 2010-Present

Health & Safety Manager

- Review, evaluate, and analyze work environments, design programs and procedures to control, eliminate, and prevent disease or injury caused by chemical, physical, and biological agents in the arena of environmental safety, marine operations, and general site safety.
- Create and implement safety procedures and policies, as well as, created all original safety plans specifically pertaining to the individual job or project; conduct inspections and enforce adherence to laws and regulations.
- Hold daily safety meetings concerning various topics of personnel safety and training.
- Monitor the JSA process, including storage both physically and electronically and all forms of documentation and document preservation.
- Followed through with incident investigation to ensure that all required policies were followed.
- Train, motivated and managed team of up to 16 safety observers.
- Aggressively case manage all cases of injury. Adjunct Hazwoper instructor for over 240 employees'.
- Issue permits to work, lift permits, hot-work permits, LO/TO program and ground disturbance permits.

2023 Hurricane Idalia, Misc. Ice Storms & Tornado's

4 Activated Contracts in FL & GA; 11 Activated Contracts in AR, FL, NC, TX & VA

2022 Hurricanes Ian & Nicole, Misc. Winter Storms, Tornado's, Dredging & Playground Projects

3 Activated Contracts in FL; 35 Activated Contracts in FL; 5 Activated Contracts in FL, LA & SC

2021 Hurricanes Ida & Nicolas, Misc. Flooding, Severe Storms & Tornado's

7 Activated Contracts in TX; 4 Activated Contracts in LA & MS; 13 Activated Contracts in TX

2020 Hurricanes Laura, Sally & Zeta

10 Activated Contracts in LA & MS / 10 Activated Contracts in AL & FL / 8 Activated Contracts in LA at 27, 37 & 9 DMS Sites

2019 Hurricane Dorian & Misc. Tornado's, Storm Imelda & Special Projects

8 Activated Contracts (2 in SC, 2 in TN, 3 in TX and 1 in FL)

2018 Hurricanes Florence – NC & SC and Michael – FL

Safety Manager over activations, monitoring safety for over 800 debris removal crews.

2018 Red Tide / Fish Kill – Florida

Project Manager for Sarasota County and Sanibel, FL

2017 Hurricane Harvey and Irma

Disaster Debris Removal and Recovery Services in over 100 simultaneous activations from TX to FL.

2016 Hurricane Matthew and Hermine

Disaster Debris Removal and Recovery Services in over 46 simultaneous activations along the East Coast.

2014, 2015 & 2016 Severe Storms (Flooding & Tornadoes)

Disaster Debris Removal and Recovery Services in over 30 activations over 3 years at various municipalities.

2012 Hurricane Sandy Cleanup

Debris removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey.

2012 Hurricane Isaac Cleanup

Debris removal and reduction after Hurricane Isaac for the cities of Pascagoula, Gulf Port, and Biloxi in Mississippi with no first aid or OSHA recordable incidents.

2011 Hurricane Irene Recovery, North Carolina & Virginia

Debris removal & reduction after Hurricane Irene for over 20 municipalities in the NC & VA area with no first aid or OSHA recordable incidents.

2011 Tornado Recovery, Walker County, AL

Debris removal and reduction after several tornados devastated north Alabama with no first aid or OSHA recordable incidents.

2010 BP Deep Horizon Oil Spill Recovery Response, Gulf Waters & Beaches, AL, FL, MS

Oil Spill Response & Recovery, providing management, equipment, materials and personnel to recover, maintain and reclaim gulf coast beach areas; BP Oil Exploration & Production/ O'Brien's Response Management/ Orange Beach, AL/ Baldwin County, AL/ Dauphin Island, AL

Additional Related Experience and Skills

Sales/Acting Branch Manager - Arrow Equipment/United Rentals - Chicago, IL

2001 to 2002

Safety Manager - Rite Way Masonry - Chicago, IL

1995 to 2001

Education

- A.A. Concentration Organizational Management Indian River State College, Ft. Pierce, Florida
- B.A. Occupational Health and Safety Columbia Southern, Gulf Shores, Alabama

Certifications

- FEMA NIMS: ICS 100, ICS 200, ICS 300, ICS 400, ICS 700, ICS 800, ICS 240
- U.S.A.C.E Construction Quality Management
- U.S.A.C.E. 385-1-1 40 hour
- 40 Hour Hazwoper Certificate & Instructor
- SONS & TWIC
- OSHA 10 Hour General Industry
- OSHA 30 Construction
- OSHA 510 & 500
- Asbestos Supervisor and Refresher
- Asbestos Inspector and Refresher
- Leadership & Influence
- DOT Supervisor
- Root Cause and Incident Training

Relevant Qualifications

- Over 15 years of experience in disaster debris operations recovery.
- Contract Management & Emergency Planning
- Logistics, strategic planning, procurement and negotiation tactical planning.

Disaster Debris Management Experience

CrowderGulf

2004-Present

Contracts and Logistical Manager for Disaster Operations

- Ensure all pre-positioned equipment and supplies are deployed and ready
- Research and evaluate logistical systems and processes for incorporation into CrowderGulf's procedures
- Maintain CrowderGulf communication systems
- Maintain "Quick Kits" for immediate deployment
- Prepare and update logistical plans and procedures
- Manage and maintain warehousing, equipment and supplies

Disaster Experience

- **Hurricane Idalia & Misc. Winter Storms & Tornado's** – Almost 2 Million cards of debris removal/disposal in Various States: AR, FL, GA, NC, TX & VA (15 Activations) 2023
- **Hurricane's Ian and Nicole** – Over 13 Mill. CYs of debris removal/disposal throughout FL (34 Total Activations) 2022
- **Hurricanes Nicholas & Ida** – Texas and Louisiana, Contracts & Logistics Manager (7 & 4 Activations) 2021
- **Hurricane Delta & Zeta** – Louisiana & Mississippi, Contracts & Logistics Manager (1 & 7 Activations) 2020
- **Hurricane Sally** – Alabama & Florida, Contracts & Logistics Manager (9 Total Activations) 2020
- **Hurricane Laura** – Louisiana & Texas, Contracts & Logistics Manager (8 Total Activations) 2020
- **Hurricane Dorian** – South Carolina, Contracts & Logistics Manager (2 Total Activations) 2019
- **Tropical Storm Imelda** – Texas, Contracts & Logistics Manager (1 Total Activation) 2019
- **Tornado's Texas & Tennessee**, Contracts & Logistics Manager (2 Total Activations) 2019
- **Hurricane Michael** – Florida, Contracts & Logistics Manager (16 Total Activations) 2018
- **Hurricane Florence** – North and South Carolinas, Contracts & Logistics Manager (18 Total Activations) 2018
- **Hurricane Irma**, Contracts & Logistics Manager (61 Total Activations) 2017
- **Hurricane Harvey**, Contracts & Logistics Manager (26 Total Activations) 2017
- **Hurricane Matthew**, Contracts & Logistics Manager (46 Total Activations) 2016
- **Hurricane Hermine**, Contracts & Logistics Manager (2 Total Activations) 2016
- **Severe Storms & Flooding**, Contracts & Logistics Manager 2014
- **Hurricane Isaac**, Contracts & Logistics Manager 2012
- **Hurricane Irene**, Contracts & Logistics Manager 2011
- **Deepwater Horizon Oil Spill**, Contracts & Logistics Manager 2010
- **Hurricane Gustav & Ike**, Contracts & Logistics Manager 2008
- **Hurricane Katrina, Wilma & Rita**, Logistics Manager 2005
- **Hurricane Charley**, Field Manager in Volusia County, FL 2004

Additional Experience and Skills

Gulf Equipment Corporation

Contractor

1999-2000

- Site preparation and installation of tower, grounding systems and equipment

Education/Military

- University of South Carolina 2000-2003
- U. S. Army - 12B Combat Engineer 1995-1998
Placement and removal of explosives and obstacles

DISASTER EXPERIENCE

CrowderGulf

Program Manager

03/22 to Present

2023 Hurricane Idalia 4 Activations in FL & GA

2023 Misc. Storms & Tornado's 11 Activations in AR, FL, NC, TX & VA

2022 Hurricane Ian (DR-4673-FL)

Serve within a variety of CrowderGulf teams that include Data Management, Invoicing, Proposal Writing, Project Management, and Business Development. Tasks include quality control as well as handling client relations with a focus on our Florida clients.

K2 Project Management Solutions

Hurricane Michael (DR-4399-FL) – Senior Grants Specialist – Bay County (FL)

08/2020 to 02/2022

Managed and worked on project formulation & project management focusing on Category A within a Public Assistance (PA) contract with Bay County, Florida. Within Category A, there were 8 different projects with requests for reimbursements totaling over \$200,000,000.

2020 Oregon Wildfires (DR-4562-OR) – Branch Director – Oregon Department of Transportation

2020

Accountable for the management of a team working under the monitoring contract for a Debris Management project due to the terrible wildfires that devastated the state of Oregon in 2020. Tasks included HR, data management, invoicing, and invoice QC for the project. Upon my departure, debris amounts totaled over 100,000 hazardous trees and 76,000 cubic yards of disaster-generated debris with the project ongoing.

Innovative Emergency Management

Hurricane Irma (DR-4377-FL) – Production Manager – Florida Department of Economic Opportunity

08/2018 to 07/2020

Responsible for the data management, internal reporting, and external reporting of the FDEO Rebuild Florida Project all with the goal of driving production for the overall project. This project was granted under a Community Development Block Grant-Disaster Recovery (CDBG-DR).

CrowderGulf

Hurricane Irma (DR-4377-FL) – Data & Invoice Specialist – Florida

09/2017 to 07/2018

Accountable for all data management and invoicing through project completion for 23 different Hurricane Irma CG clients in the State of Florida. Over the course of the projects debris totals included the removal of 200,000 hazardous limbs/trees and over 10,000,000 cubic yards of disaster-generated debris.

Metric Engineering/Wheeler EMC

Hurricane Hermine (DR-4280-FL) – Project Specialist – City of Tallahassee

02/2017 to 08/2017

Responsible for validating all data and invoices within the Category A part of a Public Assistance (PA) contract with the City of Tallahassee. The reviewed data included debris amounts totaling 18,400 hazardous limbs/trees and 130,000 cubic yards of disaster-generated debris.

Metric Engineering

Hurricane Hermine (DR-4280-FL) – Data & Invoice Specialist – Florida Department of Transportation

09/2016 to 12/2016

Accountable for the data management and invoicing for the monitoring aspect of the debris cleanup after Hurricane Hermine. Debris amounts for the project included the removal of more than 6,100 hazardous limbs/trees and 18,000 cubic yards of disaster-generated debris.

South Carolina Severe Winter Storm (DR-4166-SC) – Invoice/Billing Analyst – SC Department of Transportation

02/2014 to 02/2015

Responsible for assisting in the data management and managing all of the monitoring firm's invoicing for the monitoring aspect of the debris cleanup after the 2013 South Carolina Severe Winter Storms. Debris amounts for the project included the removal of more than 150,000 hazardous limbs/trees and 2 million cubic yards of disaster-generated debris. More than 1,000 debris monitoring personnel supported this project.

OTHER EXPERIENCE

Texstar Acquisitions

03/2015 to 08/2016

Acquisition & Sales Associate – Austin, TX

Managed all aspects related to the acquisition and sale of residential real estate. Coordinated investment strategies for investor's portfolio. Performed property inspections to assess property value and needed improvements. Marketed a diverse portfolio of real estate investment opportunities.

PROFESSIONAL LICENSES AND SKILLS

- FEMA Certifications – IS-00100.b, IS-00200.b, IS-00393.b, IS-00632.b, IS-00634, IS-00700.b, IS-00800.b
- Bilingual- English and Spanish
- Highly knowledgeable in Automated Debris Management Systems (ADMS) for the predominant monitoring companies in the field

EDUCATION

- Florida State University – AA / BS Candidate (concentrations in Accounting and in Real Estate)

Amber Ramsay

Public/Community Relations and Marketing Manager

Areas of Expertise

DISASTER RESPONSE DEBRIS OPERATIONS; EMERGENCY PLANNING/MANAGEMENT; STRATEGIC PLANNING AND NEGOTIATIONS

Qualifications

- 25 years of experience in disaster recovery and marketing.

Disaster Debris Management Experience

CrowderGulf

1999-Present

Community Relations/Media Manager

- Liaison between CrowderGulf Project Managers in the field and US Army Corp of Engineers, elected officials, public works directors, the incident commander at the EOC (Emergency Operations Center) and clients
- Coordinate directly with PIO (Public Information Office) to manage release of information pertaining to debris recovery operations
- Assist in preparing media releases regarding debris segregation and scheduling
- Facilitate information flow to CrowderGulf Project Managers regarding FEMA eligibility criteria
- Establish and manage Community Debris Hotline
- Manage CrowderGulf's Damage Claim Program
- Conduct annual training for clients with existing contracts
- Represent CrowderGulf at national, regional and state professional conferences and seminars
- Participate in continuing education conferences pertaining to debris management

Storms

- | | |
|---|---|
| ✓ Hurricane Idalia (2023) 4 Activations in FL & GA | ✓ Hurricane Harvey (2017) 26 Activations in TX |
| ✓ Misc. Storms & Tornado's (2023) 11 Activations | ✓ Hurricane Matthew (2016) 46 Activations in SC |
| ✓ Hurricane Ian (2022) 35 Activations in FL | ✓ Hurricane Hermine (2016) 2 Activations in FL |
| ✓ Hurricane Nicole (2022) 3 Activations in FL | ✓ Winter Storms, Flooding & Tornado (2015/16) |
| ✓ Misc. Winter Storms (2022) 5 DMS's in FL, LA & SC | ✓ Sandy (2012-2013) NJ Waterway Clean-up |
| ✓ Hurricane Ida (2021) City of Gulfport, MS | ✓ BP Horizon Oil Spill (2010-2012) FL & AL |
| ✓ ALDOT (2021) Bridge Special Project, AL | ✓ New York State Ice Storm (2006) |
| ✓ Nature's Conservancy Special Project (2021) FL | ✓ Hurricane Rita (2005) US Army Corp of Engineers |
| ✓ Hurricane Delta & Zeta (2020) MS & TX | ✓ Hurricane Katrina (2005) MS |
| ✓ Hurricane Sally (2020) Baldwin County, AL | ✓ Hurricane Ivan (2004) MS |
| ✓ Winter Storms, Flooding & Tornado (2021) | ✓ Hurricane Charley (2004) 5 Activations in FL |
| ✓ Hurricanes Nicholas and Ida (2021) | ✓ Hurricane Charley Debris Projects (2004) FL |
| ✓ Hurricanes Laura, Sally, Delta & Zeta (2020) | ✓ Hurricane Fran Debris Project (1996) NC |
| ✓ Hurricane Dorian, TS Imelda & Tornado's (2019) | ✓ Hurricane Erin Debris Project (1995) FL |
| ✓ Hurricane Florence & Michael (2018) | ✓ Hurricane Opal Debris Projects (1995) FL |
| ✓ Irma (2017) 61 Activations in FL | |

Education & Certifications

- Bachelor of Science Auburn University, Auburn, AL
- NIMS & FEMA Certified

Relevant Qualifications & Experience

2004 through Present

DOCUMENTATION SPECIALIST

- Documentation management
 - Ensure that documentation has been provided and that it is accurate and sufficient to record the work completed
- Historical data preservation & experience for proposals
 - Provide tables & charts with accurate figures from past projects to display CrowderGulf's accomplished work

DATA ANALYSIS SPECIALIST

- Data analysis
 - Review data for accuracy and capture necessary information directed by the contract
- Audit assistance and investigation
 - Assist and provide Client's necessary documentation and analyze reports to respond to questions during an audit

ACCOUNTS RECEIVABLE MANAGER

- Invoicing clients from reconciled data
 - Create accurate invoices from Client preferences and contract specifics
- Client and Client representative relations for reconciliation and documentation
 - Work with Clients and their representatives to reconcile data adhering to specific timelines and satisfaction goals

DATABASE MANAGER

- Database development, creation and management
 - Assisted in development of innovative database that assists in more accurate capture of data
 - Created a database specific to each Client's and event/project needs
- Contract knowledge as it pertains to documentation, pricing line items and invoicing
 - Review contract requirements and scope of work and define the best process to capture the required data

STORM RELATED EXPERIENCE (PARTIAL LISTING)

2023 Hurricane Idalia	6 Activations in Florida and Georgia	
2023 Tornadoes	3 Activations in Texas and Arkansas	
2022 Hurricane Ian & Nicole	38 Activations in Florida	
2021 December Tornadoes	2 Activations in Kentucky	
2021 Hurricane Nicholas	7 Activations	
2021 Hurricane Ida	4 Activations in MS & LA	
2020 Hurricane Zeta	7 Activations in MS	
2020 Hurricane Delta	1 Activation in TX	
2020 Hurricane Sally	10 Activations in AL & FL	
2020 Hurricane Laura	8 Activations in LA	
2018 Hurricane Michael	>1,032 invoices reconciled & generated	22 Client data projects managed
2018 Hurricane Florence	>235 invoices reconciled & generated	64 Client data projects managed
2017 Hurricane Irma	>1,386 invoices reconciled & generated	28 databases created & managed
2017 Hurricane Harvey	>479 invoices reconciled & generated	49 databases created & managed
2016 Hurricane Matthew	>590 invoices reconciled & generated	4 databases created & managed
2016 Hurricane Hermine	>25 invoices reconciled & generated	12 databases created & managed
2016 Tornadoes/Flooding	>115 invoices reconciled & generated	6 databases created & managed
2015 Ice Storm/Flooding/Severe Weather	>65 invoices reconciled & generated	12 databases created & managed
2014 Severe Storms	>46 invoices reconciled & generated	7 databases created & managed
2014 Ice Storm Pax, Ulysses	>24 invoices reconciled & generated	3 databases created & managed
2012 Hurricane Sandy	>80 invoices reconciled & generated	6 databases created & managed
2012 Hurricane Isaac	>16 invoices reconciled & generated	29 databases created & managed
2011 Hurricane Irene	>153 invoices reconciled & generated	8 databases created & managed
2011 Tornado Recovery	>63 invoices reconciled & generated	100 databases created & managed
2008 Hurricane Ike	>2,350 invoices reconciled & generated	33 databases created & managed
2005 Hurricane Wilma	>33 invoices reconciled & generated	18 databases managed
2005 Hurricane Rita	>18 invoices reconciled & generated	49 databases managed
2005 Hurricane Katrina	>186 invoices reconciled & generated	

Education

- ❖ University of Southern Mississippi, Paralegal Studies
- ❖ Remington College, Electronics & Computer Engineering Technology
- ❖ Faulkner State Community College, Undergraduate Studies

Jenny Todd Weaver

Subcontractor Compliance Manager

Areas of Expertise

SUBCONTRACTS; MINORITY AND DISADVANTAGED BUSINESS INVOLVEMENT; RFP PREPARATION

Qualifications

- Eighteen years of experience in disaster recovery and management.
- Strong legal background
- 14 years proposal preparation
- Managed subcontractor activations over various simultaneous events for CrowderGulf's disaster debris projects.

Disaster Debris Management Experience

CrowderGulf

2005-Present

Subcontractor S/WMBE Compliance Manager

2008-Present

- Subcontract execution during activations. Insurance compliance and subcontractor reconciliation oversight.
- Manage subcontractor compliance with all state and federal requirements.
- Develop and implement Company SDBE utilization plan.
- Continually solicit local subcontractors and MBEs during and after the bidding process to maintain client goals.
- Assist in Proposal organization and review.

Contract Analyst/Administrator

2006-2008

- Assist in Pre-Event Request for Proposal preparation and overviews of all existing contracts
- Accounts receivable/payable oversight.
- Manage Subcontractor Database

Data Management Analyst/Specialist

2005-2006

- Managed and maintained debris area databases, while organizing all debris ticketing and field certifications
- Implemented deductive reasoning and problem solving with field errors
- Maintained and analyzed all reconciliation records for the various debris locations
- Performed investigations into all discrepancies over payroll and hauling of Subcontractors
- Prepared final reconciliations between Municipalities and Subcontractors invoices for weekending payrolls

Activations Worked:

Hurricane Idalia (2023) 6 Activations in Florida and Georgia

Tornados (2023) 3 Activations in Texas and Arkansas

Hurricane Ian & Nicole (2022) 38 Activations in Florida

December Tornadoes (2021) 2 Activations in Kentucky

Hurricane Nicholas (2021) 7 Activations in Texas

Hurricane Ida (2021) 4 Activations in Mississippi & Louisiana

Hurricane Zeta (2020) 8 Activations in Mississippi & Louisiana

Hurricane Delta (2020) Activation in Texas

Hurricane Sally (2020) 10 Activations in Alabama & Florida

Hurricane Laura (2020) 8 Activations in Louisiana

Tornado & Special Project (2019) 2 Activations in Texas

Tropical Storm Imelda (2019) 1 Activation Montgomery Co, TX

Hurricane Dorian (2019) 2 Activations South Carolina

Hurricane Michael (2018-20) 61 Activations in Florida, Georgia

Hurricane Florence (2018) 21 Activations in North/South Carolina

Hurricane Irma (2017) 61 Activations throughout Florida

Hurricane Harvey (2017) 26 Activations throughout Texas

Hurricane Matthew (2016) 46 Activations up the East Coast

Hurricane Hermine (2016) 2 Activations in Florida

Severe Storms, Flooding & Tornados (2015/16)

Debris Removal Services for various municipalities

Ice Storms Pax and Ulysses (2014)

3 Activations over North and South Carolina

Hurricane Sandy Debris Projects (2012/13)

2 activations for Kitty Hawk, NC and State of New Jersey

Hurricane Isaac Debris Projects (2012)

9 activations over 3 States

BP Oil Spill (2010/12)

1,200 People and 700 pieces of equipment

Baldwin County, Town of Dauphin Island,

Cities of Gulf Shores & Orange Beach, AL

Tornadoes April and May Outbreak (2011)

Various activations over Alabama, Missouri and Florida

Hurricane Irene Debris Projects (2011)

24 activations over North Carolina & Virginia; Six additionally awarded

Hurricane Ike Debris Projects (2008)

36 activations over 3 states with over 200 Subcontractors activated

Hurricanes Katrina, Rita & Wilma (2005)

56 Activations over 5 states activating over 500 subcontractors for Debris Projects

Education

- Bachelor of Science, Marketing/Minor in Mathematics
- Associates Degree, General Studies

University of Alabama, Tuscaloosa, AL

Faulkner State Community College, Bay Minette, AL



TAB C – FINANCIAL INFORMATION



Franklin County, FL

RFP# RFP-EM-2024-002 – Disaster Debris Removal and Disposal Services

TAB C. FINANCIAL INFORMATION

Financial Capability

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

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

CrowderGulf has had extensive experience working disasters and is personally aware that many municipalities are not financially prepared to handle the cost of a major recovery effort. We understand that it takes time to work through the bureaucracy and obtain funding. Consequently, CrowderGulf's position has always been one of patience with our clients as they endeavor to meet our invoices.

AGGREGATE BONDING CAPACITY	\$ 1,000,000,000
SINGLE BONDING CAPACITY	\$ 250,000,000
OTHER AVAILABLE FUNDING	\$ 150,000,000

Bonding

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

Insurance

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

See "Bank and Bonding Reference Letters" attached.

Confidential Audited Financial Statements have been provided in a separate package.

Insurance

CrowderGulf maintains **all required insurances** such as General Liability, Personal Injury, Workers Compensation, Automobile/Equipment Liability, as well as Maritime Insurance. Gray Insurance Company of Metairie, Louisiana provides this insurance coverage. *See Insurance Certification attached in Tab G of this Proposal.*

Equal Opportunity Employer

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

Drug Free Work Place

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

Litigation Summary

CrowderGulf strives to maintain the utmost integrity and reputation in this industry. We have been very successful over the many years we have been in business but as any company can attest, being in business does allow a certain amount of exposure.

CrowderGulf has no open lawsuits or litigation. In addition, the most current Dun & Bradstreet Report for CrowderGulf, it identifies the total number of suits, liens, judgments and bankruptcy proceedings as zero. Due to our diligent efforts, we have been involved in very few litigation cases, none of any significance.

Code of Business Ethics

In mid-year of 2000, CrowderGulf adopted a written **Code of Business Ethics** that applies to all employees with special responsibilities on Foremen, Supervisors and Managers. The ethics program is in four parts: 1) The Ethic Logic; 2) Ethical Standards; 3) Ethics Policy; and 4) Ethics Training. The policy and standards are equally weighted on employees, contractors, subcontractors and consultants. *Our ethics plan is available upon request.*

Criminal Convictions

CrowderGulf has never had any Criminal Convictions against CrowderGulf, company owners or officers.

Penalties

CrowderGulf has never been terminated or debarred from a Contract.

Conflict of Interest

CrowderGulf nor its ownership, officers, management or staff have a conflict of interest to disclose with the City at this time.

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3111 West Dr Martin Luther King Jr Boulevard, Suite 350
Tampa, FL 33607

813.498.1183 office
813.464.7807 fax

www.sspins.com

January 22, 2024

RE: CrowderGulf Joint Venture, Inc.
Status of Bondability

To Whom It May Concern:

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

Travelers Casualty and Surety Company of America has an A.M. Best rating of "A++, XV" and provides a bonding program to CrowderGulf Joint Venture, Inc. with single bond limits up to \$250,000,000 and an aggregate program of \$1,000,000,000. These limits are not to be construed as maximums but are established to handle the daily needs of our client.

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

Sincerely,

Sterling Seacrest Pritchard

James C. Congelio

State of: Florida

County of: Hillsborough

The forgoing document was acknowledged before me
the 22nd day of January, 2024

Melissa Beckworth, Notary Public
My Commission Expires: January 13, 2027





January 10, 2024

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

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

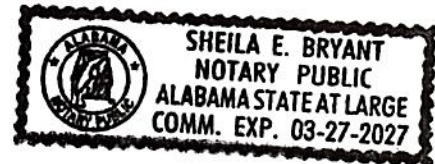
The company currently maintains balances in the upper eight figures and a line of credit in the amount of \$150,000,000.00.

If you have any questions, please contact me at 251-438-8059.

Sincerely,

A handwritten signature in blue ink, appearing to read "Scottie Green", written over a horizontal line.

Scottie Green
Vice President
Commercial Banking
scottie.green@regions.com



Sheila E Bryant 1-10-2024

11 N. Water Street, 29th Floor RSA Tower, Mobile, Alabama 36602

EQUAL EMPLOYMENT OPPORTUNITY

AFFIRMATIVE ACTION PROGRAM

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

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

Ashley Ramsay-Naile
President



TAB D – REFERENCES



Franklin County, FL

RFP# RFP-EM-2024-002 – Disaster Debris Removal and Disposal Services

TAB D. REFERENCES

1. **Client:** City of Fort Myers, FL **POP: 79,943 / Lee County**
Address: 2200 Second St, Fort Myers, FL 33901
Contact: **Peter Bieniek**, Dir. Of Public Works 239-321-8087 pbieniek@cityftmyers.com
Donna Lovejoy, Deputy Director, Public Works; o: 239-321-8100; **email:** dlovejoy@cityftmyers.com
Nicole Monahan, City Engineer, o: 239-321-7451; **email:** nmonahan@cityftmyers.com
Denise Finn, Procurement Manager, 239-321-7242 Office; 239-980-1488 Cell; dfinn@cityftmyers.com
Project Title: **2022 Hurricane Ian** (10/08/2022-4/3/2023)
 - PUSH
 - Removed & Disposed of vegetation, C&D, E-Waste, HHW, White Goods, Freon
 - Reduction by Compaction and Grinding
 - Monitored by Thompson**2017 Hurricane Irma** (9/27/2017-12/05/2017)
 - Removed & disposed of vegetation, C&D, mulch, leaners / hangers (3,134 trees)
 - White goods (3), HHW (1,513 lbs)**2005 Hurricane Wilma** (10/2005-12/2005)
 - Emergency Push
 - Removed & Disposed: vegetation, mulch, stumps
 - Reduced by grinding**2004 Hurricane Charley** (8/2004-11/2004)
 - Removed & Disposed: mulch

Contract Value:	CY Recovered & Reduced:
Ian \$13,021,845	645,952
Irma \$3,757,645	331,967
Wilma \$794,838	41,717
Charley \$2,559,287	145,810

2. **Client:** Lee County, FL **POP: 739,224**
Address: 10500 Buckingham Rd, Fort Myers, FL 33905
Contact: **Amanda Condomina**, Ops. Manager, Solid Waste, o: 239-533-8000, c: 239-834-3505; **email:** acondomina@leegov.com
Doug Whitehead, Solid Waste Director 239-533-8917 dwhitehead@leegov.com
Paul Flores, Solid Waste Ops Manager, 239-533-8017, pflores@leegov.com
Jason Fournier, Public Utilities Mgr Cell: 239-229-5733, Ofc: 239-533-8000 jfournier@leegov.com
Jim Bjostad, Public Safety Em. Manager, Cell: 239-476-2147, Ofc: 239-533-0617, jbjostad@leegov.com
Project Title: **2022 Tornado**
 - Removed & Disposed: vegetation**2022 Hurricane Ian** (10/05/2022-09/15/2023)
 - PUSH
 - Removed & Disposed of vegetation, C&D, Hangers, Leaners, E-Waste, HHW, White Goods, Freon
 - Reduction by Compaction and Grinding
 - Monitored by Thompson**2017 Hurricane Irma** (9/19/2017 – 01/14/2018)
 - Removed & Disposed: vegetation, C&D, Mulch, leaner/hangers (68,195 trees)
 - Reduce by grinding (13 sites)**2005 Hurricane Wilma** (10/2005-12/2005)
 - Removed & Disposed: vegetation, C&D, stumps (114)
 - Reduced by grinding
 - Special Projects: Debris Removal, Division of Natural Resources, (05/06-06/06) removed waterway debris**2004 Hurricane Jeanne** (8/2004-12/2004)
2004 Hurricane Charley
 - Removed & Disposed: vegetation, C&D, stumps
 - Reduced by grinding & burning

Contract Value:		CY Recovered & Reduced:
2022 Tornado	\$86,985	9,665
Ian	\$134,141,231	6,265,404
Irma	\$26,000,276	2,024,742
Wilma	\$7,995,412	451,948
Jeanne/Charley	\$14,000,000	902,555

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

Contract Value:		CY Recovered & Reduced:
Michael	\$81,562,445	3,971,295
Ivan	\$264,161	22,165
Opal	\$2,000,000	300,000

4. **Client:** St. Petersburg, FL **POP: 263,255 / Pinellas County**
Address: 400 Dr MLK Street, St. Petersburg, FL and 1400 19th Street, St. Petersburg, FL 33713
Contact: **Barbara Stalbird**, 727-612-6399 Barbara.Stalbird@stpete.org
Michael Vineyard, Park Operational Manager 1400 19 St. North St. Petersburg, FL 33713 727-892-5233 michael.vineyard@stpete.org
Michael Jeffries, Director of Parks and Rec, 727-892-5863, michael.jeffries@stpete.org
Project Title: **2023 Hurricane Idalia (09/07/2023-09/26/2023)**
- Removed & disposed of vegetation
 - ROW C&D Direct
 - Monitored by Tetra Tech
- 2022 Hurricane Ian (10/11/2022-11/26/2022)**
- Removed & disposed of vegetation
 - Reduction by Grinding
 - Monitored by Tetra Tech
- 2017 Hurricane Irma (9/16/2017-12/09/2017)**
- Removed & disposed of vegetation and mulch, reduction by grinding (1 site)

Contract Value:		CY Recovered & Reduced:
Idalia	\$175,670	12,653
Ian	\$1,705,963	75,090
Irma	\$1,950,185	163,792

5. **Client:** City of Venice, FL **POP: 23,020 / Sarasota County**
Address: 401 West Venice Avenue, Venice, FL 34285
Contact: **Rick Simpson**, Public Works Director, 941-486-2422, rsimpson@venicegov.com
Ashlee Castle, Asst Public Works Director, 941-486-2422, acastle@venicegov.com
James Clinch, Asst. City Manager, 941-882-7397, jclinch@venicegov.com
John Veneziano, Former PW Director 221 S. Seaboard Ave. Venice, FL 34285 941-882-7359 jveneziano@venicegov.com

Project Title: **2022 Hurricane Ian** (09/29/2022-12/14/2022)

- PUSH
- Removed & disposed of vegetation, C&D, Gated Debris, Hangers, Leaners
- Reduction by Compaction and Grinding
- Monitored by Witt O'Briens

2017 Hurricane Irma (9/20/2017-10/17/2017)

- Removed & disposed of vegetation

Contract Value:	CY Recovered & Reduced:
Ian \$3,601,136	148,730
Irma \$110,342	12,543.

6. **Client:** **North Little Rock, AR** **POP: 201,405/ Pulaski County**
Address: 1206 N. Sycamore St. North Little Rock, AR 72114
Contact: **Kim Francisco**, Head of Emergency Services, 501-425-8197 Kim.francisco@nlrpolice.org
Project Title: **2023 Tornado** (4/4/2023 -8/21/2023)

- Removed & disposed: ROW,& Parks, Veg, Hangers, Leaners, Stumps
- Reduction by grinding

Contract Value:	CY Recovered & Reduced:
Event \$16,668,619	647,122

7. **Client:** **City of Lake Charles, LA** **POP: 77,117 / Calcasieu Parish**
Address: 4331 E. Broad St, Lake Charles, LA 70615 / 326 Pujo Street, 10th Floor Lake Charles, LA 70601
Contact: **John Cardone, Jr.** City Administrator Ofc: 337-491-1381 Cell: 337-794-1513 jcardone@cityoflc.us
Karen Harrell, Director of Finance, 337-491-1251, kharrell@cityoflc.us
Project Title: **2021 Flooding & Severe Storms** (06/08/2021-07/28/2021)

- Removed & Disposed: Vegetation, C&D, Mulch, White Goods, Refrigerator Contents, E-waste
- Reduced by Compacting & Grinding
- 3 Sites

2020 Hurricane Laura (08/2020-9/9/2021)

- Removed & Disposed: vegetation, C&D, Mulch, Hangers, Leaners, Stumps & White Goods, HHW, Refrigerator Contents
- Reduced by Grinding & Compacting
- 5 Sites
 - Private Property Debris Removal (PPDR) Program (08/01/22-08/14/22)

2008 Hurricane Ike (9/2008-10/2008)

- Removed & Disposed: vegetation, C&D

Contract Value:	CY Recovered & Reduced:
Flood \$685,582	86,709
Laura \$80,383,800	4,077,816
PPDR \$201,140	Lump Sum
Ike \$150,000	15,636

8. **Client:** **Town of Hilton Head Island, SC** **POP: 40,055 / Beaufort County**
Address: One Town Center Court Hilton Head Island, SC 29928
Contact: **Jennifer Lyle, Assistant Town Engineer**, 843-384-2629, jenniferL@hiltonheadislandsc.gov
Project Title: **2019 Hurricane Dorian** (9/16/2019-10/18/2019)

- Emergency Push

2016 Hurricane Matthew (10/2016-04/2017)

- Emergency PUSH
- Removed & Disposed: ROW, SCDOT Roads, Private Roads, Public Use Areas
- Removed & Disposed vegetation, C&D, leaners & hangers, mulch
- Reduced at 2 sites by grinding

Contract Value:	CY Recovered & Reduced:
Dorian \$ 22,280	Hourly
Matthew \$37,124,940	3,012,487 CY



TAB E – PROPOSAL MATRIX



Franklin County, FL

RFP# RFP-EM-2024-002 – Disaster Debris Removal and Disposal Services

TAB E. PROPOSAL MATRIX

Principles of Project Management

Standards

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

Responsiveness

CrowderGulf will be in contact with the County's Debris Manager at least 48 hours prior to a Tropical Storm and/or hurricane making landfall or immediately upon the occurrence of any debris generating event within the Franklin County.

- Within 12 hours of receiving a NTP, CrowderGulf will have our Management team report to the County representative for operations planning and mobilization of personnel and equipment.
- Mobilization for PUSH operations will begin within 12-24 hours of NTP.
- Within 48 hours of initial NTP, crews will be fully operational and hauling debris.
- Within 72 hours of the NTP, a DMS is fully operational for reduction and disposal of debris.
- Crews will maintain full debris hauling operational capacity, seven days a week during daylight hours, until completion of the project, to the satisfaction of the Franklin County.
- The DMS may, if required to meet the needs of the County, operate 24 hours per day.

Reimbursement Assistance

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

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

Corporate Support On-Site Operations

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

On-Site Project Management

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

Pre-Planning - Readiness Planning and Training

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

Audio/Visual Presentations

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

Please view our website @ www.crowdergulf.com for more information and watch our videos on CrowderGulf TV



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Debris Management and Operations Plan

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

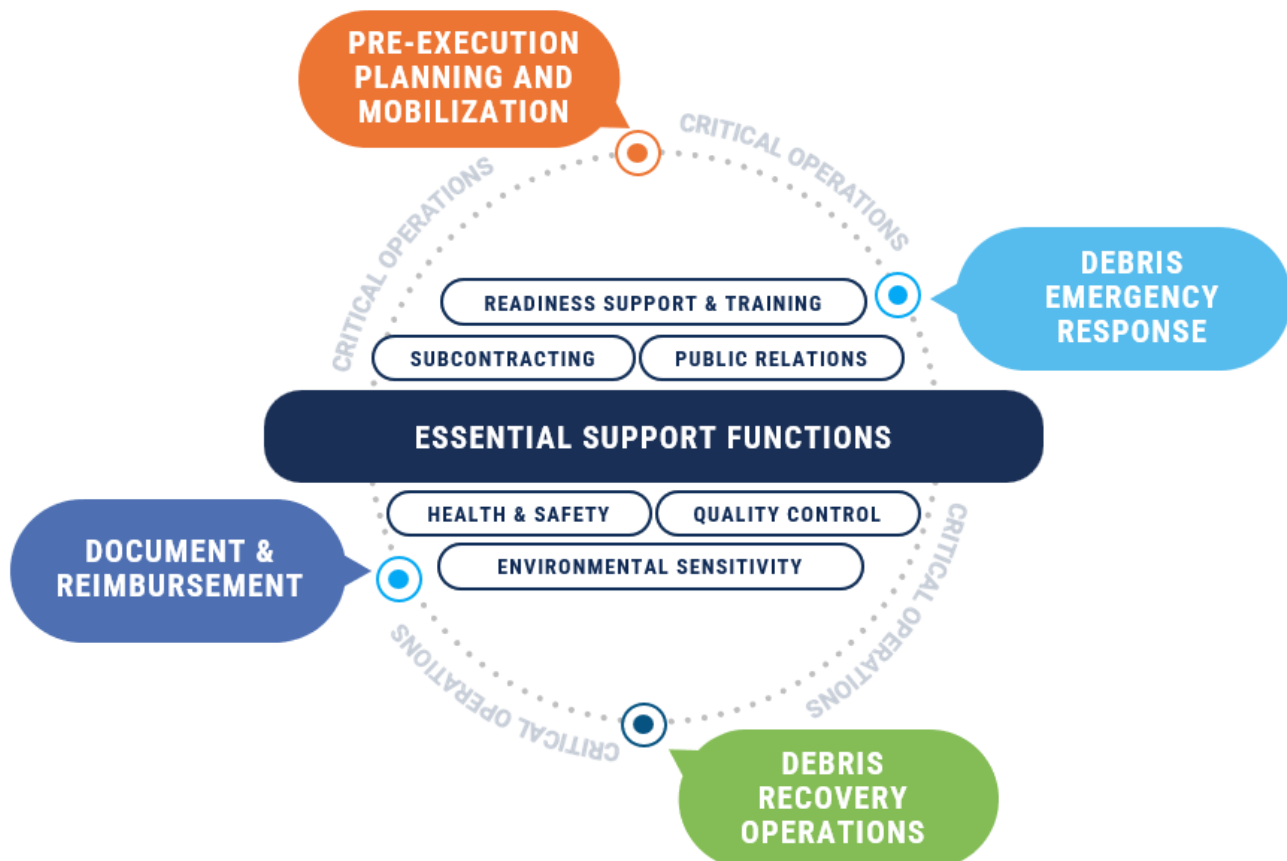
The amount of damage that occurs during a natural disaster and the effort required to restore the affected areas varies with each situation. CrowderGulf's comprehensive **Debris Management and Operations Plan** is a **flexible strategy that integrates Critical Operations and Essential Support Functions**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

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

- Pre- Execution Planning and Mobilization
- Debris Emergency Response
- Debris Recovery Operations
- Documentation and Reimbursement

Essential Support Functions *(support functions for Critical Operations)*

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



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

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

CRITICAL OPERATIONS

➤ **Pre-Execution Planning and Mobilization**

Alert and Team Notifications

If there is advanced notice (i.e., a hurricane), this phase will commence as soon as a disaster appears to be a credible threat to Franklin County. The CrowderGulf call-down list will be checked to verify accuracy. The CrowderGulf Director of Operations will assess the information received from the National Weather Service and in consultation with Franklin County’s Debris Manager will determine the necessity for a full notification action. If it is determined that notification is needed, he will direct activation of the CrowderGulf Calling Plan with stand-by instructions for individual contractors/subcontractors to be notified.



Preparation and Pre-Execution Planning

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

Mobilization of Resources

CrowderGulf shall contact the County’s Debris Manager a minimum of 48 hours prior to a hurricane event or immediately upon the occurrence of a major disaster or debris generating event in which there is no advance warning. Mobilization will take place immediately upon receipt of a NTP and in accordance with requirements as defined by the County’s Debris Manager. Within 24-48 hours of receiving the NTP, CrowderGulf management team will be working on site with the County and its Debris Manager to begin planning the required mobilization and operations for debris removal. Debris removal from streets and roads (“PUSH”) shall begin within 12 hours of receipt of the NTP and reduction and disposal operations shall be in full operation within 48-72 hours.

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

Staffing the Emergency Operations Center

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

Staging of Resources

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

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

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



Communications/Mobile Command Center

Should disaster conditions warrant the need, CrowderGulf may establish a self-sufficient Mobile Command Center, with full **communications capability**, in the disaster area and dedicate it solely to the recovery effort. The CrowderGulf Command Center is a state-of-the art Prevost bus that provides living quarters and a fully functioning office space for our key management personnel. The Command Center gives CrowderGulf the ability to position key people in disaster areas that are otherwise uninhabitable. This invaluable tool allows CrowderGulf to provide our clients with unmatched response times when it matters most.

Operational Support

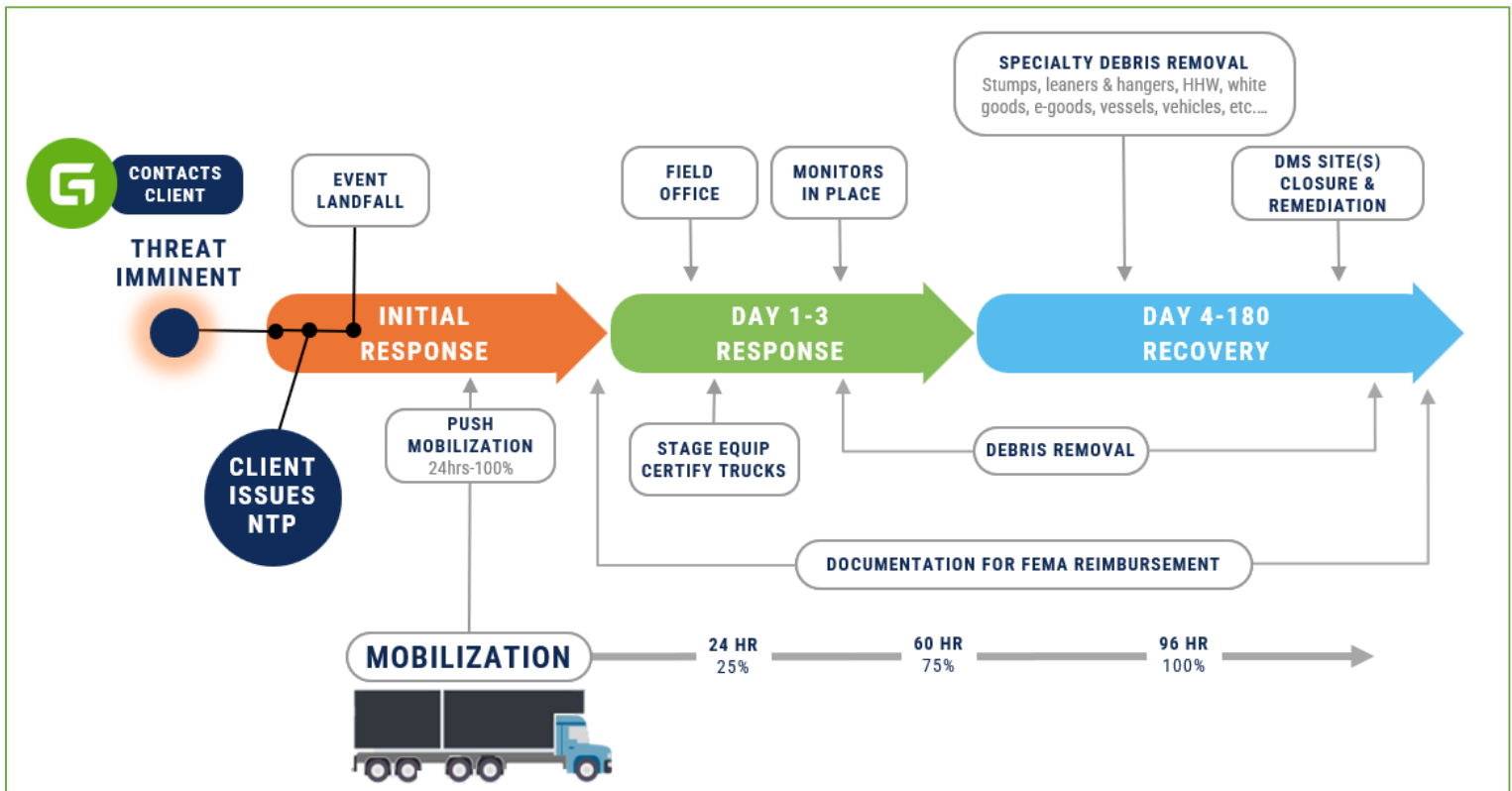
CrowderGulf's main office will serve as headquarters for "back-office" operational support and documentation center. Throughout the project, this office will support field operations on all levels and maintain backup files and records for reimbursement.

Sample Mobilization Parameters

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

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

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



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

➤ Debris Emergency Response

Debris Response activities occur immediately after an event in order to clear emergency access routes. This initial phase of operations normally consists of clearing debris that may hinder immediate lifesaving actions within the disaster area and/or pose an immediate threat to public health and safety. The Debris Response phase includes immediate actions for the removal of debris in order to facilitate search and rescue efforts, allow access to critical facilities, and prevent flooding. Actions required during the response phase are usually completed within a matter of days following a disaster event. During Debris Response, CrowderGulf will conduct an emergency “PUSH” of critical streets and roads sufficient to allow for the movement of emergency vehicles. “PUSH” crews can be on-site and working within hours of an event. County staff shall determine priorities for “PUSH” activities with primary emphasis on major thoroughfares. Multiple crews will be conducting emergency “PUSH” activities within 24 hours of receipt of an NTP.

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

As soon as critical facility locations are identified, CrowderGulf will dispatch “clearing crews”. Depending on the damage, multiple crews will be deployed within 48 hours of receiving a NTP. The “clearing crews” will use all available resources with focus on local personnel and firms. Each “clearing crew” at a minimum will consist of:

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

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

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

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

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

The following is an example a Debris Response priority list with an Operational Triage approach:	
Primary	Secondary
• Fire, police, and ambulance service routes	• Major arterial routes
• Access routes to hospitals, trauma units, and nursing centers	• Utility access routes
• Routes to the emergency operations center	• Communication towers and systems access
• Routes to government facilities	• Routes to shelters
• Supply routes to emergency supply distribution centers	• Routes to the disaster debris management sites (DMS)

All Emergency Road Clearance Objectives will be handled with the same quality, commitment, and close-coordination CrowderGulf employs in all its operations. Priority objectives typically involve the human element of storm response, and the emergency personnel and services that are an integral part of Public Safety both before and after an event. Resources will be allocated based on exigent need, and by County request. All other feeder roads and residential streets are normally cleared as soon as the emergency and major access routes are cleared, and the County transitions to the recovery operations.

➤ Debris Recovery Operations

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

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

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

Collection Methods

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

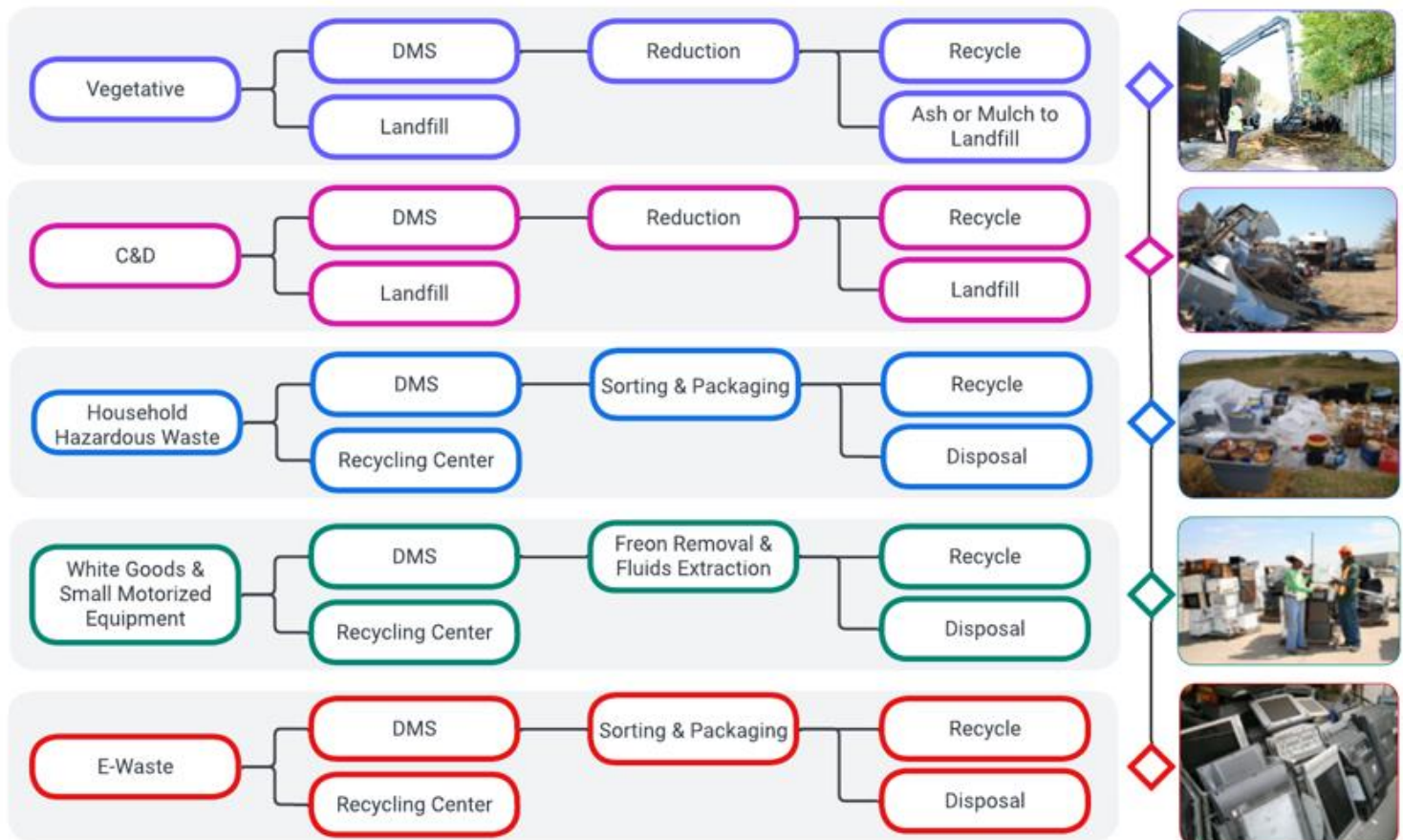
Curbside collection requires that only storm related debris be placed at the curb or public rights-of-way. *Source-segregated debris collection* offers the potential of high salvage value and efficient recycling/reduction processing. This method is important when collecting hazardous and environmentally sensitive debris, such as household hazardous waste and white goods. *Collecting mixed debris* allows for residents to place all debris types in one specified area, usually along the public rights-of-way in front of their residence. While this is the most convenient for the public, it does not facilitate effective recycling and reduction efforts. Anytime vegetative debris is mixed with C&D, FEMA requires that the load be called C&D. When debris is mixed, recycling and reduction efforts are often prolonged and operational costs are increased when crews are able to separate the mixed debris.

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

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

Debris Types

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



Truck Certification

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

Sectoring and Crew Assignments

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

Loading Debris

Prerequisites for Loading Debris:

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

Crew Composition

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

Crew Sizes

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

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

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

Truck and Equipment Considerations

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

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

Truck Drivers will not be issued a load ticket until:

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

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

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

Citizen, High Island, TX

Repair and Maintenance Equipment

CrowderGulf has the ability to perform maintenance and repair in the field where the work is happening. Local resources may have experienced damages or have other responsibilities that take priority over their business such as family matters. To insure we have safe functioning equipment, over the years CrowderGulf has built a large support system for our company owned equipment and subcontractor equipment should they need assistance.

Service Trucks - CrowderGulf often utilizes our fleet of smaller service vehicles. These are typically one plus ton trucks outfitted with specialized equipment to make field services easier to complete. Features of these trucks include the following:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Air Compressors • Lubricant • Welding Equipment • Exhaust and other Fluids | <ul style="list-style-type: none"> • Boom Cranes • Small Tools • Tommy-gates • Misc. Small Parts |
|---|--|



Box Service Trucks - When a repair or service requires heavier equipment and additional support, CrowderGulf provides our "box trucks" which have several different types of equipment to allow the CrowderGulf employed full-time mechanic more options when conducting repairs. These units typically keep on hand the following supplies:

- Large air compressors
- Exhaust & other fluids
- Welding Equipment
- Several sets of various size tires
- Hydraulic hose crimping machines
- Hydraulic lines
- Small tools
- Hoses
- Lubricant
- Fittings
- Lift gates
- Misc. Small Parts

Mobile Repair Shop

CrowderGulf also owns a state-of-the-art mobile repair shop. This is a larger unit, towed by a semi-truck. Once set up in an area, this unit performs the same as a shop. Features of this unit are self-contained, diesel-powered electrical system, full hydraulic hose manufacturing ability, tool room, tire racks, outside flood lighting, and many other features that allows this unit to function like a full featured automotive repair shop. No matter what the situation is, CrowderGulf, utilizing our in-house assets, can maintain our fleet during any size activation.

Hauling Debris

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

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

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

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

When the dumping process is complete, the driver will maneuver the hauling container back to the inspection tower for a quick check to make sure all debris has been removed during the dumping process. Any debris hung in the truck or trailer bed must be removed before the truck or trailer leaves the disposal site. All dumpsites will have a dumpsite manager to supervise and oversee the day-to-day operations. A safety officer will also be onsite to ensure all safety measures are being executed. Flaggers will be strategically placed at the site to direct traffic flow into and out of the disposal site.

Debris Hauling Prerequisites:

- Debris will only be transported in trucks or trailers capable of rapidly and mechanically unloading.
- No self-load trailers will be used. Exceptions to this standard may be necessary to efficiently and safely transport HHW, E-Waste, ACM or white goods.
- All trucks and trailers hauling debris must have completed the truck certification process establishing approved volume for the debris-hauling container.
- All trucks and trailers must have successfully completed the prescribed Safety Inspection.

- Drivers will be instructed to use the most direct and safe route to the nearest disposal site.
- Drivers will be required to wear safety vests and steel-toed shoes when working.
- If loads are required to be covered during transport, the hauling container must be equipped with a functional cover or "tarp" to prevent flying debris during transport.

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

Safety Measures

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

Truck and Equipment Maintenance

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

Traffic Control

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

Hours of Operation

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

Number of Passes

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

Daily Coordinated Issue Management Meetings

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

Accurate Record Keeping

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

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

Documenting and Resolving Damages

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

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

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

Debris Management Site Development

CrowderGulf has vast experience with selecting, developing, managing and operating Temporary Debris Management Sites. We are committed to efficient and safe DMS operations and require all personnel to be vigilant in using safe practices at all times. In the context of this proposal, the terms "**Temporary Debris Separation and Reduction Site**" and the term "**Debris Management Site**" (DMS) are used interchangeably.

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

DMS Site Selection

Site selection is probably the most important decision affecting DMS operations. CrowderGulf will work closely with Franklin County to identify and secure suitable locations. Specific Site Plans will be developed for each DMS either upon activation or upon request by the County and will be in compliance with FEMA's Public Assistance Program and Policy Guide for site plan development. Once site selection is approved by the appropriate Debris Managers, CrowderGulf will perform baseline environmental testing protocols as required and will obtain any required special permits and environmental permissions. Costs associated with the preparation, operation, and restoration of DMS's are addressed in the unit price schedule. Unless otherwise denoted, the cost for DMS restoration is handled as a pass-through cost with no mark up. Site selection should be based on the following criteria:

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

Previously Used DMS / Final Disposal Locations in Franklin County

CrowderGulf worked within the County after Hurricane Michael in 2018 and the list below contains the DMS / FDS locations that we used. **CrowderGulf's Regional Manager, Joe Hayes** will work with the County to identify and secure additional DMS / FDS locations, if CrowderGulf is awarded the contract.

Site Type	FACILITY_NAME	CLASS	ADDRESS	CITY
FDS	FRANKLIN COUNTY CENTRAL LANDFILL	RECOVERED MATERIALS PROCESSING FACILITY (RMPF)	SR65, 1.2MI N OF US HWY 98	Eastpoint
FDS	FRANKLIN COUNTY CENTRAL LANDFILL	DISASTER DEBRIS MANAGEMENT SITE	SR65, 1.2MI N OF US HWY 98	Eastpoint
FDS	FRANKLIN COUNTY CENTRAL LANDFILL	CLASS III LANDFILL	SR65, 1.2MI N OF US HWY 98	Eastpoint
FDS	FRANKLIN COUNTY CENTRAL LANDFILL	TRANSFER STATION	SR65, 1.2MI N OF US HWY 98	Eastpoint
DMS	FRANKLIN COUNTY ROAD & BRIDGE	DISASTER DEBRIS MANAGEMENT SITE	KENNETH B. COPE AVENUE, WEST SIDE OF WWTP	Lanark Village
DMS	LANARK FIRE DEPARTMENT	DISASTER DEBRIS MANAGEMENT SITE	2366 OAK STREET	Lanark Village
DMS	BALD POINT ROAD STATE PARK OFFICE	DISASTER DEBRIS MANAGEMENT SITE	BALD POINT ROAD	Alligator Point
DMS	FRANKLIN COUNTY ROAD & BRIDGE APALACHICOLA	DISASTER DEBRIS MANAGEMENT SITE	BLUFF ROAD	Apalachicola
FDS/DMS	PARKER SAWMILL	SOURCE-SEPARATED ORGANICS PROC. FAC. (SOPF)	444 MILL RD	Carrabelle

DMS Design and Operational Features

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

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

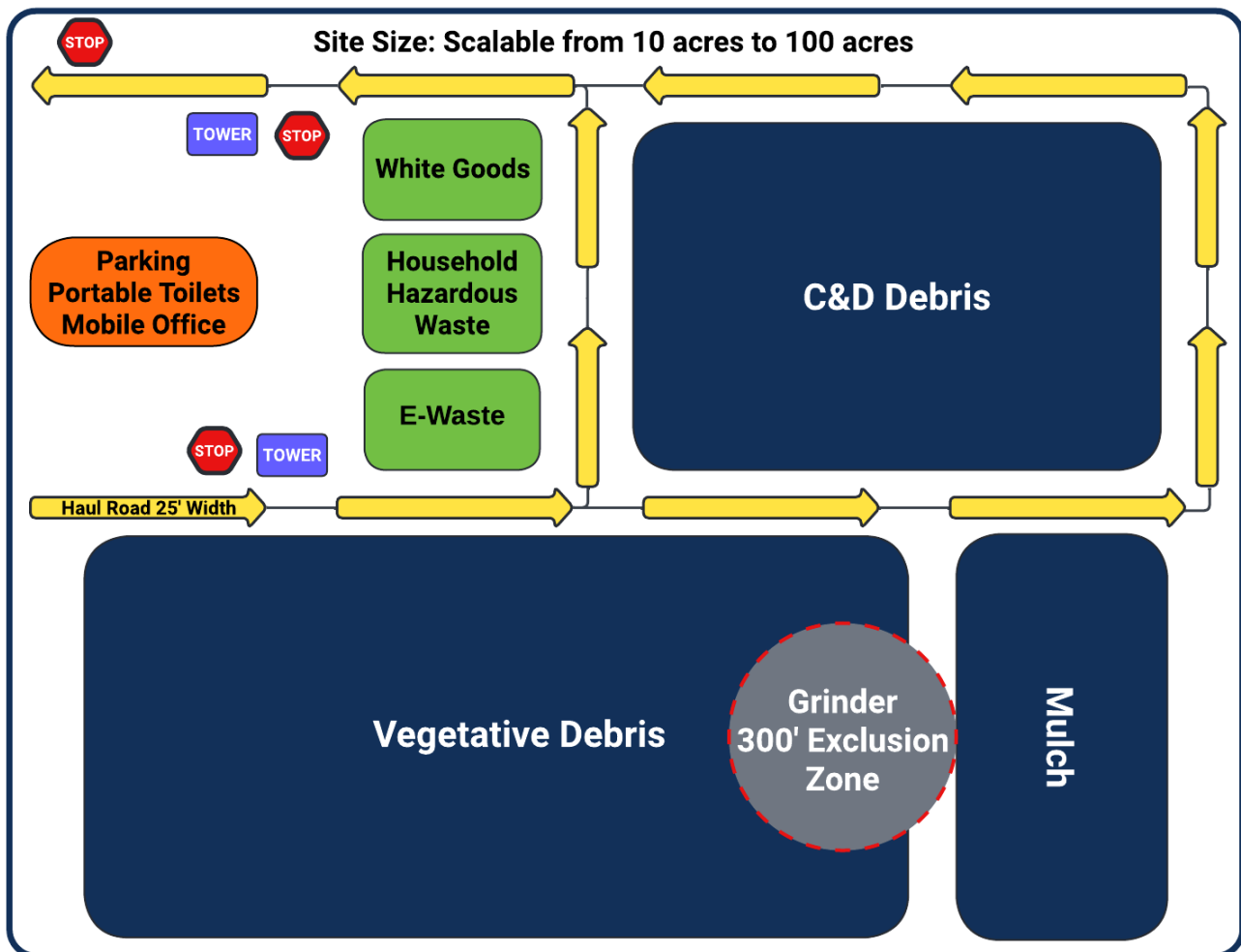
- Portable toilet facilities will be conveniently located to serve the inspection towers, crews working on the site, and office facilities
- Perimeter chain-link fencing, erosion and sediment control fencing, and other necessary drainage control methods
- Site traffic flow will provide for orderly movement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

- If necessary, separate areas/sites for the public to use for dumping vegetative and C&D debris will be provided. Depending on the process prescribed for allowing this, a separate tower may be required to facilitate accounting for the material entering the public section. If off site citizen collection areas are developed in accordance with the County's Debris Management Plan, CrowderGulf will remove debris from those sites on a regular basis as directed by the County's Project Manager.

DMS Site Plan

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

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

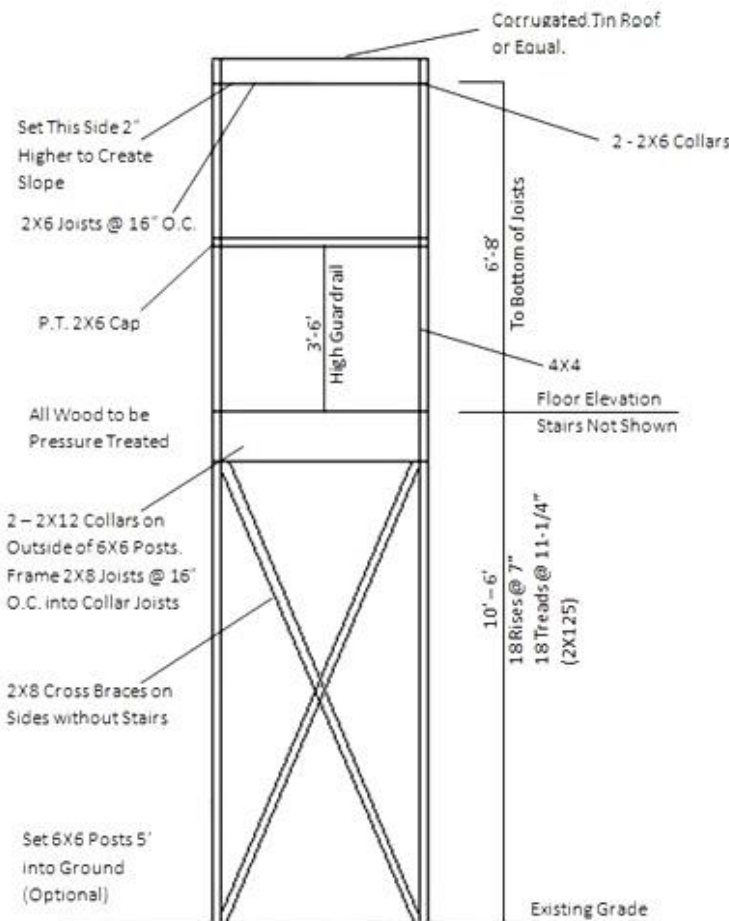


Inspection Towers

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

- All towers will be OSHA and FEMA compliant. At a minimum, the towers will be constructed with pressure treated wood with the floor elevation of the tower 15' above the existing ground elevation; the floor area shall be 8'x 8', constructed of 2"x8" joists, 16" O.C. with ¾" plywood supported by four 6"x 8" posts.
- The perimeter of the floor area will be protected by a 4' high wall constructed of 2"x 4" studs and ½" plywood. The floor area will be covered by a corrugated tin roof.
- The roof shall provide a minimum of 6'8" of headroom below the support beams.
- Wooden steps will provide access with a handrail. In addition, the construction of towers will comply with all applicable County building codes.
- Inspection towers shall be capable of seating a minimum of three inspectors each.
- Towers will be removed at the completion of the project or when the site is no longer needed.

Inspection Tower

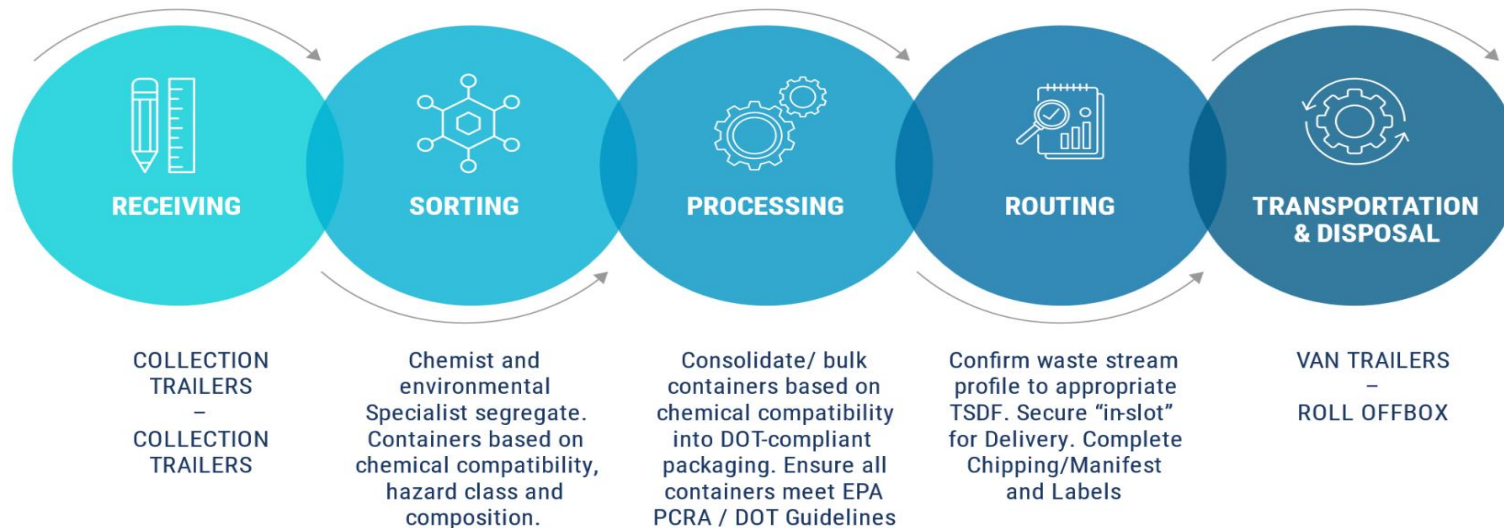


Hazardous Materials Containment Area

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

Minimum Design Criteria for the Hazardous Materials Containment Area:

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



Debris Separation and Reduction

Debris Separation

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

- Clean, vegetative debris
- Vegetative debris containing other foreign matter
- Construction and Demolition (C&D) Debris
- Salvageable or recyclable debris
- White Goods, e-Waste
- Household Hazardous Waste (HHW), Asbestos Containing Materials (ACM), and Toxic Materials/Waster

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

Methods of Debris Reduction

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

• **Chipping and Grinding**

The chipping and grinding of vegetative debris reduce the volume by 75%. Many times, clean chips will be recycled as bio-mass fuel. CrowderGulf is very experienced with chipping/grinding debris and has used this method in the majority of our disaster contracts for the past ten years. When grinding/chipping is utilized as the reduction method, all safety and compliance regulations are enforced throughout the operation.



• **Incineration**

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

A setback of at least 100' will be maintained between the debris piles and the incineration area. There will be a buffer of 1,000' between the incineration area and the nearest building in order to create a zone for emergency vehicles, if needed. The fire will be extinguished two hours before the anticipated removal of the ash mound. The ash mound will be removed before it reaches two feet below the lip of the incineration pit. To prevent explosions, hazardous or contaminated flammable material will not be placed in the pit. Finally, fencing and signage are simple and effective means to keep the public away from the incineration area.

The CrowderGulf **Environmental Plan** address and provides detailed guidance on DMS environmental concerns such as dust, smoke, erosion, storm water plus hazardous and toxic wastes. If the DMS is near an environmentally sensitive area or has any historical or cultural sites in close proximity, special environmental consideration will be taken to protect and preserve such areas.

Debris Reduction Timelines

The following **Timeline of the Debris Reduction Plan** provides an overview of tasks and identifies the time frame within which each task shall be completed.

DEBRIS REDUCTION PLAN TIMELINE	
TASK	TIME FRAME (from NTP)
Conduct requirements assessment of damaged area for DMS.	Within 24 hrs.
Develop DMS according to Management Plan, including rd. construction, erosion control, portable office & toilet facility	Within 48 hrs.
Ensure that all necessary permits from the proper State agency are in place in order to perform debris storage/reduction activities on the selected site.	Within 48 hrs.
Construct observation platform per FEMA requirements	Within 48 hrs.
Construct grinding, burn pit, ash storage & hazardous waste storage areas	Within 48 hrs.
Determine the number of burners &/or grinders/chippers required per site	Within 48 hrs.
Ensure Hazardous Waste Plan in place	Within 48 hrs.
If burning is permitted, begin construction of burn pits	Within 48 hrs.
Complete installation of burners	Within 72 hrs.
Secure permits & transport grinders/chippers to designated reduction areas	Within 72 hrs.
Set up grinders/chippers	Within 96 hrs.
Maintain records of hours worked for operators, location worked, repairs, etc.	Daily
Ensure maintenance of burners &/or grinders/chippers	Daily
Make dumpsite adjustments	Daily
Provide daily operations reports to Project Manager & County Rep	Daily
Inspect DMS operations for safety & quality control monitoring	Daily & periodically
Handle storage & disposal of hazardous waste	As required
Restoration of site upon project completion to County's specifications	Upon completion of project
Provide for demobilization of equipment	Upon completion of all tasks

The **Basic Debris Reduction Crew Table** provides the typical number of crew members and their responsibilities per TDMS.

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

Debris Disposal

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

Vegetative Debris

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

Construction and Demolition Debris

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

Experience with Specialty Debris

CrowderGulf's supervisory personnel are experienced in identifying and assessing potential problems imposed by specialty debris including **Abandoned Vehicles and Vessels; Animal Carcass Removal, Demo Asbestos Containing Materials; Electronic waste (E-Waste); Freon and White Goods; Household Hazardous Waste (HHW); and Waterway (Sand, Beach, and Wet Marine Debris)**. As mentioned above, CrowderGulf works in conjunction with all federal, state and local regulatory agencies and strictly follows all regulatory guidance. If removal and disposal is beyond the area of our expertise, we will use SET Environmental Inc. a highly qualified and licensed Hazmat contractor, to remove and dispose of any such materials.



The table below shows the **number of clients requiring specialty debris** removal in recent years:

Year	Event	# of Clients	E-Waste	Freon / White Goods	HHW	Abandoned Vehicles / Vessels	Demo / Asbestos Materials	Waterway Sand/Beach Marine Debris
2023	Red Tide / Fish Kill	2						X
2022	Hurricane Ian	6	X	X	X			X
2021	Flooding & Storms	3	X	X				
2020	Hurricane Laura	8	X	X	X			X
2020	Hurricanes Sally, Hanna; Tropical Storm (TS) Cristobal	14	X	X	X	X		X
2020	Demo Project	1					X	
2019	TS Imelda	1	X	X				
2019	Misc. & Special Project	2						X
2018	Hurricanes Michael & Florence	13	X	X	X		X	X
2018	Red Tide / Fish Kill	7						X
2017	Hurricane Irma	6	X	X				X

Debris Recycling Plan

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

Vegetative Debris

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

CrowderGulf has over 50 years of experience regarding innovative recycling opportunities. In many cases, CrowderGulf can work with local resources to find secondary uses for wood chips, as opposed to sending them to a landfill. Recent examples include:

- After 2023 Hurricane Ian, CrowderGulf disposed of over 100,000 cubic yards of reduced vegetation (mulch) on Pine Island in Lee County, Florida, through the use of “beneficial-use” agreements for final disposition. CrowderGulf serviced nearly 30 agricultural Small Business Enterprises (SBEs) throughout Matlacha, Bokeelia, and St. James City, by providing mulch to assist in critical restoration efforts on their properties. This process streamlined CrowderGulf’s final disposal efforts on Pine Island, provided a cost-efficient solution to Lee County by mitigating the need for long, off-island hauls, and assisted Lee County agricultural SBE’s in their rebuilding efforts Post-Ian.
- After Hurricane Ian, mulch was taken to various composting facilities where they were used to make compost that benefited local nurseries and the agricultural industry.
- After Hurricanes Michael in 2018 and Isaac in 2012, local paper mills utilized clean wood chips for bio-mass fuel.
- After the historically active storm seasons of 2003 and 2004, CrowderGulf shipped clean wood chips to Italy to be used as bio-mass fuel.

Specifically, our plan involves the following:

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

C&D Debris

Concrete, asphalt and masonry products can be crushed and used as base material for certain road construction products or as a trench backfill. Debris targeted for base materials will need to meet certain size specifications as determined by the end user. The County may choose to recycle these products themselves. As an example, after Hurricane Ike, Galveston County recycled the crushed concrete (from home slabs on Bolivar Peninsula) by using it for road reconstruction and for a new government building foundation. Hurricanes and tornadoes can cause extensive damage to mobile homes, sun porches, and green houses. Most of the nonferrous and ferrous metal debris is suitable for recycling. Trailer frames, trailer parts, appliances and other metal items will be properly separated, crushed, baled and recycled. Any proceeds will be credited to Franklin County.

Site Closure and Restoration

Upon completion of debris reduction operations, all DMSs will be restored to pre-existing conditions. All equipment, inspection towers, and any other temporary buildings will be removed. Burn pits will be returned to the existing grade. Any unburned or chipped materials will be hauled to an appropriate facility. Separated metals, plastics, white goods or other materials and types will be disposed of as required by contract or regulations. Site reclamation / remediation will be billed back to the client at a pass through cost. In addition, if groundwater and / or soil testing is required, these items will be billed to the client at as pass through cost. A final site inspection will be conducted by County authorities and any discrepancies will be corrected. All work, including site restoration and closeout will be concluded within 30 calendar days of notice from the County that the last load of debris has been delivered.

**2022 Hurricane Ian Cleanup
Wa-Ke Hatchee DMS Located in Lee County, FL:
90 Days into Operations**



**2022 Hurricane Ian Cleanup
Wa-Ke Hatchee DMS located in Lee County, FL
Remediated**



➤ Documentation and Reimbursement

CrowderGulf has always been successful in supporting our clients with accurate and complete documentation records. This documentation is readily available to the County, FEMA, FHWA and any other agency that provides reimbursement.

Superior record keeping using the best available technology from the beginning to the end of the project is critical. Financial accountability is maintained throughout the process by using a system of checks and balances that are tied directly to the quantitative documentation originating in the field. Throughout the project, FEMA Public Assistance Program and Policy Guide will be followed and serve as the foundation of our documentation and accounting systems.

Monitoring Companies and Electronic Ticketing

Monitoring Companies are often contracted by the Client to serve as their representative in monitoring and documenting all debris work. All experienced, credible monitoring companies use an Automated Debris Management System (ADMS) that captures all required information for FEMA reimbursement. CrowderGulf has vast experience working with numerous monitoring companies and are familiar and compatible with their programs, processes and procedures. It is important that CrowderGulf and the County's representative (i.e., monitoring company) establish and maintain a positive and professional relationship throughout the project. This is necessary in order for the communication flow to be open with the central focus on making sure all documentation for eligible work is accurate, timely, and readily accessible to the County.

Documentation for Debris Hauling

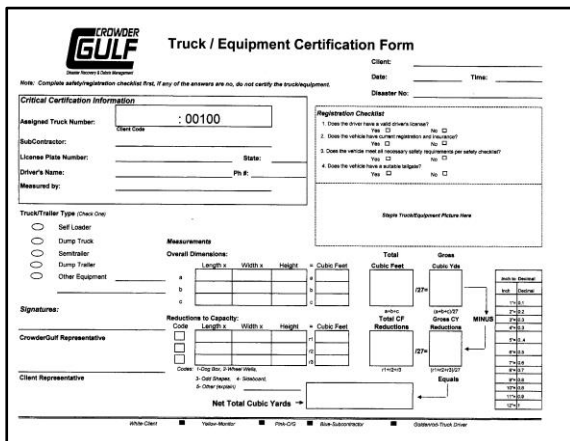
In an effort to maximize accuracy of accounting, CrowderGulf utilizes the following system of project controls:

Phase 1 - Truck Certification

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

Documentation procedures include:

- The County's representative / monitoring company measures the interior dimensions of all debris hauling truck beds to determine the measured cubic yard capacity
- Safety and insurance requirements check is part of the certification process
- The County's representative, CrowderGulf and the driver will each retain a copy of the completed *Truck Certification Form*
- All equipment is affixed with placards displaying the owner's name, equipment number and certified capacity
- The County's representative/monitoring company may attach a unique bar code to the truck placard of each truck as part of their ADMS program
- Photo documentation is provided for each hauling truck and driver
- An electronic Capacity Certification Log is maintained in the field as a quality control tool



Truck / Equipment Certification Form

Critical Certification Information

Assigned Truck Number: 00100

Subcontractor: [Blank]

License Plate Number: [Blank]

Driver's Name: [Blank]

Measured by: [Blank]

Registration Checklist

- Does the driver have a valid driver's license? Yes ☐ No ☐
- Does the vehicle have current registration and insurance? Yes ☐ No ☐
- Does the vehicle meet all necessary safety requirements per safety checklist? Yes ☐ No ☐
- Does the vehicle have a valid title? Yes ☐ No ☐

Measurements

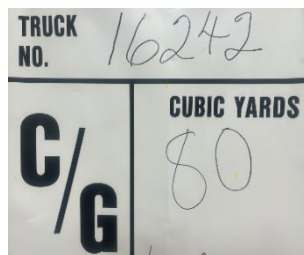
Overall Dimensions: Length x Width x Height = Cubic Feet

Net Total Cubic Yards: [Blank]

Signatures:

CrowderGulf Representative: [Blank]

Client Representative: [Blank]



Phase 2 - Debris Load Ticket Completion

The load ticket is the primary debris-tracking document that records the transport of debris from the original collection point to the DMS or final disposal site. This information is now provided electronically by the client's monitoring company.

- Debris monitors in the field initiate the electronic ticket process by entering the truck number, the debris type, and the debris pick-up address/location.
- When the driver arrives at the DMS or the Final Disposal Site, the tower monitor will complete the electronic ticket information by determining and entering the debris load amount.
- While the debris hauler may receive a paper copy of the load information, CrowderGulf is provided the data electronically including a digital copy of each ticket.
- CrowderGulf downloads and saves the electronic information from the monitoring company's secure website in real-time or the same day as debris loads are hauled.

If a Client decides to self-monitor and not use ADMS, the process is the same and includes the following procedures:

- Completion of a multi-part *Debris Load Ticket* for each truckload of debris
- County representative(s) at the loading site(s) inspects each loaded truck; legibly and accurately records the required information on a multiple-copy paper ticket and provides the debris hauler with a partially completed ticket that the driver takes to the DMS/final disposal site.
- County representative(s) in inspection tower at the DMS or final disposal site(s) take the ticket from the driver and complete the required disposal information.
- County representative(s) retain the original completed ticket and a copy is provided to the driver and a CrowderGulf representative.
- CrowderGulf field office personnel process the tickets by sending electronic copies to the Home Office for additional quality control checks, data entry and storage.

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

Documentation of Special Projects

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

Data Management

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

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

Reports and Information

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

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

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

Reconciliation and Invoicing

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

Data will be reconciled with the County or monitoring company and invoices fully supported by load tickets and other required documentation. CrowderGulf is very flexible in generating invoices. Invoices can be provided in different ways such as a dollar amount limit per invoice, designated work period on an invoice (i.e. one week per invoice) or single task invoices. CrowderGulf strives to accommodate by adapting to preferred formats and preferences. Schedules for invoicing are usually outlined in the contract. Many times, due to the severity of the disaster and a Client's available resources, the payment schedule may be modified to allow more time to pay the invoices. CrowderGulf can accommodate these situations due to our strong financial stability.

Documentation Maintenance

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

FEMA Requirements and Assistance in the Reimbursement Process

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

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

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

CrowderGulf will share its knowledge and experience concerning reimbursement matters. The goal is to obtain maximum reimbursement by utilizing extremely accurate record keeping and exacting quality control measures.

Specifically, CrowderGulf will assist the County with the following:

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

Reimbursement

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

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

ESSENTIAL SUPPORT FUNCTIONS

➤ Readiness Support and Training

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

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

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

- General understanding of the disaster declaration process
- Understanding the importance of thorough documentation in all processes
- Contract scope of work & scope of work timeframe
- FEMA debris removal eligibility & FEMA required documentation
- Responsibilities of the County & the contractor for debris management
- Pre-event actions

- Management team roles & responsibilities
- Initial response & recovery operations
- Debris removal & monitoring functions
- Truck certification process
- Documentation
- Close out & reimbursement

Training and pre-planning sessions are designed by the needs of each individual Client. CrowderGulf is experienced in assessing the needs of each Client and providing the knowledge and training needed for a successful event. CrowderGulf can provide a more in-depth session for the Clients who need training and plan development specific to their geographical location. During in-depth planning and training sessions, CrowderGulf can offer assistance in helping the County's decision makers make informed decisions regarding such things as DMS needs and locations, whether it is in the best interest of the Client to acquire a monitoring firm, and identifying any other concerns that may not have been previously identified.

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

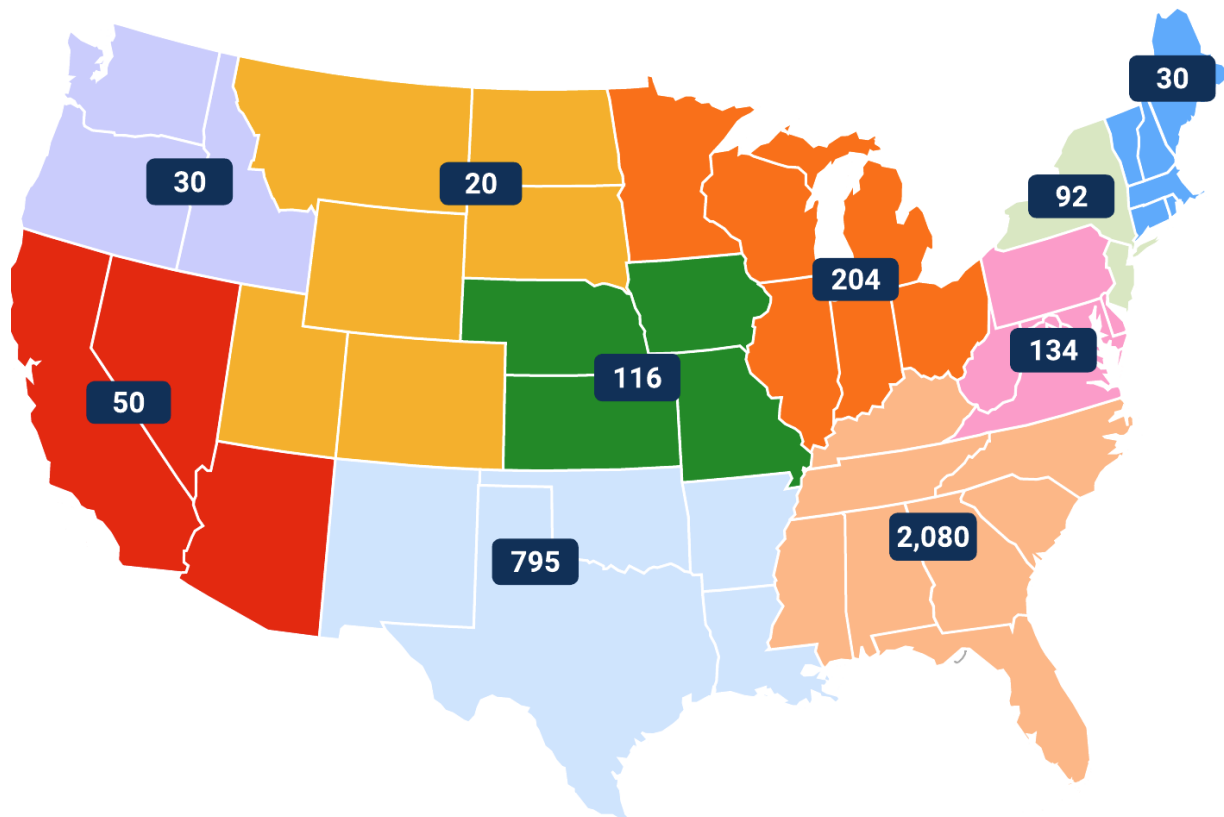
*Mark Claypoole
Gotus Trucking, LLC*

➤ Subcontracting

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

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

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



Subcontracting Practices

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

1. Subcontract to the maximum extent possible with local firms and small businesses. In addition, preference will be given to qualified local vendors for equipment rental and supplies sourced in the jurisdictional boundaries.
2. Promote the use of local contracting by tasking a senior manager to assure notification through local media and organizations.
3. Promote subcontracting only with the assured compliance with equal opportunity hiring.
4. Provide all subcontractors a clear chain of command for purposes of official and/or unofficial communications.
5. Accept, process and pay invoices of subcontractors in accordance with the CrowderGulf policy.
6. Provide priority subcontracting considerations to/for subcontractors that have provided quality work to CrowderGulf in past operations – consistent with the subcontracting policy.
7. CrowderGulf does not have a set-a-side percentage of subcontracted work for any particular classification of subcontractor, but will give special attention to small, disadvantaged firms and/or women-owned small business firms for contract work or services needed.
8. CrowderGulf is committed to promoting the use of small minority, disadvantaged firms and/or women-owned small business firms for contract work, whenever and wherever possible.

9. We currently maintain an active pre-qualified subcontractor database, tracking current certifications of local and regional D/M/W/SBE qualified subcontractors. Subcontractors can mail, fax, e-mail or log on to www.crowdergulf.com to submit their company information for review. If necessary, we will use additional outlets such as newspapers, publications, websites, etc.
10. As required by each awarded contract, CrowderGulf will meet or exceed goals and expectations on the local minority workforce population and the utilization of minority professional firms, consultants and/or suppliers. CrowderGulf will maintain all requirements set forth by the Client.

Subcontracting Policy

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

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

Understanding Requirements

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

Steps in the Process:

1. Before any subcontractors are solicited, CrowderGulf compiles a list of local subcontractors from our Database of pre-qualified subs. These companies have either worked for CrowderGulf and are in good standing, have registered with us through our website, www.crowdergulf.com, or have been previously solicited by CrowderGulf.
2. All subcontractors must meet the following requirements to be considered for prequalification:
 - a. Verification through one or more of the following websites:
 - The **System for Award Management (SAM)** is a **Federal Government owned and operated** free web site that consolidates the capabilities in CCR/FedReg, ORCA, and EPLS. SAM is used to review all subcontractors' debarred status prior to approval as a prequalified subcontractor(<https://www.sam.gov/>)
 - SBA HUBZone Search-confirmation, (http://dsbs.sba.gov/dsbs/search/dsp_searchhubzone.cfm)
 - Dun and Bradstreet, (<https://sso.dnbi.com>)
 - b. Enroll in the E-Verify program and provide acceptable evidence of enrollment at the time of subcontract execution. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company. For additional information regarding the Employment Eligibility Verification System (E-Verify) program visit the following website: <http://www.dhs.gov/E-Verify>. It shall be the **Subcontractor's** responsibility to familiarize themselves with all rules and regulations governing this program.
 - c. Obtain and furnish satisfactory evidence of required insurance from a responsible insurer.
3. If specific directories are to be used, CrowderGulf will check the Client website for directory access or contact the M/WBE Office for a list of potential M/WBE firms to be utilized then compare this list to our current list of local prequalified subcontractors to find possible matches.
4. Contact is then made with M/WBE firms that offer services similar to our scope of work. Initial contact is made by phone then followed up by fax and/or email, confirming the phone conversation.
5. Emailed and/or faxed correspondence provides MBE firms with specific details regarding the request, i.e., scope of work directly from the RFP documents, registration and requirements information, and specific deadlines for submittal of these documents to the CrowderGulf M/WBE Subcontracts Manager.
6. Should letters of intent from interested firms and further proof of M/WBE certifications be required by the Client, CrowderGulf will compile the received documentation and review for completeness.
7. Only those firms that have met set deadlines and returned all requested documentations will be considered for inclusion in the final proposal to the Client as a responsive M/WBE Firm.
8. All contacted firms are listed in the proposal and delegated either responsive or non-responsive and the reason for this status.
9. Should the appropriations assigned to the responsive M/WBE firms not meet the Client's percentage goal, firm percentages will be adjusted and executed by both parties upon mutual agreement.
10. Once the RFP evaluation process is complete and award notices are received, these M/WBE firms are notified of results and any additional documentation is requested to keep in the Client's file.
11. Current CrowderGulf client folders are updated yearly with current local pre-qualified subcontractors as well as M/WBE firm confirmations.
12. Upon Client activation, if any of the proposed local M/WBE firms are no longer able to fulfill assigned goals, CrowderGulf will identify other certified M/WBE firms to replace inactive M/WBE firms to maintain our proposed percentage goals. CrowderGulf will provide a detailed explanation as well as further commitments from other M/WBE certified subcontractors to perform scope of work in lieu of previously committed Subcontractors.

Reporting

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

Good Faith Effort

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

Affirmative Steps Include:

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

Subcontractor Oversight

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

Minority/Small Business Enterprise (M/SBE) Subcontractors

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

2024 FL Region 1 Potential Subcontractors	Address	City	ST	Zip	SB	WO	VET	SDV	HUB	SDB
814 Sand Inc	12030 Hwy 77	Panama City	FL	32409	1	1				1
A & K Septic Tank & Portable Toilets	4720 Minnetonka St.	Pensacola	FL	32526	1					
A.2.B. Trucking	241 Quebec Ave.	Defuniak Springs	FL	32433						
Aardvark Debris Removal LLC	200 Hermey Ave	Pensacola	FL	32507				1		
AARK Enterprises, Inc.	P.O. Box 510	Vernon	FL	32462						
Abaco Restoration	P.O. Box 15414	Panama City	FL	32406	1					
Aerotek	100 W. Garden Street	Pensacola	FL	32502						
AK Triple E, Inc.	1610 Woodlawn Way	Gulf Breeze	FL	32563	1					
AW Tree and Landscaping Service, LLC	8250 Briese Lane	Pensacola	FL	32514		1				
Axis Maintenance Services, LLC.	970 Gulf Shores Dr.	Destin	FL	32541	1					
Azland C&D And Recycling	520 County Clay Pit Road	DeFuniak Springs	FL	32435	1	1				
Beachway Contractors, LLC.	365 Campbells Rest Rd	DeFuniak Springs	FL	32433	1					
BEK Group, LLC.	404 North West Street	Pensacola	FL	32505	1					
BKW, Inc.	8132 Pittman Ave	Pensacola	FL	32534	1	1				
B-Line Services, LLC. (d.b.a. Brian's Hauling)	4997 Dumascus Church Road	Greenville	FL	32440						
Brown's Tree Service and Land Clearing LLC	6514 Cortex St	Panama City	FL	32404	1					
Byrd Enterprise	13536 Hwy 77	Panama City	FL	32409	1					
Capt. Eric's Services, LLC.	3930 Venetian Circle	Panama City	FL	32405			1	1		
Cinch Underground, Inc.	751 Kirkland Rd.	Chipley	FL	32428	1					
Coastal Clearing, LLC.	815 Linda Lane	Panama City Beach	FL	32407						
Construction Materials of NW Florida, Inc.	501 Eglin Parkway NE	Fort Walton Beach	FL	32547	1					
Creek Waste and Recycling LLC	2560 S Hwy 95a	Cantonment	FL	32533	1	1				
Cronin Construction, Inc.	913 Gulf Breeze Pkwy, Ste 12	Gulf Breeze	FL	32561		1				1
Diamond C Debris Removal, LLC.	PO Box 36262	Pensacola	FL	32516	1					
Disposal Services, LLC.	3634 HWY 231	Panama City	FL	32404	1					

2024 FL Region 1 Potential Subcontractors	Address	City	ST	Zip	SB	WO	VET	SDV	HUB	SDB
Dwight Hicks, Inc.	500 Harrison Ave.	Panama City	FL	32401						
Eager Beaver Professional Tree Care, LLC	2170 Longleaf Dr	Pensacola	FL	32505		1				
ESA South, Inc.	1681 Success Dr	Cantonment	FL	32533	1		1	1		
Florida Home Masters, LLC.	1246 Brake Road	Westville	FL	32464						
GB Green Construction Management & Consulting	1720 W. Fairfield DR, Ste 507	Pensacola	FL	32501	1		1			1
Grahams Welding & Fabrication, Inc.	94 Ready Ave. B#7	Fort Walton Beach	FL	32548	1		1			
Guide	17119 Perdido Key Dr. #E33	Pensacola	FL	32507	1					
Gulf Coast Landscape	902 Santa Rosa Blvd	Ft. Walton	FL	32548						
Gulf Coast Utility Contractors, LLC	13938 Hwy 77	Panama City	FL	32409						
Gulf Marine Construction, Inc.	1232 N. Pace Blvd.	Pensacola	FL	32505	1				1	
H & H Trucking and Tree Service, LLC	4695 N. Hwy.71	Wewahitchka	FL	32465	1					
Harvest Restoration, Inc	2689 Bear ? Circle	Alford	FL	32420	1					
HighSteele Landscaping and Home Improvement	5113 Bradford Dr	Milton	FL	32571						
Iron Dog, Inc.	10483 NW Gray Rd	Clarksville	FL	32430	1	1			1	
Keith H Fendley	7310 W Jackson St	Pensacola	FL	32506	1					
Kelly Services	5401 Corporate Woods Dr., Ste. 200	Pensacola	FL	32504						
Kevin D. Pugh, Site & Dozer Works, LLC	5731 Stewart Rd	Walnut Hill	FL	32568						1
L&A Logging, Inc.	50 Loggers Lane	DeFuniak Springs	FL	32435						
Landrum Staffing Service	6723 Plantation Rd.	Pensacola	FL	32504						
Long Shot Transporting	13970 State Hwy 20 W	Niceville	FL	32578	1					
Lumber Locators LLC	12 Marlin Court	Santa Rosa Beach	FL	32459	1					
M&J Land and Marine LLC	1016 Buena Vista Blvd	Panama City	FL	32401	1					
Mark Kirkland Construction Services, LLC.	3680 Charmaine Dr. B	Pensacola	FL	32526	1					
Matthews Land Solutions	2846 Merritts Mill Rd	Marianna	FL	32446						
MDX Services LLC	1396 Hwy 71	Marianna	FL	32448	1					
Mike Turner's Vinyl Siding Inc.	5261 Crowson Rd	Pensacola	FL	32526						1
Morgan Marine Salvage & Recovery, LLC	288 Marsh DR	Freeport	FL	32439	1					
Mr. Trash, LLC.	1108 School Ave.	Springfield	FL	32401						
New View Land Clearing	1609 Deer Ave	Panama City	FL	32401	1					
North Florida Land Prep Inc.	11407 Hwy 2301	Youngstown	FL	32466	1					
OCDS 2018, LLC.	2207 East 6th Street	Panama City	FL	32401						
Pate Farms	2331 Horseshoe Loop	Bonifay	FL	32425	1	1				
PBrown Builders, LLC	4231 Cherry Laurel DR	Pensacola	FL	32504	1					1
PCE Disaster Contractor, LLC.	4019 Riverside Drive	Panama City	FL	32404	1					
Pensacola Environmental Services, Inc.	P.O. Box 34450	Pensacola	FL	32507	1		1			
Pensacola Tree Service	7085 Frank Reeder Rd	Pensacola	FL	32526	1					
Plant Welding Service Inc	5774 W. Spencer Field Rd	Pace	FL	32571	1					
Precision Emergency Response LLC	3218 Hwy 98	Mexico Beach	FL	32456		1				
Prestwood All-Pro Services, Inc.	8485 Eight Mile Creek Rd	Pensacola	FL	32526						
Prince Contracting, LLC.	10065 W. Emerald Coast Pkwy.	Destin	FL	32550						
RBM Contracting Services	PO Box 2174	Santa Rosa Beach	FL	32459	1					
RCG Enterprises, Inc.	1504 W. Intendencia St	Pensacola	FL	32501	1	1	1	1	1	1
Redmonds, Inc.	8606 Laird St.	Panama City Beach	FL	32408						
Register's Enterprises of Bay County, LLC.	9323 N. HWY 231	Panama City	FL	32404	1					
Revelation Construction, LLC.	1907 E. 9th St.	Panama City	FL	32401	1				1	
Rimax Contractors	108 W. Mallory St.	Pensacola	FL	32501						
River Bend Trucking	2355 Horseshoe Loop	Bonifay	FL	32425	1	1				
RME-Diver Commercial Diving LLC	109 Oak Ridge Place	Panama City	FL	32408	1	1				
Robbins Contracting, LLC.	309 Elm Ave.	Panama City	FL	32401						
Rouse Stump Grinding LLC	841 Springtime St.	Wewahitchka	FL	32465						
Ryles Grassing, LLC.	PO Box 711	Baker	FL	32531						
Sean McKnight & Sons Landscaping & Tree Svc	4200 Langley Ave.	Pensacola	FL	32504						
Smith & Associates, LLC	P.O. Box 1084	Gulf Breeze	FL	32562	1	1				
Snelling Personnel Services	1613 St. Andrews Blvd.	Panama City	FL	32405	1	1				
Solar Recycling	7508 Klondike Rd	Pensacola	FL	32526	1					
Sound Off Audio	15176 NW Magnolia Church Rd.	Altha	FL	32421	1					
Sterling Tree Services, Inc.	8500 Lillian Hwy.	Pensacola	FL	32506	1		1	1		
Superior Waste & Land Clearing	8804 Sonnyboy Ln	Pensacola	FL	32514						
TDT Land, Properties & Equipment, LLC.	2545 Commercial Park Dr.	Marianna	FL	32448	1					
Thom Co Enterprises, Inc.	745 Hollywood Blvd., N.W.	Fort Walton Beach	FL	32548	1		1	1		1
Tindle Enterprises, Inc.	P.O. Box 969	Freeport	FL	32439						1
Turn Key Marine Services, LLC	646 Anchors St NW #2	Fort Walton Beach	FL	32548						
Watts Landscaping	2601 Wild Lake Blvd	Pensacola	FL	32526						

Exclusive Subcontractors

The subcontractors in the table below work **exclusively** for CrowderGulf. These subcontractors immediately begin deployment when a threat is imminent. They have a combined 114 double trucks that can be called upon at the moment's notice. The table includes the storm events and locations that these subcontractors have worked with CrowderGulf.

Subcontractor	Storm Event	Work Location
Dawn Til Dusk Disaster LLC (Bethany, MO) (PUSH, ROW Hauling, Stumps, L & H, ROE Hauling, Beach/ Sand) 42 Activations 2 Activations in FL Master Subcontract # 12_133	2024 Beryl	Brazoria Co, TX West Columbia, TX Brazoria, TX
	2024 TX Straight Line Winds	Coppell, TX
	2023 AR Tornado	North Little Rock, AR Sherwood, AR
	2022 Ian	Lee Co, FL
	2021 KY Tornado	Bowling Green, KY Warren County, KY
	2021 Nicholas	Angleton, TX Brazoria Co, TX Lake Jackson, TX
	2020 Zeta	Gulfport, MS
	2020 Sally	Fairhope, AL Orange Beach, AL
	2020 Laura	Lake Charles, LA West Lake, LA Calcasieu Parish, LA
	2020 Tornado	Nashville, TN
	2019 Imelda	Montgomery Co, TX
	2018 Michael	Panama City, FL
	2018 Florence	Duplin Co, NC Onslow Co, NC Jacksonville, NC
	2017 Harvey	Aransas Co, TX Corpus Christi, TX
	2017 Mississippi Tornado	Hattiesburg, MS
	2016 Matthew	Deltona, FL
	2016 LA Flooding	Ouachita Parish, LA Central, LA
	2016 Texas Flooding / Misc	Montgomery Co, TX Waller Co, TX Newton Co, TX
	2015 SC Flooding	SCDOT
	2014 Ulysses – Ice Storm	Greensboro, NC
	2014 AL Tornado	ACCA – Blount Co, AL
	2011 Irene	Dare Co, NC Kill Devil Hills, NC Kitty Hawk, NC Nags Head, NC
	2008 Ike	Montgomery Co, TX
	2005 Katrina	Pascagoula, MS
Dotson & Sons (Higbee, MO) (ROW Hauling, L & H, Stumps) 34 Activations 13 Activations in FL Master Subcontract # 16_725	2024 Beryl	Montgomery Co, TX
	2023 Winter Storm- TX	Austin, TX Travis Co, TX
	2022 Ian	Ft. Myers, FL FDEM Lee Co, FL
	2021 May Floods	Lake Charles, LA
	2020 Laura	Lake Charles, LA Bainbridge, GA Decatur Co, GA Calcasieu Parish, LA Panama City, FL
	2018 Michael	Holly Ridge, NC Richlands, NC
	2018 Florence	Onslow Co, NC
	2017 Irma	Bonita Springs, FL Lee Co., FL
	2017 Harvey	Aransas Co, TX Corpus Christi, TX Montgomery Co, TX San Patricio Co, TX,
	2016 Matthew	Hilton Head Island, SC
	2016 LA Flooding	Central, LA
	2006 Ice Storm	Erie Co, NY
	2005 Rita	Calcasieu Parish / Lake Charles, LA
	2005 Katrina	North Miami, FL Pascagoula, MS Wilton Manors, FL Pompano Beach, FL
	2004 Ivan	Escambia Co, FL
	2004 Charley, Frances, Jeanne	Lee Co, FL Orlando, FL Sanibel, FL
	2024 Beryl	Montgomery Co, TX

Subcontractor	Storm Event	Work Location	
Gulf Services (Theodore, AL) (PUSH, ROW Hauling, L&H, Stumps, Site Mgt, Ditch work, PPDR) 28 Activations 13 Activations in FL Master Subcontract # 12_191	2024 TX Flooding May	Liberty Co, TX	Montgomery Co, TX
	2024 TX Straight Line Winds	Carrollton, TX Coppell, TX	Richardson, TX
	2023 Idalia	St. Petersburg, FL	Dunedin, FL
	2023 Winter Storm- TX	Austin, TX	Travis Co, TX
	2022 Ian	Bonita Springs, FL Esterro, FL FDEM Lee Co, FL	Lee Co School District Sanibel, FL Sarasota Co, FL
	2021 Ida	St. John the Baptist Parish, LA	Calcasieu Parish, LA Waterways
	2021 May Flooding	Lake Charles, LA	Calcasieu Parish, LA
	2020 Laura	Lake Charles, LA Sulphur, LA	Calcasieu Parish, LA
	2018 Michael	Bay Co, FL Lynn Haven, FL	Panama City, FL Washington Co, FL
Hauling Away LLC (Mobile, AL) (PUSH, ROW Hauling, L&H, ROE Hauling, Stumps, Grinding, HaulOuts, Sand, Demo, Waterway Debris) 105 Activations 23 Activations in FL Master Subcontract # 12_223	2024 Beryl	Alvin, TX Angleton, TX Brazoria Co, TX	Brazoria, TX Lake Jackson, TX West Columbia, TX
	2024 SC Straight Line Winds	Dorchester Co, SC	
	2024 LA Tornado	Lake Charles, LA	
	2024 FL Tornado May	Kissimmee, FL	
	2024 AL Tornos	AL Counties- Region 7	Henager
	2024 TX Flooding April	Angleton, TX	
	2023 AR Tornado	North Little Rock, AR	Sherwood, AR
	2023 Ice Storm	Deer Park, TX Bonita Springs, FL Esterro, FL Ft. Myers, FL FDEM	Ft. Myers Beach, FL Lee Co, FL Sanibel, FL Synergy, Charlotte Co Schools, FL
	2022 Ian		
	2021 TX GLO	Beach Debris – Sunken Car	
	2021 LA Tornado	Calcasieu Parish, LA	
	2021 Ida	St. John the Baptist Parish, LA	Calcasieu Parish, LA Waterways
	2020 Hanna & Beta	Texas General Land Office (GLO)	
	2020 Zeta	Gulfport, MS	
	2020 Sally	AL DOT SW Region Baldwin Co, AL	Gulf Shores, AL Orange Beach, AL
	2020 Laura	Lake Charles, LA Sulphur, LA Vinton, LA	Calcasieu Parish, LA West Lake, LA West Calcasieu Port, LA
	2020 Cristobal	Dauphin Island, AL	
	2020 Tornado	Nashville, TN	Chattanooga, TN
	2019 TX Tornado	Richardson, TX	
	2019 Dorian	Dorchester Co, SC	
	2019 Imelda	Montgomery Co, TX	
	2018 Michael	Bay Co, FL FL Dept of Enviro. Protection Bainbridge, GA	Jackson Co, FL Panama City Beach, FL Panama City, FL Decatur Co, GA
	2018 Florence	Jacksonville, NC North Topsail Beach, NC	Onslow Co, NC
	2018 Florida Red Tide	Collier Co, FL Sanibel Island, FL	Fort Myers Beach, FL
	2017 Irma	Collier Co, FL FL DEP Waterway Cleanup	Kissimmee, FL Okeechobee Co, FL
	2017 Harvey	Hilton Head Island, SC Aransas Co, TX Texas General Land Office (GLO)	Polk Co., FL Corpus Christi, TX
	2017 Maintenance	Corpus Christi, TX	
	2017 T.S. Cindy	Dauphin Island, AL	
	2016 Matthew	FL Dept. of Enviro. Protection	Hilton Head Island, SC
	2016 LA Flooding	Hilton Head Plantation POA, SC Central, LA	Ouachita Parish, LA
	2016 Texas Flooding / Misc	Newton Co, TX	Waller Co, TX

Subcontractor	Storm Event	Work Location
	2016 Maintenance	Montgomery Co, TX
	2016 Tornado	Corpus Christi, TX Rowlett, TX
	2015 Flooding-Alabama	AL DCNR, Baldwin Co, AL AL DOT, Baldwin Co, AL
	2015 SC Flooding	SCDOT
	2015 Demolition	Orange Beach, AL
	2015 Fish Kill	Orange Beach, AL
	2015 Texas Flooding / Misc	Blanco Co, TX Corpus Christi, TX
	2015 Severe Storm AL	Limestone Co, AL
	2014 Tornado	Blount Co, AL
	2014 Maintenance	Corpus Christi, TX
	2014 Pax (Ice Storm)	Dorchester Co, SC
	2013 T.S. Andrea	Gulf Shores, AL
	2012-2013 Sandy	NJ DEP
	2012 Isaac	Biloxi, MS Dauphin Island, AL McComb, MS
	2012 Miscellaneous	The Nature Conservancy, AL
S. St. George Enterprises (Fredonia, NY) (PUSH, ROW Hauling, L&H, Grinding, Stumps, HaulOuts, Site Work) 84 Activations 40 Activations in FL Master Subcontract # 13_376	2012 Tornado	Republic Services, TX Friendswood, TX
	2011 Irene	Limestone Co, AL
	2023 Ice Storm TX	Travis Co, TX
	2022 Ian	Bonita Springs, FL Edgewater, FL Ft. Myers, FL Ft. Myers Beach, FL Lee Co, FL FDEM
	2021 KY Tornado	Warren County, KY
	2020 Zeta	Harrison Co, MS
	2020 Laura	Calcasieu Parish, LA
	2020 Tornado	Chattanooga, TN
	2018 Michael	Bay Co, FL Jackson Co, FL Lynn Haven, FL Decatur Co, GA
	2018 Florence	Panama City, FL Panama City Beach, FL Bainbridge, GA
		Brunswick Co, NC Bolivia, NC Caswell Beach, NC Leland, NC Holly Ridge, NC Sandy Creek, NC Navassa, NC Swansboro, NC
	2017 Irma	Onslow Co, NC Jacksonville, NC Duplin Co, NC Richlands, NC Oak Island, NC Northwest, NC Shallotte, NC Varnamtown, NC
		Bonita Springs, FL Edgewater, FL Flagler Co, FL Lake Mary, FL Lake Co, FL Lee Co, FL
	2017 Harvey	Okeechobee Co, FL Orlando, FL Ormond Beach, FL Sanford, FL Sarasota Co, FL St. Petersburg, FL Sumter Co, FL
	2016 Matthew	Aransas Co, TX San Patricio Co, TX
	2014 AL Tornado	Corpus Christi, TX
	2014 Pax – Ice Storm	Hilton Head Island, SC Windmill Harbor POA, SC
	2011 Irene	Long Cove POA, SC Norfolk, VA
	2005 Dennis	ACCA- Blount Co, AL
	2005 Wilma	Berkeley Co, SC
	2005 Rita	Dorchester Co, SC
	2005 Katrina	James City Co, VA York Co, VA
		Newport News, VA Rocky Mount, NC
		Bay Co, FL
		Destin, FL
		Ft. Lauderdale, FL
		West Palm Beach, FL
		Calcasieu Parish / Lake Charles, LA
		Aventura, FL
		Pascagoula, MS

Subcontractor	Storm Event	Work Location
		Daphne, AL Pompano Beach, FL Lazy Lakes, FL Wilton Manors, FL 2004 Ivan Escambia Co, FL Walton Co, FL

Pre-Qualified Subcontractors that worked for CrowderGulf after Major Disasters

Currently, we have subcontracts or Letters of Commitment with these Subcontractors listed below. They have worked for CrowderGulf after the Events and in the locations provided below. CrowderGulf maintains full compliance with current procurement regulations, specifically **44 CFR 206.10** and **2 CFR 200.321**.

Summary of Prime Subcontractor Activations for the past 15 Years with CrowderGulf, LLC

Subcontractor	Storm Event	Work Location
4M Services (Alva, FL) (PUSH, ROW Hauling, HaulOuts) 15 Activations 7 Activations in FL Master Subcontract # 20_1865	2024 Beryl	Deer Park, TX Dickinson, TX
	2023 AR Tornado	North Little Rock, AR Sherwood, AR
	2022 Ian	Bonita Springs, FL Ft. Myers Beach, FL Estero, FL Lee County, FL Ft. Myers, FL Sanibel, FL
	2022 FL Tornado	Lee County, FL
	2021 Ida	Gulfport, MS
	2020 Sally	AL DOT Orange Beach, AL
	2020 Laura	Lake Charles, LA
ABC Hauling Services / RAL Services Corp. (Miami, FL) (HaulOuts) 33 Activations 8 Activations in FL Master Subcontract # 16_915	2024 Beryl	Montgomery Co, TX
	2022 Ian	Ft. Myers, FL Lee County, FL Ft. Myers Beach, FL
	2021 Ida	St. John the Baptist Parish, LA
	2021 May Flooding	Lake Charles, LA Calcasieu Parish, LA
	2020 Laura	Lake Charles, LA Calcasieu Parish, LA Dequincy, LA Iowa, LA West Lake, LA Vinton, LA
	2020 Tornado	Nashville, TN Chattanooga, TN
	2018 Michael	Bay Co, FL Panama City, FL Jackson Co, FL Panama City Beach, FL Lynn Haven, FL
	2018 Florence	Duplin Co, NC
	2017 Harvey	Aransas Co, TX Corpus Christi, TX Aransas Co, TX (PPDR) San Patricio, TX
	2016 Matthew	Hilton Head Island, SC Thunderbolt, GA
	2011 Tornado (MO)	Joplin, MO
	2011 Irene	Dare Co, NC
	2008 Ike	Bolivar Peninsula, TX Manvel, TX League City, TX
	2005 Wilma	Ft. Lauderdale, FL
Ault Enterprises LLC (Bark River, MI) (ROW Hauling, Waterway Debris Hauling) 13 Activations 5 Activations in FL (Master # 16_794)	2022 Ian	Lee County, FL
	2020 Zeta	Gulfport, MS
	2020 Laura	Sulphur, LA
	2018 Michael	FL Dept. of Enviro. Protection Panama City, FL
	2018 Florence	Onslow Co, NC Swansboro, NC
	2017 Irma	FL Dept. of Enviro. Protection (Clay/Putnam, Duval, Volusia/Brevard)
	2017 Harvey	Corpus Christi, TX
	2016 Matthew	FL Dept. of Enviro. Protection Hilton Head Island, SC
Barnhart Debris Removal (Magnolia, AR) (PUSH, ROW Hauling, Site Work, HaulOuts, L&H, White Goods) 12 Activations 6 Activations in FL Master Subcontract # 17_1217	2022 Ian	Castleberry, FL
	2021 Ida	Audubon Institute, LA
	2020 Laura	Lake Charles, LA Calcasieu Parish, LA Iowa, LA Vinton, LA
	2018 Michael	Apalachicola, FL Panama City, FL Carrabelle, FL Washington Co, FL Franklin Co, FL
	2017 Harvey	Brazoria Co, TX
Beeghly Tree (Somerset, PA)	2023 Tornados	Edgecombe Co, NC Rocky Mount, NC Nash Co, NC

Subcontractor	Storm Event	Work Location	
(ROW Hauling, L&H) 11 Activations 2 Activations in FL Master Subcontract # 20_1871	2022 Ian	Lee Co, FL	Sanibel, FL
	2020 Zeta	Biloxi, MS	D'Iberville, MS
	2020 Sally	AL DOT Baldwin Co, AL	Fairhope, AL Gulf Shores, AL
C & W Trucking, Inc (Winter Garden, FL) (Haul Outs) 16 Activations 14 Activations in FL Master Subcontract # 17_1292	2017 Irma	Casselberry, FL	Edgewood, FL
		Lake Mary, FL	Lake Co, FL
		Orlando, FL	Polk Co, FL
		Sanford, FL	
	2017 Harvey	Brazoria Co, TX	Montgomery Co, TX
	2012 Tornado	Polk Co, FL	
	2008 T.S. Fay	Brevard Co, FL	
	2005 Wilma	Aventura, FL	West Palm Beach, FL
Clinton Lumber Co. LLC Willow Springs, MO) (ROW Hauling) 11 Activations 9 Activations in FL Master Subcontract # 17_1269	2004 Charley, Frances, Jeanne	Brevard Co, FL	Orange Co, FL
		Jupiter, FL	
	2023 Ice Storm TX	Travis County, TX	
	2022 Ian	Ormond Beach, FL	
	2022 FL Tornado	Lee Co, FL	
	2020 Laura	Lake Charles, LA	
	2018 Michael	Apalachicola, FL Casselberry, FL	Franklin Co, FL
	2017 Irma	Flagler Beach, FL Lee Co, FL	Ormond Beach, FL Panama City, FL
Creel Brothers, Inc. (Franklinton, LA) (PUSH, ROW Hauling, L&H, Stumps, Haul Outs) 21 Activations 7 Activations in FL Master Subcontract # 20_1863	2024 Beryl	Angleton, TX Brazoria Co, TX	Friendswood, TX
	2023 Idalia	Thomas Co, GA	
	2023 Ice Storm TX	Austin, TX	Travis Co, TX
	2022 Ian	Bonita Springs, FL Ft. Myers, FL Ft. Myers Beach, FL Venice, FL	Lee County, FL Le Co Public Schools, FL Sanibel, FL
	2022 SC Ice Storm	SCDOT	
	2021 Ida	St. John the Baptist Parish, LA	
	2021 TX Demo	Friendswood, TX	
	2021 TX Tornado	Friendswood, TX	Sugar Land, TX
	2021 LA Tornado	Calcasieu Parish, LA	
	2020 Laura	Calcasieu Parish, LA	Lake Charles, LA
	2018 Michael	Panama City, FL	
Crooked River LLC (Trimble, MO) ROW Hauling 2 Activations 1 Activation in FL Master Subcontract # 17_1039	2017 Harvey	Dickinson, TX	
DEH Disaster Recovery LLC (Ft. Valley, GA) (ROW Hauling, L&H, Stumps) 24 Activations 4 Activations in FL Master Subcontract # 14_497	2024 Beryl	Montgomery Co, TX	
	2022 Ian	Ft. Myers, FL	Lee Co, FL
	2020 Sally	Baldwin Co, AL	Fairhope, AL
	2018 Michael	Decatur Co, GA	Bainbridge, GA
	2018 Florence	Bald Head Island, NC Bolivia, NC Brunswick Co, NC Caswell Beach, NC Leland, NC	Northwest, NC Oak Island, NC Shallotte, NC Varnamtown, NC
	2017 Harvey	Aransas Co, TX Corpus Christi, TX	Nueces Co, TX
	2016 Matthew	Hilton Head Island, SC	
	2016 Hermine	Leon Co, FL	Tallahassee, FL
	2014 Ice Storm Pax	Berkeley Co, SC	Dorchester Co, SC
DM Bass, Inc (Bogalusa, LA) (PUSH, ROW Hauling) 6 Activations 4 Activations in FL Master Subcontract # 18_1808	2022 Ian	Lee County, FL	Lee Co Public Schools, FL
	2021 Ida	St. John the Baptist Parish, LA	
	2020 Laura	Lake Charles, LA	
	2018 Michael	Jackson Co, FL	Panama City, FL
Four Points Recycling	2018 Florence	Jacksonville, NC	Onslow Co, NC

Subcontractor	Storm Event	Work Location
(Jacksonville, NC) (ROW Haul) 9 Activations 4 Activations in FL Master Subcontract # 16_833		North Topsail Beach, NC
	2017 Irma	Chatham Co, GA
	2016 Matthew	Currituck Co, NC
		Duplin Co, NC Raleigh, NC Rose Hill, NC Sunset Beach, NC
Four R Equipment / Coastline Energy Resources (Miramar, FL) (ROW Hauling, HaulOuts) 15 Activations 8 Activations in FL Master Subcontract # 12_173 / 21_1880	2022 Ian	Punta Gorda, FL
	2021 Ida	Calcasieu Parish, LA Waterways
	2020 Laura	Calcasieu Parish, LA
	2018 Michael	Panama City, FL
	2017 Irma	Miami Springs, FL FL DEP Waterway Cleanup
	2016 Matthew	FL Dept. of Enviro. Protection Edgewater, FL
	2016 Hermine	Tallahassee, FL
	2014 Pax (Ice Storm)	Dorchester Co, SC
	2011 Irene	Newport News, VA
	2008 Ike	Bolivar Peninsula League City, TX Kemah, TX
	2005 Wilma	Pembroke Pines, FL
Gaston / Wood Resource Recovery (Gainesville, FL) (PUSH, ROW Hauling, Stumps, L & H, DMS Grinding, HaulOuts) 25 Activations 23 Activations in FL Master Subcontract #s 17_1468 / 20_1869	2022 Ian	FL Dept. Enviro. Protection Port Orange, FL Sanford, FL Lee Co, FL St. Petersburg, FL
	2020 Sally	AL DOT SW Region Baldwin Co, AL
	2020 Tornado	Volusia Co, FL
	2018 Michael	Bay Co, FL Panama City, FL Jackson Co, FL
	2017 Irma	FL DEP Waterway Cleanup Flagler Beach, FL Flagler County, FL Ormond Beach, FL Palm Coast, FL Polk Co, FL St. Petersburg, FL Tarpon Springs
		Clay County, FL Flagler Beach, FL Flagler County, FL Orange Park, FL Ormond Beach, FL Palm Coast, FL
	2016 Matthew	
Gotus Trucking (Harrisville, PA) (ROW Hauling, L & H, Stumps) 32 activations 8 Activations in FL Master Subcontract # 16_666	2024 Beryl	Alvin, TX Brazoria Co, TX Iowa Colony, TX
	2023 VA Tornado	Virginia Beach, VA
	2022 Ian	Lee Co, FL Bonita Springs, FL
	2021 KY Tornado	Bowling Green, KY Warren County, KY
	2020 Zeta	Gulfport, MS
	2020 Laura	West Lake, LA Calcasieu Parish, LA
	2020 Isaías	Newport News, VA
	2020 Tornado	Nashville, TN Chattanooga, TN
	2019 Imelda	Montgomery Co, TX
	2019 Dorian	Dorchester Co, SC
	2018 Michael	Panama City, FL
	2018 Florence	Fayetteville, NC
	2017 Harvey	Aransas Co, TX Corpus Christi, TX Nueces Co, TX
	2016 Matthew	Chesapeake, VA Currituck Co, NC Fayetteville, NC Norfolk, VA Southern Shores, NC
	2016 LA Flooding	Central, LA
	2016 Tornado	Essex Co, VA
	2005 Wilma	Ft. Lauderdale, FL Wilton Manors, FL Lazy Lakes, FL
	2005 Katrina	Pembroke Pines, FL
Gulf Atlantic Construction & Marine (Grand Bay, AL) (DMS Site Work, HaulOuts, Sand, Dredging, Waterway, ROW Hauling) 17 Activations 9 Activations in FL Master Subcontract# 17_1052	2022 Ian	Bonita Springs, FL Ft. Myers Beach, FL Lee Co, FL Sanibel, FL
	2020 Sally	AL DOT SW Region Baldwin Co, AL Gulf Shores, AL Orange Beach, AL
	2020 Cristobal	Harrison Co, MS
	2018 Michael	Bay Co, FL Dauphin Island, AL Panama City, FL Mexico Beach, FL
	2017 Irma	Lake Co, FL
	2017 Harvey	Baytown, TX Brazoria Co, TX

Subcontractor	Storm Event	Work Location
H2 Construction LLC (Waverly, MO) (ROW hauling, L & H, Stumps) 13 Activations 3 Activations in FL Master Subcontract # 14_219	2017 Nate	Dauphin Island, AL
	2024 Beryl	Bayou Vista, TX Hitchcock, TX LaMarque, TX
	2022 Ian	Ormond Beach, FL Ocoee, FL
	2018 Michael	Lynn Haven, FL
	2017 Harvey	League City, TX Nassau Bay, TX
	2017 Tornado	Hattiesburg, MS
	2016 Matthew	Liberty Co, GA Port Wentworth, GA
	2016 LA Flooding	Central, LA
HDR Trucking LLC (Bamberg, SC) (PUSH, ROW Hauling, HaulOuts, L & H, Demo) 24 Activations 12 Activations in FL Master Subcontract # 14_219	2014 Ice Storm Ulysses	Greensboro, NC
	2024 Beryl	Brazoria Co, TX Brookside Village, TX
	2022 Ian	Kissimmee, FL Ocoee, FL
	2022 SC Ice Storm Izzy	SCDOT
	2020 Zeta	Harrison Co, MS Gulfport, MS
	2018 Michael	Bay Co, FL Jackson Co, FL Decatur Co, GA Bainbridge, GA
	2017 Irma	Brevard Co, FL Okeechobee Co, FL Kissimmee, FL Polk Co, FL Lake Co, FL Sumter Co, FL
	2016 Matthew	Callawassie Island, SC Fripp Island, SC Hilton Head Island, SC Hilton Head (POA) SC Windmill Harbour, SC
JTL & S Property Preservation (League City, TX) (ROW Hauling, L & H, White Goods, Freon Management) 33 Activations 7 Activations in FL Master Subcontract # 17_1020	2016 Hermine	Leon Co, FL Tallahassee, FL
	2024 Beryl	Bayou Vista, TX
	2022 Ian	Bonita Springs, FL Esterro, FL FDEM Ft. Myers, FL Ft. Myers Beach, FL Lee Co, FL Sanibel, FL
	2021 Ida	St. John the Baptist Parish, LA
	2021 May Flooding	Lake Charles, LA Calcasieu Parish, LA
	2020 Laura	Dequincy, LA Lake Charles, LA West Lake, LA Vinton, LA Calcasieu Parish, LA Iowa, LA Sulphur, LA
	2020 TX Winter Storm	Friendswood, TX
	2020 Tree work	Galveston Co, TX
	2019 Marine work	Clean Harbors
	2019 Tornado	Montgomery Co, TX
	2017 Harvey	Alvin, TX Brazoria Co, TX Dickinson, TX Clear Lake Shores, TX Friendswood, TX League City, TX La Marque, TX Nassau Bay, TX Seabrook, TX Webster, TX West Columbia, TX
Last Pass Inc. (Miami, FL) (ROW Hauling, L & H, HaulOuts, PUSH) 10 Activations 9 Activations in FL Master Subcontract # 22_1883	2023 Idalia	Taylor Co, FL - Synergy Ware Co, GA
	2022 Ian	Bonita Springs, FL Esterro, FL Ft. Myers, FL FDEM Ft. Myers Beach, FL Lee Co, FL Punta Gorda, FL Sarasota Co, FL
Lawn Rescue Plus (Miami, FL) (ROW Hauling, L & H, HaulOuts, Stumps) 41 Activations 14Activations in FL Master Subcontract # 16_743	2024 Beryl	Angleton, TX Brazoria, TX Dickinson, TX Montgomery Co, TX Brazoria Co, TX LaMarque, TX Lake Jackson, TX
	2021 Ida	St. John the Baptist Parish, LA
	2020 Sally	Baldwin Co, AL
	2020 Laura	Lake Charles, LA West Lake, LA Vinton, LA Calcasieu Parish, LA West Calcasieu Port, LA Iowa, LA
	2020 Tornado	Nashville, TN Chattanooga, TN
	2018 Michael	FL Dept. of Enviro. Protection Lynn Haven, FL Panama City, FL Parker, FL

Subcontractor	Storm Event	Work Location	
	2018 Florence	Holly Ridge, NC	Onslow Co, NC
		Jacksonville, NC	Richlands, NC
		North Topsail Beach, NC	Swansboro, NC
	2017 Irma	Aventura, FL	FL Dept. of Env. Protection
		Brevard Co, FL	Miami, FL
		Cocoa Beach, FL	Miami Springs, FL
		Collier Co, FL	Sunny Isle Beach, FL
McCombs Tree Service (Rockledge, FL) (ROW Hauling) 9 Activations 5 Activations in FL Master Subcontract# 15_295	2017 Harvey	Aransas Co, TX	
	2016 Matthew	Hilton Head Island, SC	Windmill Harbour POA, SC
	2016 Hermine	Leon County, FL	Tallahassee, FL
	2021 Ida	Biloxi, MS Maintenance	
	2018 Florence	Onslow Co, NC	Swansboro, NC
	2016 Matthew	Brevard Co, FL	Cocoa Beach, FL
	2016 Hermine	Leon Co, FL	Tallahassee, FL
Michael's Tree Services (Memphis, TN) (ROW Hauling, L & H, DMS Site Work) 12 Activations 10 Activations in FL Master Subcontract # 17_1042	2015 Winter Strom	Raleigh, NC	
	2012 TS Beryl	Nassau Bay, FL	
	2022 Ian	Sarasota Co, FL	Venice, FL
	2020 Sally	Fairhope, AL	AL DOT SW Region
	2018 Michael	Jackson Co, FL	
	2017 Irma	Lauderdale by the Sea, FL	Polk Co, FL
		Lazy Lakes, FL Plantation, FL	Sunrise, FL Tarpon Springs, FL Wilton Manors, FL
New Gen Environmental Group / Bil-Jim Construction (Toms River, NJ) (ROW Hauling, Dredging, Demo, Waterway) 12 Activations 3 Activations in FL Master Subcontract # 17_1024 / 13_479	2021 Ida	State of New Jersey	
	2020 Zeta	Gulfport, MS	
	2020 Laura	Calcasieu Parish, LA	
	2018 Michael	Bay Co, FL	Panama City, FL
	2017 Irma	FL Dept. of Enviro. Protection	
	2017 Harvey	Montgomery Co, TX Dickinson, TX	Port Arthur, TX
	2016 Matthew	Fayetteville, NC	Raleigh, NC
	201-13 Sandy	State of New Jersey	
ReclaimIt Enterprises (Greenville, TN) (PUSH, ROW Hauling, L & H, HaulOuts) 19 Activations 10 Activations in FL Master Subcontract # 18_362	2022 Ian	Apopka, FL Charlotte Co Public Schools Estero, FL	Lee Co, FL Venice, FL Winter Garden, FL
	2020 Zeta	Audubon Institute, LA	
	2020 Delta	Iowa, LA	
	2020 Sally	Orange Beach, AL Spanish Fort, AL	Gulf Shores, AL
	2020 Laura	Lake Charles, LA Sulphur, LA	Calcasieu Parish, LA
	2018 Michael	Jackson Co, FL Lynn Haven, FL	Panama City, FL Parker, FL
	2011 Irene	James City Co, VA	
Riccelli Enterprises (North Syracuse, NY) (HaulOuts) 15 Activations 10 Activations in FL Master Subcontract # 17_1099	2022 Ian	Edgewater, FL Ft. Myers, FL Ft. Myers Beach, FL	Lee County, FL Sanibel, FL Volusia Co, FL
	2020 Laura	Calcasieu Parish, LA	Lake Charles, LA
	2020 TN Tornado	Nashville/Davidson Co, TN	
	2018 Michael	Bay Co, FL Panama City, FL	Parker, FL Washington Co, FL
	2017 Harvey	Aransas Co, TX	San Patricio Co, TX
Statewide Tub Grinding/ WLW (Apopka, FL) (PUSH, ROW Hauling, Stumps, HaulOuts) 17 Activations 12 Activations in FL Master Subcontract # 15_616	2022 Ian	Venice, FL	
	2018 Michael	Apalachicola, FL Franklin Co, FL	Carrabelle, FL Parker, FL
		Fort Myers, FL	Lee Co., FL
	2017 Irma	Lake Co., FL	Sanibel, FL
		Brevard Co, FL	Cocoa Beach, FL
	2016 Matthew	Ormond Beach, FL	
	2008 Ike	Galveston Co, TX La Marque, TX	Texas City, TX Tiki Island, TX
	2005 Wilma	Ft. Lauderdale, FL	
	2022 Ian	Lee Co, FL	

Subcontractor	Storm Event	Work Location
Steadfast Services / Slick Machines (Cummings, GA) (ROW Hauling, Site Grinding, HaulOuts, Sand, Concrete) 5 Activations 1 Activation in FL Master Subcontract# 17_1031	2017 Harvey	Port Arthur, TX
	2011 Deep Water Horizon Oil Spill	Obrien's BP Oil Spill AL
	2008 Ike	Bolivar, TX TX GLO
Waterfront Recovery LLC (Rockledge, FL) Waterway Debris 4 Activations 3 Activations in FL Master Subcontract # 17_966	2021 Laura -Waterways	Calcasieu Parish, LA
	2018 Michael	FL Dept. Of Enviro. Protection
	2017 Irma	FL Dept. Of Enviro. Protection
	2016 Matthew	FL Dept. Of Enviro. Protection

➤ Quality Control

The purpose of a Quality Control Plan is to provide guidance and consistent attention to workplace policies and procedures in order to facilitate efficient, effective, and safe debris removal and reduction. **CrowderGulf's success in managing quality is achieved by our commitment and attention to the people, processes, and procedures involved in our projects. This starts with identifying and communicating the following Fundamental Values to Quality Control Success:**

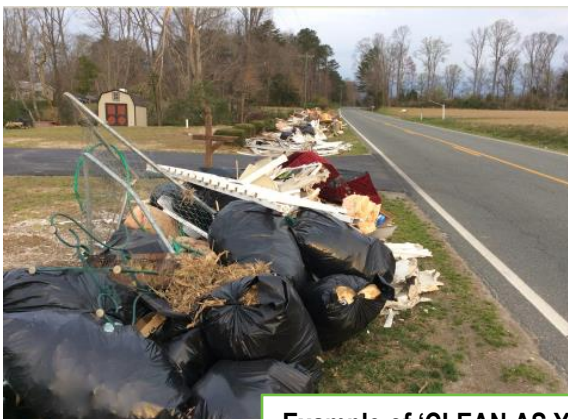
- Assurance of open and honest communication with clients at all levels in order to foster a clear and mutual understanding of expectations and promote mutual respect.
- Commitment to high quality standards - "Lead by Example".
- Dedication to staff training and education at all levels to ensure correct and safe performance of their tasks.
- Implementing "Clean as You Go" policy for every task

Our complete QC plan will be provided upon request.

The purpose of a quality control plan is to provide guidance and consistent attention to workplace policies and procedures in order to facilitate efficient, effective and safe debris removal and reduction.

Clean As You Go™

This concept is the centerpiece of our Quality Control Plan when removing debris. **"Clean As You Go"** is a simple concept that is defined as doing the best job possible the first time, to reduce the necessity for redoing any work. This policy does not preclude contracted multiple passes. It simply implies that **all** the debris will be removed on every pass, regardless of the number of passes required by the County. This philosophy is especially important for debris work during emergencies or major disasters where restoration of critical public functions is the highest priority. CrowderGulf was the debris contractor that first coined the term **"Clean As You Go"**, over 20 years ago. Over the years, the term has been used by other contractors in their proposals and by municipalities in their RFPs. All CrowderGulf employees, subcontractors and consultants are expected to abide by this policy.



Example of 'CLEAN AS YOU GO' Debris Removal

Inspections

To ensure the quality and timeliness of work, CrowderGulf will use a hierarchy of assigned inspection responsibilities based on the nationally recognized Incident Command System (ICS). This arrangement limits the respective spans of control to appropriate levels and has proven to facilitate optimum performance.

Security

CrowderGulf will restrict general access to its DMS operations to essential company and County personnel for both security and safety. Managers and supervisors will be granted access to a site(s) based upon their duties, responsibilities and spans of control. Operating personnel will be granted access to sites relevant to their respective tasks

Maintenance

CrowderGulf follows manufacturer's maintenance recommendations on all of its equipment. CrowderGulf systematically performs "routine maintenance" appropriate to each item of equipment. This maintenance is reported on an equipment log that is retained for the life or ownership of the equipment. CrowderGulf's maintenance system uses its employee or contracted full-time mechanics and/or oilers for daily and routine maintenance. Heavy maintenance and/or major repairs of company-owned equipment are performed by heavy equipment maintenance firms under contract with CrowderGulf.

Knowledge and Training

CrowderGulf's Quality Control Manager will conduct briefings and de-briefings no less than once a day for the team managers and weekly for supervisors. Organizational and functional relationships will be thoroughly reviewed with supervisory personnel on an on-going basis. CrowderGulf employs debris-experienced equipment operators, foreman, supervisors, and subcontractors. In accordance with these established practices, CrowderGulf supervisors will evaluate the knowledge and debris experience of each operator and subordinate employees, regarding the specifics of his or her assigned tasks, to determine if the employee requires additional training.

➤ Health and Safety

CrowderGulf's Philosophy of Safety

All Company operations are managed with an aggressive and proactive commitment to the safety and well-being of employees, subcontractors and the public at large. We believe that this commitment to safety must go hand-in-hand with our commitment to quality production and cost efficiency. CrowderGulf believes that ALL injuries and accidents are preventable through the establishment of and compliance with safe work procedures. Therefore, the prevention of bodily injury and the safeguarding of health are the first considerations in all workplace actions and are the responsibility of every employee and subcontractor at all levels. This philosophy is reinforced and fulfilled as defined below:

- The CrowderGulf Safety Plan for the County shall be in place at all times to provide mandated directives, required actions, procedures and guidance for all levels of employees from initial response to final closure. The Safety Plan is intended to ensure that all employees work safely and remain safe.
- At all times, CrowderGulf will comply with appropriate safety/ security laws and regulations such as those established by:
 - The Occupational Safety and Health Act (OSHA),
 - The EPA (Environmental Protection Agency),
 - The DOT (Department of Transportation),
 - All other applicable federal, state and local safety and health regulations, and any additional safety standards required by the County

Corporate Commitment to Safety

CrowderGulf is committed to providing an accident-free experience for our employees, subcontractors, visitors to our work sites and to the public we encounter during the execution of our projects. Our leadership team is firmly committed to the belief that "All Accidents Are Preventable". To emphasize our commitment to achieving an accident-free experience in every CrowderGulf project, our Company's Senior Executive, Mrs. Ashley Ramsay-Naile, serves as the senior Safety Official. Mrs. Ramsay-Naile's personal attention to CrowderGulf's safety, health and accident prevention performance establishes an absolute standard of top priority for all personnel throughout the organization. Many companies have written safety plans for individual safety topics, but few have a comprehensive plan designed to drive all company operations. CrowderGulf's corporate commitment to safety starts with its written Health and Safety Plan and includes all facets of company planning and operations. Our complete Health and Safety Plan is available upon request.

Safety Performance Summary

Since 2012, CrowderGulf has received no citations, notifications or violations, pertaining to OSHA. CrowderGulf has worked approximately 1,675,671 and experienced 1 total recordable, which is well below industry standard. CrowderGulf policy is that daily toolbox meetings are mandatory, and the Job Safety Analysis (JSA) process to be used as a communication tool for our workers. Every person involved in a CrowderGulf project has not only the right, but the responsibility to stop the job if an unsafe act or situation is discovered, or if there is a need for more understanding of the work process.

Year	Hours Worked	OSHA Recordable	Days Away From Work Cases	R.I.F Rate (Recordable Incident Frequency)	D.a.r.t. Rate (Days Away, Restrictions, or Transfers)
2023	114,400	0	0	0	0
2022	414,960	1	1	.48	.48
2021	161,180	0	0	0	0
2020	177,820	0	0	0	0
2019	189,433	0	0	0	0
2018	173,960	0	0	0	0
2017	148,975	0	0	0	0
2016	111,243	0	0	0	0
2015	94,222	0	0	0	0
2014	89,478	0	0	0	0

As additional documentation of our exemplary safety record, our most current **OSHA Form 300A – Summary of Work-Related Injuries and Illnesses**, as well as previous years', can be provided upon request.

OSHA's Form 300A
Summary of Work-Related Injuries and Illnesses
All establishments covered by part 1904 must complete this Summary page, even if no work-related injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate before completing this summary. Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the Log. If you had no cases, write "0". Employees, former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR Part 1904.35 for further details on the access provisions for these forms.

Year: 2023
Form approved OMB no. 1218-0176

Facility Information:
Establishment name: CrowderGulf
Street 5629 Commerce Blvd East
City Mobile
State AL Zip 36619
Industry description:
Standard Industrial Classification (SIC) 238900
If known

Employment Information (If you don't have these figures, see the Worksheet on the back of OSHA Form 300A to estimate)
Annual average number of employees 55
Total hours worked by all employees last year 114,400

Sign here
Knowingly falsifying this document may result in a fine.
I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.
Company executive [Signature] Safety Manager [Signature]
251-509-9422 1/10/2024
Phone Date

Number of Cases
Total number of deaths (a) 0
Total number of cases with days away from work (b) 0
Total number of cases with job transfer or restriction (c) 0
Total number of other recordable cases (d) 0

Number of Days
Total number of days away from work (e) 0
Total number of days of job transfer or restriction (f) 0

Injury and Illness Types
Total number of... (g)
(1) Injuries 1
(2) Skin Disorders 0
(3) Respiratory conditions 0
(4) Poisonings 0
(5) Hearing loss 0
(6) All other illnesses 0

Post this Summary page from February 1 to April 30 of the year following the year covered by the form.

Public reporting burden for this collection of information is estimated to average 50 minutes per response, including time to review the instructions, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any other aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Avenue, NW, Washington, DC 20210. Do not send the completed forms to this office.

CrowderGulf's Site Specific Safety Plan

The Accident Prevention Plan (APP) and Site Safety and Health Plans (SSHP) for the County shall include the following commitments:

- Maintaining a safety and health program that meets the requirements of OSHA and all applicable laws.
- Equipping employees and subcontractors with the required safety equipment, hard hats, clothing, and other safety materials necessary to perform specific work tasks.
- Preparing an Accident Prevention Plan (APP) and Site Safety and Health Plans (SSHP) to inventory and address specific work hazards.
- Providing employees and subcontractors with the continuing safety and health training necessary to enable them to perform their work in a safe manner.
- Assuring that at no time, while on duty, may employees or subcontractors be under the influence of alcohol, narcotics, intoxicants or mind-altering substances. Violations of this policy may result in immediate dismissal.
- Assuring that employees and subcontractors be required to immediately report all accidents, injuries, and "near misses" to their supervisor.
- Conducting safety meetings to review past activities, plan for new or changed operations, review hazard analyses and establish safe working procedures.
- Communication of Health, Safety, Security and Environment (HSSE) standards will take place in orientation trainings, safety meetings specific to individual situations, daily toolbox meetings, memo's and other ways CrowderGulf deems appropriate.
- Assuring that all associates, regardless of position know that they have the right to "Stop the Job" in the event of a HSSE deficiency.
- Conducting Job Hazard Analyses (JHA) to define the activities being performed, the sequences of work, the specific hazards anticipated, and the control measures to be implemented to eliminate or reduce each hazard to an acceptable level.

A list of local Hospitals, Police Stations, and Fire/Emergency Response Stations will be provided as part of the Safety Plan after project activation.

SAFETY WILL BE THE PARAMOUNT CONCERN AT ALL TIMES

➤ Environmental and Cultural Sensitivity

CrowderGulf is committed to unequivocal protection of the environment at all work sites and surrounding areas. This is accomplished by paying attention to organizational, operational and performance details. CrowderGulf personnel or subcontractors assigned to specific contractual duties that substantially impact environmental quality (i.e., incinerator operators) will have the quality of their work continually evaluated by a senior supervisor. Employees with duties partially or indirectly applicable to environmental protection will have those duties evaluated daily, whether relating to noise, smoke, dust, traffic, drainage or general containment actions or containment actions specifically related to hazardous materials.

Regulatory Permits and Compliance

CrowderGulf will ensure all applicable permits are obtained before work is started, including but not limited to the following:

- Air Quality
- Forestry
- Storm Water
- Reclamation of Surface Mining Sites
- Ground and Surface Water
- Local Health Department Permits



We work in full regulatory compliance with all agencies involved in disaster recovery including, but not limited to:

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

Environmental and Historic Considerations

State and local regulations, laws and ordinances will be addressed and followed for all environmental and historic preservation issues. The following list provides a brief review of the primary Federal laws which must be considered during debris management practices.

- National Environmental Policy Act
- Clean Water Act
- Clean Air Act
- Coastal Barrier Resources Act
- Resource Conservation and Recovery Act
- Endangered Species Act
- Coastal Zone Management Act
- Fish and Wildlife Coordination Act
- Wild and Scenic Rivers Act
- Executive Orders
- National Historic Preservation Act



The aftermath and destruction caused by the wildfires in the State of California.

Specific Environmental Concerns

Spills or Leaks

Should a spill or leak occur during performance of this contract, CrowderGulf will report the spill or leak to the County. CrowderGulf shall be responsible for cleaning up all spills in compliance with federal, state, and local laws and regulations and at no cost to the County or other government entities.

Asbestos Containing Materials

CrowderGulf is experienced in successfully managing the removal of asbestos containing material. If asbestos is encountered during a recovery effort for the County, CrowderGulf will utilize its resources to ensure all asbestos related activities are in accordance with Environmental Protection Agency (EPA) requirements, specifically the National Emission Standards for Hazardous Air Pollutants (NESHAP) 40 CFR Part 61, Subpart M.

CrowderGulf staff will always comply with all environmental laws and regulations. CrowderGulf will conduct all debris operations outlined in this proposal to meet the program standards provided for in the **FEMA Public Assistance Program and Policy Guide**. In addition, CrowderGulf will conduct all debris related operations in accordance with all applicable federal, state, and local laws, rules and/or regulations.

➤ Public Relations

After a disaster, residents want answers regarding recovery operations. CrowderGulf will work closely with the County to ensure that the residents are given accurate and timely information for their use and own individual planning purposes.

Developing a Public Information Campaign

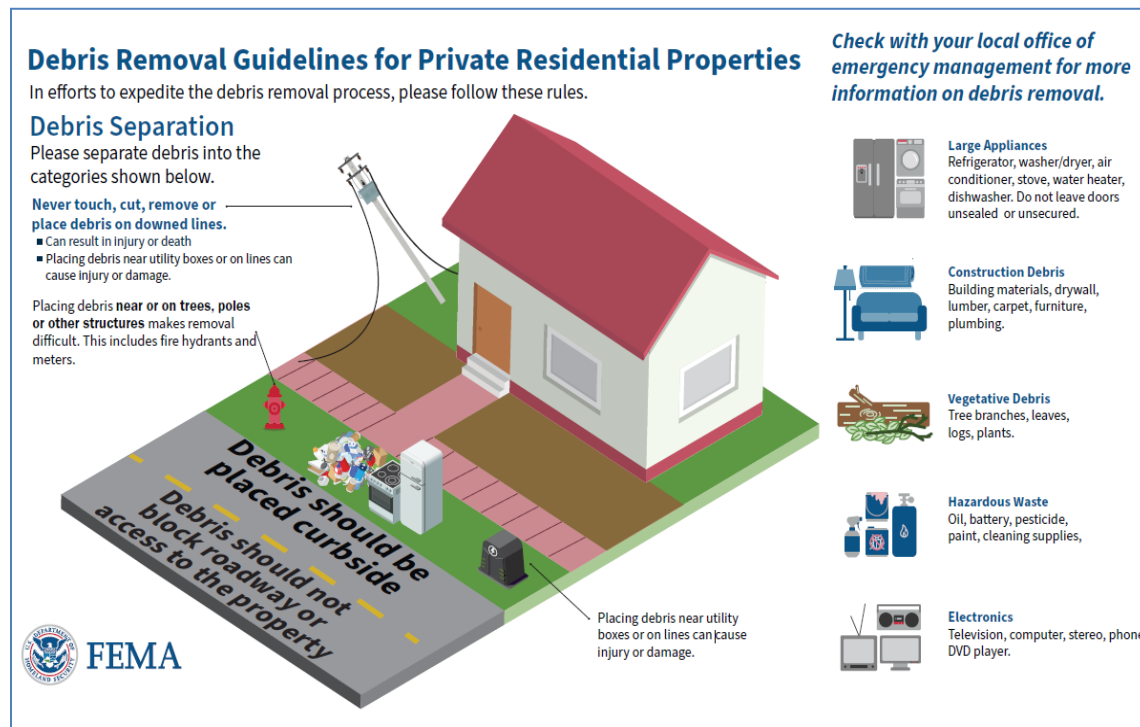
Experienced CrowderGulf personnel will be available to assist the County in the development of a public information campaign, specific to the disaster. The information could include the parameters, rules and guidelines of debris operations so residents can begin their personal recovery activities. The language used will be simple and easy for all residents to understand. Materials and information may be distributed in more than one language for it to be understood by non-English-speaking populations and neighborhoods.

Distribution Strategy

The following are suggested vehicles for distributing the information:

- **Media** – Local television, radio, newspapers, or community newsletters
- **Internet Site** – Franklin County website
- **Public Forums** – Interactive meetings at town hall or shopping area kiosks
- **Direct Mail Products** – Door hangers, direct mail, fact sheets, flyers within billings, and billboards

Below is a Sample Flyer that can be distributed to local media outlets to assist citizens in properly segregating their debris curbside:



Updates and Redistribution

The public information strategy will be able to address changes and revisions as debris removal operations progress. During the early stages of the operations, distribution may rely on the immediate transmission of the information through radio and television, to update the general public regarding the debris removal operations. Once operations become more routine and predictable, the information can be distributed through the print media, such as newspapers, mailings, and flyers.

Debris Information Center

CrowderGulf can assist the County in establishing a temporary debris information center to address concerns and complaints, and answer questions that are not included in the public information campaign at-large.

The debris information center may also be utilized to report fraud. Regardless of the venue, it will be important to address the residents' concerns, complaints, and questions in a timely and efficient manner. Feedback from the information center will give the Management Team an indication of how effective and efficient the operations are progressing. The County and the On-Site Management Team may use this information to adjust operations appropriately.

Scenarios

The County has requested information regarding CrowderGulf's ability to respond and mobilize resources as it relates to the given scopes of work. The following scenarios and response plans are provided as examples of CrowderGulf's ability to respond to any disaster with the appropriate commitment of human and physical resources.

For each of the scenarios provided in this section, a key component for success is the positive professional relationship that must be established and maintained as a top priority between the County, the County's representative, i.e., monitoring company, and the CrowderGulf team. Establishing and maintaining this relationship begins with yearly planning meetings before a disaster ever occurs. Because CrowderGulf has been in the disaster business for several decades, our team has worked with all of the monitoring companies and established positive professional relationships with

SCENARIO 1. SPOT JOBS – LOCALIZED

Response

For this type of event, CrowderGulf will use its local resources to meet the County's project needs. Regardless of the scope of work we will provide experienced managers with the proper equipment and necessary resources needed by the County. If required, we will have resources and manpower capable of clearing critical routes and removing hazardous leaners and hangers within 12 hours of a Notice to Proceed (NTP). An experienced Project Manager will arrive on-scene within 8 hours of notification of need and begin a damage assessment as directed by the County. Damage assessment will include documentation in the form of photographs, video and project sectoring / mapping. Based on the damage assessment, the Project Manager, in consultation with the County's Debris Manager, will prepare a response plan delineating specific equipment and personnel needs to accomplish the County's objectives. Depending on the scope of work in this scenario, the response plan will be complete and ready for County approval within 12-24 hours. Based on preliminary discussions with the County and the County's approval of the response plan CrowderGulf's Project Manager, will mobilize crews with appropriate equipment to accomplish the work in a timely and orderly manner. If hauling is required, our Project Manager will coordinate with the County to measure debris hauling trucks and ensure that all documentation requirements are met for each load of debris.



VA crews during Push work after Hurricane Isabel, 2003.

Field Supervisors, quality control and safety personnel will oversee and document each work site and provide close coordination between the field work and the County. CrowderGulf's Project Manager will provide status reports to the County. All of CrowderGulf's debris removal efforts will be documented daily and available to the County to review via a secure website. This type of transparency and accountability enables the County to remain informed of disaster expenditures and the efficiency of the debris removal process.

There may be as few as one to two crews assigned or a multitude of teams assembled, as determined by the Project Manager and the County representative, during the preliminary damage assessment. Depending on the needs and specific tasks, each crew may consist of the following:

- Two pieces of rubber-tired pushing / loading equipment such as backhoe loaders, rubber tired front-end loaders, and skid steer loaders with operators
- One - three chain saw operators, laborers, and flaggers with transport vehicles
- Three – five 16 to 20 cubic yard capacity dump trucks and/or two to four 35- 55 cy self-loading trucks with drivers
- One Quality Control/Foreman with communications capability and pickup truck
- If needed, a minimum of one professional Arborist and at least one-two crews of Tree Removal Specialists to assist in tree and limb removal and stabilization projects. Tree crews will use their expertise in stabilizing and or removing hazardous trees utilizing specialized equipment and proven techniques.

Depending on the amount of damage throughout the County and the direction given by the County to CrowderGulf, crews may simultaneously begin removal efforts in different areas of the County to augment County crews and remove the debris as quickly as possible. This effort will demonstrate a presence throughout the County and enhance overall citizen satisfaction. Pending approval of the County, CrowderGulf will operate debris loading and hauling during daylight hours, seven (7) days a week.

ACTUAL EXAMPLES

CrowderGulf has successfully completed many jobs with a similar scope of work as described in Scenario 1. In 2017, following Hurricane Irma, CrowderGulf assisted Coleman, Florida, in the removal of 3,030 cubic yards of debris. CrowderGulf removed and disposed of vegetation, mulch and six stumps. The reduction was by grinding and the County self-monitored all operations. CrowderGulf assisted in the reconciliation and documentation process, working directly with the County to provide all needed information for FEMA reimbursement.

In 2015, the City of Friendswood, TX, activated CrowderGulf to help recover from a tornado that impacted part of the City. CrowderGulf removed approximately 9000 cubic yards of debris in 7 days with 145 loads hauled directly to the final disposal. Another example includes several activations in Corpus Christi, TX, between 2014 and 2018, to help the City recover after flooding and high wind events. These activations involved removal and hauling vegetative & C&D debris to final disposal.

CrowderGulf's work for Berkeley County, SC, after the 2014 ice storm is an example of a job requiring specific, detailed documentation. The work involved removing hanging limbs and leaning trees, hauling and disposal of the resulting vegetative debris. During this project, hanging limbs were removed from over **19,000** trees which produced **179,300** cubic yards of vegetative debris that was removed and taken directly to the disposal site. The job required 9 tree crews and 9 hauling crews, with 19 debris hauling trucks, and was completed in a little over two months.

SCENARIO 2. SMALL EVENT – WIDESPREAD OR COUNTYWIDE

Response

All procedures that are included in the previous Scenario will also apply to Scenario 2. In addition, our resources will be provided in greater quantities, and we will stage the necessary equipment in the County at pre-determined locations identified during our site visits or as determined during preparedness training sessions. If requested, we will have a project manager present in the County's Emergency Operation Facility prior to the event. After conducting a damage assessment, CrowderGulf will start its forces in numerous areas throughout the County. This type of event could include 18 or more debris self-loading debris trucks and 3 or more tree crews with knuckle-boom trucks for removing leaners and hangers.

During this event, the Project Manager will coordinate with the County to address recycling goals and objectives and discuss the reimbursement opportunities afforded to the County for recycling under the Public Assistance Pilot Program. It may be determined a Debris Management Site (DMS) is needed to facilitate debris removal and meet recycling goals.

In order for debris hauled to a DMS to be eligible for reimbursement by FEMA, it must be reduced before hauling to final disposal. Debris brought to a DMS facility will be sorted to remove recyclable materials and materials not suitable for reuse. The materials not re-useable will be reduced (either by grinding or as directed by the County) or can be taken to an approved final disposal facility.

Whether CrowderGulf provides the DMS facility or utilizes a government-provided site, our goal is to have the DMS fully functional within 48 hours of a NTP. Each DMS site will be photographed and soil testing and monitoring will be performed throughout the use of the site facility. Land use development will include roads for safe ingress, and egress, proper segregation of materials, construction of monitoring towers and/or other necessary facilities (as discussed in greater detail in our Debris Operations Plan which is provided in **APPENDIX A**). Staffing for the DMS will include a site manager, a segregation crew which consists of one foreman, one equipment operator, two laborers and a skid steer, safety personnel and tower monitors. The Project Manager along with our Reduction Specialist and Safety Coordinator will develop site specific plans for each DMS facility. These plans will include site layout, copies of any necessary permits and land use agreements as well as the site-specific safety and environmental plan. At the completion of the project, all remaining debris will be removed and either taken to a recycle facility or to final disposal location. Land used for the DMS will be returned to its original condition and the County will be provided with all necessary documentation on the site reclamation.

ACTUAL EXAMPLES

Early in 2015, the City of Raleigh, NC, activated the pre-event contract and called on CrowderGulf to assist the City's resources in debris removal operations within the City. Our Project Manager, Nick Pratt, assisted the City with preliminary assessment and immediately mobilized equipment and resources to the area to begin debris removal operations. The operation consisted of debris pickup from rights-of-way. CrowderGulf removed approximately 30,000 cubic yards of debris during the week long project.

After 2011, Hurricane Irene, CrowderGulf was activated by Newport News, VA, to conduct debris operations. As part of our normal operating procedures, after an initial damage assessment, we began working simultaneously in all eight areas of the City that were damaged. This approach helped residents see that the City was taking the necessary steps to quickly remove the debris. CrowderGulf removed 85,000 cubic yards of debris with 20 trucks in three weeks and reduced the debris by grinding at a City-owned property where CrowderGulf developed a DMS. At the end of the project, this property was returned to its original condition at no extra cost to the City of Newport News

The reduced debris from this project was recycled as much as possible by giving it to private residents, using it at the City's compost site, and by taking it to paper mills within the area. The remainder was taken to the final disposal site where much of it was used as a cover within the landfill. All of this work was carefully documented to ensure FEMA reimbursement.

SCENARIO 3. SIGNIFICANT EVENT – REMOVAL, REDUCTION, HAULING WOODY DEBRIS ONLY – WIDESPREAD OR COUNTYWIDE

Response

In addition to the response procedure described for Scenario 1 and 2 events, this event may require more than one DMS, depending on how widespread the damage may be. Depending on the details of each site, reduction may be done by burning, grinding or both, depending on the County's desired method of reduction. Each site will operate independently and have its own manpower and equipment (as described in Scenario 2). In addition, several pieces of heavy equipment, grinders and or air curtain incinerators with operators may be added to the DMS. Flaggers will be used at the entrance and exit points to assist with traffic control into and out of the facility. The DMS will be fully functional within 48 hours of a NTP and reduction by grinding or burning will start within 72 hours of receiving debris. As with Scenario 2, debris will be removed and properly disposed at designated facilities and plans, testing and site documentation will be administered. Any damage to the DMS would be remediated at the completion of the project. All cleanup operations will be documented in accordance with FEMA and County's requirements and in accordance with environmental regulations.

All work will be conducted and documented in compliance with all **FEMA 325** regulations.

ACTUAL EXAMPLES

This type of event is similar to the operation we successfully completed in 2017 for League City, Texas, following Hurricane Harvey. Hurricane Harvey produced unprecedented rainfalls throughout the City. Parts of the community endured an estimated 49.84 inches of rain in five days, equaling nearly a year's worth of rain. Prior to flood waters receding, CrowderGulf had boots on the ground in the State of Texas. Our Project Management Team provided debris assessments to our clients and brought skilled response crews to immediately begin work as flood waters receded.

CrowderGulf worked with League City to simultaneously provide debris removal resources in all seven of their identified "hardest hit" areas. CrowderGulf utilized 22 hauling units and disposed of the debris at two identified disposal facilities. CrowderGulf removed 11,461 cubic yards of vegetative debris, 3,209 white goods, 3,491 E-waste items and 109,220 lbs. of Household Hazardous Waste. This project was monitored by Tetra Tech.

Rocky Mount, NC, after Hurricane Irene is another example of similar work. Within seven weeks, 253,360 cubic yards of debris were hauled, utilizing 35 trucks. CrowderGulf reduced debris by grinding and hauled 66,110 cubic yards to a disposal site. CrowderGulf's management team worked closely with the Rocky County Debris Recovery Team and work was completed within the City's timeline to the City's satisfaction.

SCENARIO 4. SIGNIFICANT EVENT – REMOVAL, REDUCTION, HAULING, AND SEPARATING MIXED DEBRIS - WIDESPREAD OR COUNTYWIDE

Response

A Category 4 storm, if it hits the County directly, will likely result in major damage to the County. CrowderGulf will follow the County's Debris Management Plan and in consultation with the County, and in response to the severity of damage, will add additional crews. Crews will be deployed to begin work within 48 hours of the NTP. Safety for crews and first responders will be priority in our planning efforts and the necessary precautions will be taken for all downed lines and live wires. CrowderGulf will coordinate with local Power and Utility Companies as their assistance will be needed in planning for and responding to emergency clearance activities. Emergency crews used to clear priority roadways during the 'Push' time will begin work as soon as it is deemed safe to proceed.

In addition to all the procedures included in Scenarios 1, 2 and 3, CrowderGulf will add additional clearing and segregation crews and equipment to our response and to the DMS facilities. The need to add additional crews and equipment will be coordinated daily with the County's Debris Manager and CrowderGulf's Project Manager. Based on the damage assessment and response plan, CrowderGulf will continue to add manpower and equipment to meet the debris removal expectations and needs of the County. Debris may be segregated into six areas for reduction or further handling. These include clean vegetative debris, vegetative debris with foreign matter, construction and demolition debris, recyclable debris, white goods and hazardous waste.

CrowderGulf can provide the County with literature on proper curbside segregation to help citizens segregate debris. This may expedite curbside pick-up and help alleviate citizens placing debris under power lines and near fire hydrants and mailboxes.

A storm of this magnitude may do damage to the County's freshwater wetlands, coastal marshes and bays. Submerged debris may also be an issue. CrowderGulf has extensive experience in working with clients and environmental agencies to address and remove debris in sensitive areas. CrowderGulf will work closely with the County and its representatives during the damage assessment period so that the appropriate remediation measures can be taken and the type of equipment needed is immediately deployed to the County.

After the emergency push and first pass of ROW debris removal is completed, other specialty jobs will be assessed and started at the County's direction. This may include removing leaning trees and hanging limbs, hazardous stump removal, shoreline restoration, etc. All work will be documented in regulation with all FEMA 325 regulations.

All documentation will be available online for review by the County as well as any other method the County chooses, i.e., email, hard copies, etc. Updates will be given to local personnel by our Project Manager every morning. If requested, our experienced marketing team will assist the County with public notices via the County website, radio, newspaper and TV.

All work will be conducted and documented in compliance with all **FEMA 325** regulations.

ACTUAL EXAMPLES

Hurricane Harvey struck the southern Texas Coast on August 25, 2018, and unlike many past hurricanes, Harvey did not move quickly. After its initial landfall, it stalled over Southeast Texas for quite some time. The typical damages caused by strong hurricane force winds were swiftly surmounted by the damages caused by the unprecedented amounts of rain. Hurricane Harvey easily became one the wettest storms **ever recorded** in the continental United States, leaving over 60 inches of rainfall in some areas.

The City of Friendswood contacted CrowderGulf on August 29th, to set up a coordination meeting to plan for cleanup of the 3000 homes that were flooded in the City. Having worked in the City of Friendswood, Texas, on numerous occasions prior to Hurricane Harvey, CrowderGulf was familiar with the City and its knowledgeable personnel. CrowderGulf's Regional Director and Project Manager met with the City staff the same day to discuss the start date for cleanup. Debris removal and cleanup are slower after a major flood. Citizens have to be given time to remove damaged debris from their homes and put it on the Right of Way. Operations started on September 6th to remove and dispose of debris from the estimated 3,000 homes that were flooded. In addition to the removal of 135,952 cubic yards of vegetative debris, CrowderGulf removed over 5,800 white goods, 7,600 E-waste products, and 182,000 lbs of Household Hazardous Waste. As requested by the City, all operations were successfully completed within 180 days.

SCENARIO 5. CATASTROPHIC EVENT – REMOVAL, REDUCTION, HAULING, AND SEPARATING – MIXED DEBRIS – COUNTYWIDE

Response

For a Catastrophic event, all the procedures included in Scenarios 1-4 will apply. CrowderGulf will follow the County's Debris Management Plan and in consultation with the County, CrowderGulf will stage equipment and resources prior to the event. If requested, a senior Project Manager will be present in the County's Emergency Operations Center prior to the storm for planning purposes. CrowderGulf will pre-position management team members to the area to begin immediate assessments of debris. We will have resources in place within 24 hours for the emergency PUSH operation. CrowderGulf's company-owned equipment resources coupled with over 1,600 subcontractors nationwide will give us the ability to access the necessary resources needed for response to this large scale operation. With an estimation, that at least 100 trucks will be needed, those resources will be allocated and working within 48 hours of establishing a County-wide debris recovery plan.

The County will be sectioned and crews assigned to each damaged area so that debris will be removed concurrently in all areas. DMS development will begin immediately upon a NTP and site selection. Grinders and/or air curtain burners will be deployed for use within 48 hours of the start of debris removal. Documentation and Emergency Management specialists will be onsite to train local personnel who will be working at each DMS office. All documentation will be available online at a secure site for review by the County. Updates will be given to local personnel by our Senior Project Manager every morning and our experienced marketing team will assist the County with public notices via the County website, radio, newspaper and TV, if requested.

All work will be conducted and documented in compliance with all **FEMA 325** regulations.

ACTUAL EXAMPLES

Bay County, FL experienced a Scenario 5 event after **Hurricane Michael in 2018**. CrowderGulf removed over 2 million cubic yards of debris from the County. The damage from the hurricane was spread throughout the panhandle of FL and required significant resources to be deployed quickly. CrowderGulf's Director of Operations and Regional Manager were on the ground within **2 hours of the hurricane's passing, conducting damage assessment. Over 12 million cubic yards of debris, in Florida alone, were removed, reduced and disposed of after Michael. Additionally, we were working simultaneously in the Carolinas to complete the removal and disposal of over 2 million cubic yards of debris with the 18 contract activations in North and South Carolina, following Hurricane Florence's damage.**

Polk County, FL, experienced a Scenario 5 event after Hurricane Irma in 2017. CrowderGulf removed over two million cubic yards of debris from Polk County alone, in just a few months' time. The damage from the hurricane was significant throughout numerous counties in FL and required multiple resources to be deployed quickly. As a result of Hurricane Irma, CrowderGulf was activated on 67 pre-event contracts in Florida and removed, reduced and disposed of **over 10 million cubic yards** of debris. Simultaneously, CrowderGulf was working in the State of Texas to complete the removal and disposal of five million cubic yards of debris for 26 contract activations following Hurricane Harvey.

After Hurricane Harvey, in September of 2017, CrowderGulf crews removed and reduced **over 2 million cubic yards** of debris from the rights-of-way in Aransas County, Texas. The overall cost to Aransas was over \$24,000,000. CrowderGulf assisted the County in the removal and disposal of mixed vegetative debris and construction and demolition materials. This material had to be segregated and hauled to the proper facility for disposal. CrowderGulf removed, transported and disposed of 15,000 leaners/hangers, over 6,000 white goods and 22,500 lbs of HHW. Debris was reduced by grinding at three separate sites.

SCENARIO 6: CATASTROPHIC EVENT – TOTAL MANAGEMENT –COUNTYWIDE**Response**

In addition to the resources and deployment times described above, CrowderGulf will proceed with the details included within the County's specific Debris Management Plan. This Plan will be reviewed and modified as necessary to meet the specific needs of the event and CrowderGulf will follow our Company Debris Operations Plan for mobilization, tasking, debris removal, disposal documentation and closeout procedures.

When a major catastrophic event is likely to occur, all stakeholders are put on alert and resources are marshaled. Immediately after the event occurs, Mobilization of personnel and equipment resources begins in anticipation of the initial Debris Emergency Response or "PUSH" period. As additional resources flow to the impacted areas, Debris Recovery Operations – the most demanding phase - is initiated. This is the phase in which CrowderGulf delivers what it has promised and makes certain that debris is removed and reduced as quickly and as efficiently as possible. Throughout the operation, the Documentation of all work must be completely and accurately documented in order for Reimbursement to occur.

All work will be conducted and documented in compliance with all **FEMA 325** regulations.

Actual Examples

In CrowderGulf's 50 plus years in the debris removal business, we have worked catastrophic events for numerous cities and counties across the United States. Examples include Lee County in Florida after Hurricane Ian in 2022 (which included the severely devastated Fort Myers Beach and Sanibel Island), Calcasieu Parish, LA following Hurricane Laura in 2020 and also 2005 after Hurricanes Katrina and Rita; the counties of Galveston, Montgomery and Jefferson, TX, following Hurricane Ike in 2008; and Baldwin County, AL, and numerous contracts in Florida following the 2004 hurricane season.

Texas Experience: After Hurricane Ike, CrowderGulf was activated by Galveston County. Bolivar Peninsula, part of Galveston County, was especially devastated. Cleanup work was delayed for over two months in order for search and rescue teams to complete their work. In November, 2008, CrowderGulf was given a task order to begin work in Bolivar. At that time there was minimal electricity and other facilities available on the peninsula and restoration of services presented many unique challenges. The work was accomplished through the close working relationship between the County officials, CrowderGulf management team, the monitoring company team, and FEMA officials.

CrowderGulf setup a self-sufficient Mobile Command Center on Bolivar Peninsula, with full **communications capability**, provided a management team of 24 personnel, and 8 subcontractors with 440 certified trucks. Several local residents were employed during the operation.

CrowderGulf's operation began with the removal, reduction and disposal of ROW vegetative debris, C&D debris, white goods, electronics, tires and vehicles. Work was completed on all ROWs and eventually on ROE properties. Vegetative debris was reduced by grinding and burning. CrowderGulf managed three debris management sites on Bolivar Peninsula; High Island Site, Port Bolivar Site, and Crystal Beach Site.

Due to the widespread destruction which threatened the life and safety of the residents, as well as directly affected the economic recovery on the Peninsula, FEMA approved several additional recovery projects and CrowderGulf did the work for the County. These projects included:

- The open field project that involved gathering and hauling unburnable debris that was scattered on most of the open fields throughout Bolivar. The burnable debris was measured for quantity and burned in the open fields.
- The vehicle and vessel removal program consisted of a special group of personnel that assisted in the lookup and processing of owners because the owners were no longer on the Peninsula. The vehicles and vessels were hauled to a separate DMS site on Bolivar and documented. In most cases, the processing of these items required the special handling with the removal and disposal of fluids, batteries and other hazardous material. The vehicles and vessels remained in this storage area until all titles were cleared. Owners were contacted when possible and given an opportunity to claim their vehicle or vessel. Eventually an auction was held to handle these abandoned vehicles and vessels. CrowderGulf worked closely with the State Law Enforcement Agency on this project.
- The Private Property Debris Removal (PPDR) program consisted of over 1,500 eligible properties on the Peninsula. CrowderGulf assisted in the property searches and owner notifications process in an attempt to speed up the process. Documentation on each property was secured and stored as each property owner agreed to the debris removal on their property. Each property had to be invoiced separately.
- Most of the vegetation on Bolivar was damaged due to the salt water storm surge from the Gulf of Mexico that covered the Peninsula. As a result, there were a substantial number of trees that were killed by the salt water which became hazardous and were removed as part of the leaners and hangers removal program. The 'Salt Water Kill' trees had to be documented separately. The work was conducted on both the ROW and private property. Crews were directed about the cutting of hazardous hanging limbs or the removal of hazardous leaning trees, as the proper approval of the properties were attained.
- CrowderGulf set up a concrete crushing site as part of the removal and reduction of concrete slabs from strewn about the Peninsula. These slabs and rubble were crushed at the Crystal Beach Annex and much of this debris was recycled by the County and used as road base.
- The canal debris removal program consisted of the removal of debris from canals and waterways in the area. This project required processes for debris removal from hand labor in sensitive areas to side scan sonar equipment in appropriate water depths.
- Beach cleaning, submerged debris removal, sand screening and beach reclamation was a project managed by the Texas General Land Office and completed by CrowderGulf.

Equipment Resources

Company-owned/Leased Equipment

CrowderGulf maintains a large inventory of company-owned/leased equipment that is debris specific and available for immediate response to a disaster. Company-owned/leased equipment will be pre-positioned for emergency PUSH operations and dispatched to the disaster area immediately upon the receipt of a NTP in order to begin restoring critical services in Franklin County as quickly as possible.

The following is a partial list of company-owned equipment available for use in any debris operation:

EQUIPMENT	UNITS
• Self-Loading Trucks; (130 – 160 cubic yards)	90
• Dump Trucks (16 yards – 50 yards)	153
• Rubber Tire Loaders (equipped with debris handling grapples)	26
• Rubber Tire and Track Equipped Excavators (with buckets and grapples)	18
• Pick-Up Trucks (equipped with portable phones for Foremen)	40
• Service Trucks	12
• Skid-Steer Loaders (equipped with buckets and grapples)	20
• Cherrington Beach Cleaners 4500 & 4500 XL	5
• Stationary Power Screens – (sand screener)	2
• Diamond Z 14' Tub Grinders	6
• Shallow and deep-water boats equipped with latest sonar and photo equipment	4
• Barges, tugs and large boats for heavy marine debris removal	4

Equipment Rental Agreements

CrowderGulf also maintains active accounts with all major national equipment rental companies to supplement equipment needs as may be required (i.e. Beard, Hertz, Caterpillar, John Deere, United Rental, Sunbelt, etc.).

All equipment shall meet all federal, state and local regulations.

Additional Equipment Information

- All equipment used for this contract will be rubber wheeled or rubber tracked unless otherwise approved by the County.
- To the maximum extent possible, CrowderGulf and its subcontractors shall use self-loading trucks with grapples or grapple attachments. Hand loading will not be permitted.
- No subcontractor will be allowed to solicit work from private citizens while assigned to the contract.
- No equipment assigned to this contract will be used for any other contract work.
- All trucks will be marked with proper signage. The lettering will be 3 inches in height or greater to allow for readability and clarity.

Anticipated Outside Support/Subcontractor Equipment

CrowderGulf's has developed a Nationwide Database of Approved and Trusted Subcontractors & Vendors. It is company policy to utilize **qualified local subcontractors** to the maximum extent possible in compliance with **44 CFR 206.10**. We also try to employ a percentage of qualified Minority Business Enterprise (MBE) subcontractors. In previous disaster activations, CrowderGulf has pre-positioned manpower and equipment to provide immediate response. The table below provides the number of subcontractors and their equipment listed in our database, in relation to the State of Florida.

Subcontractor Information	Regional	FL	US. 2024
<u>Number of Registered Subcontractors</u>	<u>88</u>	<u>1049</u>	3527
Subcontractor Equipment	Regional	FL	US. 2024
Dump Trucks (16-65)	220	5408	19576
Pick up w/ dump trucks	70	1394	5250
Knuckle-boom trucks	19	691	3463
Wheel Loader 50hp – 150hp	122	1741	6269
5 ton Pickup truck	140	1649	7923
Hydraulic Excavator 50hp-150hp	167	1402	7500
Trailer Mounted floodlight	26	289	1867
Low-bed Trailer w/ tractor	48	509	2395
Water Truck	8	205	1140
Air Curtain Burner	6	106	474
Backhoe w/ loader 15	16	338	1974
Dozer, 2-3 yd blade/root rake blade D7	82	700	4018
Grader, Motor, 12 ft blade 130-140hp	10	165	869
Chipper	8	299	1622
Tub Grinder 300-400 hp & 800-1000 hp	6	213	1096
Self loading trucks	28	980	6813
Skid steer 40 hp – 80 hp	105	1921	9121
C&D Walking Floor 80-110 CY	5	522	2190
Mulch Trailer 80-110 CY	10	374	1598
Bucket Trucks	6	916	3644
Barges	23	146	1350
Work Boats	29	240	1632
Vacuum Trucks	5	120	1839

Florida Subcontractor Statistics	Regional	FL
Small Business	52	727
M/WBE, HUB, SDB or Veteran Certified	50	459
Push Crews	43	465
Debris Haulers	62	799
Marine Debris	12	55
Haul Outs	3	56
Grinding	1	63
Burning	2	21
Concrete Reduction		6
Recycling	2	11
Hazardous Material		8
Tree Work	7	101

CrowderGulf Equipment List 2024

Self Loader Debris Trucks with trailer (Min 130 CY capacity)			
Year	Make	Model	Vin#
2023	Peterbilt	367 Debris Combo	1NPTX4EX0PD801027
2023	Peterbilt	367 Debris Combo	1NPTX4EX2PD801028
2023	Peterbilt	367 Debris Combo	1NPTX4EXXPD868427
2023	Peterbilt	367 Debris Combo	1NP TL40X4PD813636
2023	Peterbilt	367 Debris Combo	1XPTD40X7PD868424
2022	Peterbilt	367 Debris Combo	1NPTX4EX3ND792612
2022	Peterbilt	368 Debris Combo	1NPXL40X1ND808991 300654
2022	Kenworth	T880	1NK-ZXPTX-4-NJ478698
2022	Peterbilt	367 Debris Combo	1NPTX4EX1ND792613
2021	Peterbilt	367 Service Truck	1NP TH47X6MD765477
2021	Peterbilt	367 Debris Combo	1NPTX4EX3MD764907
2021	Peterbilt	367 Debris Combo	1NPTX4EX3MD764908
2021	Peterbilt	367 Debris Combo	1NPTX4EX3MD764909
2021	Peterbilt	367 Debris Combo	1NPTX4EX3MD764910
2021	Peterbilt	367 Debris Combo	1NPTX4EX3MD764911
2021	Peterbilt	367 Debris Combo	1XPTD40X3MD766243
2021	Peterbilt	367 Debris Combo	1NPTX4EX0MD736899
2021	Peterbilt	367 Debris Combo	1NPTX4EX3MD736900
2021	Peterbilt	367 Debris Combo	1NPTX4EX2MD749914
2021	Peterbilt	367 Debris Combo	1NPTX4EX4MD749915
2020	Peterbilt	367 Debris Combo	1NPTX4EX7LD640346
2020	Peterbilt	367 Debris Combo	2NPTX4EXXLM673996
2020	Peterbilt	367 Debris Combo	2NPTX4EX1LM673997
2020	Peterbilt	367 Debris Combo	1XPTD40X4LD688053
2020	Peterbilt	367 Debris Combo	1XPTD40X4LD723562
2020	Peterbilt	367 Debris Combo	1XPTD40X6LD722672
2020	Peterbilt	367 Debris Combo	1NPTX4EX7LD722674
2020	Peterbilt	367 Debris Combo	1NPTX4EX9LD722675
2020	Peterbilt	367 Debris Combo	1NPTX4EX5LD723564
2020	Peterbilt	367 Debris Combo	1NPTX4EX3LD723563
2020	Peterbilt	367 Debris Combo	1NPTX4EX7LD723565
2020	Peterbilt	367 Debris Combo	1NPTX4EX1MD754781
2020	Peterbilt	367 Debris Combo	1NPTX4EX3MD754782
2020	Peterbilt	367 Debris Combo	1XPTD40X5MD762288
2019	Peterbilt	567 Debris Combo	1NPCL40X1KD614651
2019	Peterbilt	567 Debris Combo	1NPCL40X8KD614646
2019	Peterbilt	567 Debris Combo	1NPCL40XXKD614647
2019	Peterbilt	567 Debris Combo	1NPCL40X3KD614652
2019	Peterbilt	567 Debris Combo	1NPCL40X0KD614639

Self Loader Debris trucks with Trailer (continued)			
Year	Make	Model	Vin#
2013	Peterbilt	367 Debris/Combo	1NPTX4EX7DD178887
2014	Peterbilt	367 Debris/Combo	1NPTX4EX4ED237394
2013	Peterbilt	389 Debris/Combo	1XPXD49X4DD192224
2016	Peterbilt	367 Debris/Combo	1NPTX4EX7GD292571
2017	Peterbilt	389 Debris/Combo	1XPXP4TX4HD408644
2017	Peterbilt	367 Debris/Combo	1NPTX4EX9HD412906
2017	Peterbilt	367 Debris/Combo	1NPTX4EX5HD449323
2018	Peterbilt	389 Debris/Combo	1XPXD40X1JD452166
2015	Kenworth	T800 Debris/Combo	1XKDD49X5FJ436315
2018	Peterbilt	389 Debris/Combo	1XPXDP0X8JD480600
2018	Peterbilt	367 Debris/Combo	1NPTXX4EX8JD488588
2018	Peterbilt	367 Debris/Combo	1NPTX4EX3JD492774
2018	Peterbilt	367 Debris/Combo	1NPTX4EX5JD492775
2018	Peterbilt	389 Debris/Combo	1XPXD40X3JD498730

Skid Steer Loaders			
Year	Make	Model	Vin#
2019	CAT	279D	CAT0279DARB901109
2022	Caterpillar	279D3	RB903797
2019	Caterpillar	279D	CAT0279DEGTL06966
2005	Bobcat	T300	521912526
2007	Caterpillar	262B	PDT01685
	Caterpillar	277C	CAT0277CTJWF00578
2006	Daewoo	155XL	AG00211
2006	Bobcat	T190	531614194
2006	Caterpillar	246B	CAT0246BLPAT03480
2006	Bobcat	T300	530012266
2010	Caterpillar	268B	CAT0268BJLBA01424
2010	Caterpillar	299C HF	MBT01588
2011	Bobcat	T300	525415845
2008	JD	650-J	T0650JX173003
2016	Cat	279D	CAT0279DEGTL03016
2018	Cat	299D	CAT0299DLFD203290

Excavators			
Year	Make	Model	Vin#
2021	Caterpillar	309	GG901074
2021	Caterpillar	335	XBE00431
2022	Caterpillar	325	TEL11060
2022	Caterpillar	320 Long Reach	MYK11404
2022	Caterpillar	335	XBE00717
2021	Caterpillar	330 Long Reach	WCH10744
2021	Caterpillar	325	TEL10067
2019	Caterpillar	309CR	CAT00309CGG900247
2019	Caterpillar	335FLCR	CAT0335FTSGJ20670
2018	John Deere	345G	1FF345GXVJF020041
2018	Caterpillar	335FL	SGJ20224
2018	Caterpillar	335FL	SGJ20224
2016	John Deere	210G	1FF210GXHGF523928
2014	John Deere	300G	1FF300GXHDF710007
2017	John Deere	60G Mini	1FF060GXKGJ288041
2017	CAT	308	308E2CRSB-FJX08636
2017	John Deere	245G	1FF245GXCHF800280
2004	Kobelco	SK70SR	YT01-03382
2004	Komatsu	200	KMTPCO49K87C5037
2004	Hyundai	R55W3	10014
2002	JD	200C-LC	FF200CX505406
2004	CAT	330CL	DKY 02901
2001	Case	9007B	DAC0072321
2005	CAT	325CL	CAT0325CVCRB01486
2001	CAT	320CL	PAB04298
2005	CAT	M318C	CATM318CKBC201044
2005	CAT	325CL	CAT0325CEBFE01812
2004	CAT	320	PAB01355
2003	CAT	325CL	CRB00550
2005	Komatsu	PC35 MR-2	KMTPC096T05006313
2006	John Deere	120-C	FF120CX035517
2006	Kubota	U35SS	30398
2006	Kubota	U35SS	30251
2006	Cat	320CL	PAB4383
2007	Cat	328D LCR	GTN139
2008	Kubota	KX913R1S	31194
2006	Kobelco	SK70SR-1E	YT0408468
2007	Cat	302.5	CAT3025CJGBB01604

Wheel Loaders			
Year	Make	Model	Vin#
2022	John Deere	304L	1LU304LXPZB056532
2022	John Deere	304L	1LU304LXPZB065327
2021	Caterpillar	908M	MCH8804997
2021	John Deere	724P	1DW724PAKMLZ12430
2021	John Deere	644P	1DW644PAJMLZ12094
2021	Caterpillar	908M	MEH8804951
2020	Caterpillar	908M	H8804534
2021	Caterpillar	908M	MEH8804951
2020	John Deere	304L	1LU304LXTZB065410
2020	CAT	908M	H8804484
2020	CAT	938M	J3R08835
2020	CAT	908M	CAT0908MEH8804366
2020	CAT	908M	CAT0908MCH8804417
2020	John Deere	624L	1DW624LZCKF701582
2020	Caterpillar	908M	H8804534
2020	John Deere	724L	1DW724LZALL705763
2020	John Deere	750L	1T0750LXAMF391506
2020	CAT	938M	P5K00934
2019	CAT	908M	H8802418
2019	John Deere	644K	1DW644KZCKF700623
2019	Kubota		11213
2018	John Deere	724K	1DW724KZCJF692256
2018	CAT	908M	CAT0908MKH8803210
2018	CAT	908M	CAT0908MHH8803653
2018	John Deere	724K	1DW724KZCJF692256
2009	CAT	930H	DHC01497
2014	CAT	924G	9SW01859
2011	CAT	930H	DHC02274
2014	CAT	908H	CAT0908HJJRD01594
2016	CAT	908M	CAT0908MJH8801071
2017	John Deere	624K	1DW624KZCGF674473
2017	John Deere	624K	1DW624KZLGF676803
2017	CAT	908M	CAT0908MCH8801198
2017	CAT	908M	H8800928
2015	CAT	914K	CD2000596
2017	John Deere	644K	1DW644KZJHF680047
2018	CAT	908M	CAT0908MCH8802397

Dozers			
Year	Make	Model	Vin#
2022	CAT	D1	XKL00610
2022	CAT	D6	SGG01366
2022	CAT	D6	SGG01365
2021	John Deere	700L	1T0700LXMF403551
2021	CAT	D3	XKY00651
2019	Caterpillar	D6T	RDC00436
2004	CAT	D3JXL	CAT00D3GCJMH00732
2005	John Deere	450-J	T0450JX104665
2005	John Deere	650J	T0650JX111587
2004	CAT	D6N	CAT00D6NVALY00800
1999	John Deere	450H	T0450HX922582
2004	John Deere	550H	T0550HX937488
2005	CAT	D6R	AAX01404
2005	CAT	D5N	AKD1461
2006	John Deere	450-JLT	T0450JX122072
2001	John Deere	450J	T0450JX103785
2008	Komatsu	D39PX-22	3059
2006	CAT	D3GLGP	BYR01437
2010	CAT	D5K LGPARO	CAT00D5KJYYY00703
2008	CAT	D3K LGP	LLL00568
2011	CAT	D3K LGP	LLL00382
2011	CAT	D3K LGP	LLL00388
2011	John Deere	450-J LGP	T0450JX181468
2011	John Deere	650-J	T0650JX173003

Grinders			
Year	Make	Model	Vin#
2020	Diamond Z	Horizontal/tracks	1D9FX5202MC834009
2021	Diamond Z	Tub	1D9FX460XNC834025
2020	Diamond Z	1463B Tub Grinder	1D9FX483XLC834223
2020	Diamond Z	7000TKT	1D9FX520MC834008

Fork Lifts			
Year	Make	Model	Vin#
2019	Caterpillar Forklift	DP40N1	
2018	Caterpillar	TL943D	MLJ00715
2004	CAT	480F	9NF00558
2007	Yale	543372	GLP11MCNSB098
2001	CAT	2EC20	A2F0260387
2002	CAT	V60B	52J00932
2007	CAT	TH63	5WM03130
2001	CAT	GC25	4EM04516
2005	JCB	930	SLP930025E0824674

Generators			
Year	Make	Model	Vin#
2020	Allmand 65 Generator	65KW	4TCSU6526KHT14494
2020	Allmand 65 Generator	65KW	4TCSU6524KHT14493
2020	Allmand 45 Generator	45KW	23-000459
2020	Allmand 45 Generator	45KW	23-000458
2006	Miller Bobcat	250NT	LE209010
2006	Miller Bobcat	250NT	LF205099
2011	Generac	97A06245-S	2038141
2007	Miller Bobcat	250NT	LC574759
2013	Honda	6500Watt	EAPC-1010707
2011	Magnum	MMG55FH 45kW	800390
2011	Magnum	MMG35FH 25kW	73344, 73345, 73318

Specialty Debris Removal Equipment			
Year	Make	Model	Vin#
2018	Ponsee	Harvester	A220033
2019	Ponsee	Ergo	A220025
2019	Ponsee	Buffalo King	A120208
2020	Ponsee	Buffalo King	A120263
2020	Ponsee	Buffalo	A081136
2020	Ponsse	Cobra 8W	A260071
2018	Ponsse	Buffalo King 8W	PONS24GATAA120072

Barges				
<u>Size</u>	<u>Type</u>	<u>Material</u>	<u>Capacity</u>	<u>Notes</u>
24'x8'	Debris Barge	Fiberglass	8,000 lbs.	Shallow Draft Barge
28'x8.5'	Debris Barge	Aluminum	12,000 lbs.	Shallow Draft Barge
30'x10'	Debris Picker Barge w/ Grapple	Steel	14,000 lbs.	Shallow Draft Barge
30'x10'	Debris Picker Barge w/ Grapple	Fiberglass	14,000 lbs.	Shallow Draft Barge
30'x10'	Debris Picker Barge w/ Grapple	Aluminum	14,000 lbs.	Shallow Draft Barge
40'x8'	Pin-Together Barge	Steel	10,000 lbs.	Deck Barge
40'x8'	Pin-Together Barge	Steel	10,000 lbs.	Deck Barge
40'x8'	Pin-Together Barge	Steel	10,000 lbs.	Deck Barge
40'x8'	Pin-Together Barge	Steel	10,000 lbs.	Deck Barge
40'x8'	Pin-Together Barge	Steel	10,000 lbs.	Deck Barge
40'x8'	Pin-Together Barge	Steel	10,000 lbs.	Deck Barge
40'x8'	Pin-Together Barge	Steel	10,000 lbs.	Deck Barge
40'x11'	Debris Picker Barge w/ Grapple	Steel	20,000 lbs.	Shallow Draft Barge
48'x12'	12" Hyd Dredge	Steel	N/A	15' Dredging Depth - 36" Pump
50'x20'	Spud Barge	Steel	40,000 lbs.	Shallow Draft Spud Barge
55'x11'	Debris Picker Barge w/ Grapple	Steel	24,000 lbs.	Shallow Draft Barge
120'x30'	Deck Barge	Steel	150 Tons	Deep Draft Barge
120'x30'	Deck Barge	Steel	150 Tons	Deep Draft Barge
120'x30'	Spud Barge w/ Crane	Steel	150 Tons	Deep Draft Barge



TAB F – LICENSES



Franklin County, FL

RFP# RFP-EM-2024-002 – Disaster Debris Removal and Disposal Services

State of Florida

Department of State

I certify from the records of this office that CROWDER-GULF JOINT VENTURE, INC. is a corporation organized under the laws of the State of Florida, filed on September 3, 2002.

The document number of this corporation is P02000095020.

I further certify that said corporation has paid all fees due this office through December 31, 2024, that its most recent annual report/uniform business report was filed on January 10, 2024, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Tenth day of January, 2024*




Secretary of State

Tracking Number: 6948156440CC

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

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

DUNNE, SETH ADAM

CROWDER-GULF JOINT VENTURE, INC.
PO BOX 554
FAIRHOPE AL 36533

LICENSE NUMBER: CGC1532476

EXPIRATION DATE: AUGUST 31, 2026

Always verify licenses online at [MyFloridaLicense.com](https://myfloridalicense.com)

ISSUED: 06/04/2024

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.





Florida Department of Transportation

RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.
SECRETARY

May 03, 2024

CROWDER-GULF JOINT VENTURE, INC.
5629 COMMERCE BLVD. E.
MOBILE, ALABAMA 36619

RE: CERTIFICATE OF QUALIFICATION

The Department of Transportation has qualified your company for the type of work indicated below.

FDOT APPROVED WORK CLASSES:
DEBRIS REMOVAL (EMERGENCY)

Unless notified otherwise, this Certificate of Qualification will expire **6/30/2025**.

In accordance with Section 337.14(4), Florida Statutes, changes to Ability Factor or Maximum Capacity Rating will not take effect until after the expiration of the current certificate of prequalification (if applicable).

In accordance with Section 337.14(1), Florida Statutes, an application for qualification must be filed within (4) months of the ending date of the applicant's audited annual financial statements.

If the company's maximum capacity has been revised, it may be accessed by logging into the Contractor Prequalification Application System via the following link:

[HTTPS://fdotwpl.dot.state.fl.us/ContractorPreQualification](https://fdotwpl.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.

The company 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 the 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 the company has performed such work.

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,

James E. Taylor II, Prequalification Supervisor
Contracts Administration Office

JTII



FLORIDA DEPARTMENT OF Environmental Protection

Marjory Stoneman Douglas Building
3900 Commonwealth Boulevard
Tallahassee, FL 32399

Ron DeSantis
Governor

Jeanette Nuñez
Lt. Governor

Shawn Hamilton
Secretary

August 3, 2022

Kerrie A. Noll
Crowder-Gulf Joint Venture, Inc.
5629 Commerce Blvd. EastCrowder-Gulf Joint Venture
Mobile, AL 36619

Dear Ms. Noll,

Effective August 3, 2022, Crowder-Gulf Joint Venture, Inc., is prequalified to bid on the Florida Department of Environmental Protection, Bureau of Design and Construction's projects that require state licenses. This prequalification expires on August 31, 2024.

If you have any questions regarding this prequalification please feel free to contact Laurinda Micheels via email at Laurinda.Micheels@FloridaDEP.gov or phone at (850) 245-2781.

Sincerely,

Ralph Perkins, FCCM
Program Administrator
Bureau of Design and Construction

< Entity Information

CROWDERGULF

Active Registration

Unique Entity ID
TTNUYNSBDQU4

Your registration was activated on 2023-12-25. It expires on 2024-12-20, which is one year after you submitted it for processing. To update or renew your registration, begin from your Entities Workspace.



Validate Entity
Completed



Get Unique Entity ID
Completed



Core Data
Completed



Assertions
Completed



Reps & Certs
Completed



POCs
Completed



Submit
Completed



Processing
Completed



Active
Completed



TAB G – INSURANCE



Franklin County, FL

RFP# RFP-EM-2024-002 – Disaster Debris Removal and Disposal Services

TAB G. INSURANCE

CrowderGulf maintains ***all required insurances*** such as General Liability, Personal Injury, Workers Compensation, Automobile/Equipment Liability, as well as Maritime Insurance. Gray Insurance Company of Metairie, Louisiana provides this insurance coverage. [*See Insurance Certification attached.*](#)



RE: CrowderGulf LLC & CrowderGulf Joint Ventures, Inc.

To Whom It May Concern:

Pathway Insurance Group handles all insurance for CrowderGulf. The current coverages and limits carried by CrowderGulf are some of the highest in their industry and have been vetted by risk managers, municipalities, and other organizations throughout the country. We believe these limits are reasonable considering the scope of work performed by CrowderGulf. The insured also does an excellent job with its subcontractor program and vetting subcontracts and insurance limits maintained by their subcontractors. We are also in constant communication with the leadership at CrowderGulf regarding the state of the insurance marketplace and their activations.

However, in the event of an activation that warrants higher limit requirements, additional limits are readily available to CrowderGulf in the marketplace within 24-48 hours from our current insurance carriers as well as others in the market.

I have attached a sample of their current limits of coverage for your convenience. Please feel free to reach out to me regarding any questions related to the insurance for CrowderGulf.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Farmer", is written over a horizontal line.

Robby Farmer
Vice President
Pathway Insurance Group LLC



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
06/19/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Pathway Insurance Group 753 Nichols Avenue Fairhope AL 36532	CONTACT NAME: Nina Glover PHONE (A/C, No, Ext): (251) 279-6373 E-MAIL ADDRESS: nina@pathwayinsgroup.com INSURER(S) AFFORDING COVERAGE INSURER A: The Gray Insurance Company - Best Rating A-VIII INSURER B: Westchester Surplus Lines Insurance INSURER C: Navigators INSURER D: Lloyds of London INSURER E: INSURER F:	FAX (A/C, No): NAIC # 36307
INSURED CrowderGulf Joint Venture Inc./CrowderGulf LLC 5629 Commerce Blvd. E. Mobile AL 36619		

COVERAGES **CERTIFICATE NUMBER:** CL2461914728 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR			XSGL-100090	07/01/2022	07/01/2025	EACH OCCURRENCE \$ 1,000,000
			DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000				
			MED EXP (Any one person) \$ 5,000				
			PERSONAL & ADV INJURY \$ 1,000,000				
	GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:						GENERAL AGGREGATE \$ 3,000,000
							PRODUCTS - COMP/OP AGG \$ 3,000,000
							\$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			XSAL-100100	07/01/2022	07/01/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
			BODILY INJURY (Per person) \$				
			BODILY INJURY (Per accident) \$				
			PROPERTY DAMAGE (Per accident) \$				
							\$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE			HO24LIA15303401	07/01/2024	07/01/2025	EACH OCCURRENCE \$ 11,000,000
			AGGREGATE \$ 11,000,000				
			\$				
	DED <input type="checkbox"/> RETENTION \$ <input type="checkbox"/>						\$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N <input checked="" type="checkbox"/> N	N / A	GWC-100173	07/01/2022	07/01/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
			E.L. EACH ACCIDENT \$ 1,000,000				
			E.L. DISEASE - EA EMPLOYEE \$ 1,000,000				
			E.L. DISEASE - POLICY LIMIT \$ 1,000,000				
B	Contractors Pollution Liab. Coverage Includes Transportation Poll Cov. End.			G71538825 003	07/01/2023	07/01/2025	Each Pollution Condition 5,000,000
			General Aggregate Limit 5,000,000				

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

D-Professional Liability- Claims Made - Lloyds of London - LL00226-02 10/15/2023 - 10/15/2024 2,000,000 Per Occurrence / 2,000,000 General Aggregate

The certificate holder is an additional insured on all policies except Workers' Compensation and is provided a Waiver of Subrogation, all when required by written contract. The above insurance policies shall primary & noncontributory to any other insurance policies maintained by the certificate holder, when required by written contract

CERTIFICATE HOLDER

Franklin County Emergency Mgmt Coordinator 28 Airport Road Apalachicola FL 32320
--

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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TAB H – REQUIRED DOCUMENTS



Franklin County, FL

RFP# RFP-EM-2024-002 – Disaster Debris Removal and Disposal Services

Section 8 – Required Forms

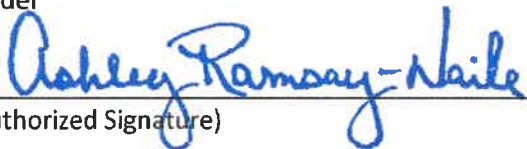
PROPOSAL SUBMITTAL CHECKLIST

- ☒ Program Standards and Requirements Statement – Page 15
- ☒ Financial Statement – Separate Confidential Pkg.
- ☒ Proposer's Information Sheet
- ☒ N/A No Response Form
- ☒ Contact for Contract Administration Form
- ☒ 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
- ☒ ADA Nondiscrimination Statement
- ☒ No Lobbying Affidavit
- ☒ Vendor Certification Regarding Scrutinized Companies Lists
- ☒ Certification for Contracts, Grants, Loans, and Cooperative Agreements
- ☒ E-Verify Compliance Form
- ☒ Professional References
- ☒ MWBE Participation Statement
- ☒ N/A Vendor Information
- ☒ W-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 a USB drive labeled with the company name and RFP number in conformance with the detailed submittal instructions. FAILURE TO PROVIDE ALL INFORMATION listed on each form may result in the rejection of your proposal, or a reduction in evaluation points. FAILURE TO PROVIDE AN UNLOCKED ACCESSIBLE ELECTRONIC COPY OF YOUR RESPONSE shall result in the rejection of your proposal.

BY:

Bidder


(Authorized Signature)

8/1/2024

(Date)

Ashley Ramsay-Naile, President of CrowderGulf

(Print Name)

This document must be completed and returned with your Submittal



REQUEST FOR PROPOSAL FOR EMERGENCY PLANNING, DISASTER RECOVERY & HAZARD MITIGATION GRANT PROGRAM SERVICES RFP #:

Information Sheet For Transactions and Conveyances Corporate Identification

The Following information will be provided to the Franklin County Legal Services for incorporation in legal documents. It is; therefore, vital all information is accurate and complete. Please be certain all spelling, capitalization, etc. is exactly as registered with the State and Federal Government.

Is this a Florida Corporation: YES ^(Circle One) or NO

If not a Florida Corporation,
In what State was it created?
Name as spelled in that State.

What kind of Corporation is it?

For Profit or Not for Profit

Is it in good Standing?

YES or NO

Authorized to transact business in Florida?

YES or NO

State of Florida, Department of State, Certificate of Authority Document No: P02000095020

Does it use a registered fictitious name? YES or NO

Name of Officers:

President: Ashley Ramsay-Naile

Secretary: J. Anthony Dees

Vice President: Reid Loper

Treasurer: J. Anthony Dees

Director: _____

Director: _____

Other: _____

Other: _____

Name of Corporation (As used in Florida): CrowderGulf Joint Venture, Inc.

(Spelled exactly as it is registered with the State or Federal Government)

Corporate Address:

Post Office Box: _____

City, State, Zip: _____

Street Address: 5629 Commerce Blvd. E

City, State, Zip: Mobile, AL 36619

(Please provide Post Office Box and Street Address for mail and/or express delivery; also, for recorded instruments involving land)

Federal Identification Number: 01-0626019

(For all instruments to be recorded, taxpayer's identification is needed)

Name of Individual who will sign the instrument on behalf of the Company:

Ashley Ramsay-Naile

(Upon Certification of Award, the President or Vice-President shall sign Contract. Any other officer shall have permission to sign via a resolution approved by the Board of Directors on behalf of the company. The awarded contractor shall submit a copy of the resolution together with the executed contract to the Contact listed in Section 3.1.)

Title of the individual named above who will sign on behalf of the Company:

President



REQUEST FOR PROPOSAL FOR EMERGENCY PLANNING, DISASTER RECOVERY & HAZARD MITIGATION GRANT PROGRAM SERVICES RFP #:

CONTACT FOR CONTRACT ADMINISTRATION

Designate one person authorized to conduct contract Administration.

NAME: Ashley Ramsay-Naile

TITLE: President

COMPANY NAME: CrowderGulf Joint Venture, Inc.

ADDRESS: 5629 Commerce Blvd. E

CITY: Mobile

STATE: AL **ZIP:** 36619

TELEPHONE NUMBER: 800-992-6207

FAX NUMBER: 251-459-7433

EMAIL: jramsay@crowdergulf.com

SIGNATURE: Ashley Ramsay-Naile

Attachment 'F'

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 Entities 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 Entities Board of Entities 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 shall render the proposal non-responsive.

NO EXCEPTIONS ALLOWED AFTER THE RFP IS SUBMITTED:

Please check one: ☒ I take NO exceptions. ☐ Exceptions:

CrowderGulf Joint Venture, Inc.

NAME OF BUSINESS

5629 Commerce Blvd. E

MAILING ADDRESS

Ashley Ramsay-Naile

AUTHORIZED SIGNATURE

Mobile, AL 36619

CITY, STATE & ZIP CODE

Ashley Ramsay-Naile, President

NAME, TITLE, TYPED

800-992-6207 / 251-459-7433

TELEPHONE NUMBER / FAX NUMBER

01-0626019

FEDERAL IDENTIFICATION #

jramsay@crowdergulf.com

E-MAIL ADDRESS

STATE OF ~~FLORIDA~~ *Alabama*
COUNTY OF *Mobile*

The foregoing instrument was acknowledged before me this 1st day of August, 2024 by Ashley Ramsay-Naile who is personally known to me or who has produced as identification and who did take an oath.

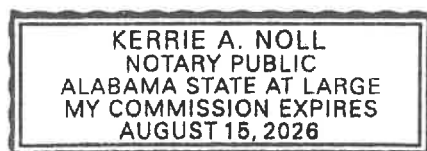
My Commission Expires:

Kerrie A. Noll

Notary Public

Name typed, printed or stamped

My Commission Expires: 08/15/2026



Attachment 'F'

ADDENDUM ACKNOWLEDGEMENT

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 #	<u>1</u>	Date:	<u>07/29/2024</u>	Addendum #	_____	Date:	_____
Addendum #	_____	Date:	_____	Addendum #	_____	Date:	_____

Ashley Ramsay-Naile
(Authorized Signature)

08/01/2024
(Date)

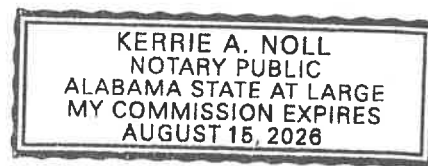
Ashley Ramsay-Naile
(Print Name)

STATE OF FLORIDA
COUNTY OF Mobile

The foregoing instrument was acknowledged before me this 1st day of August, 2024 by Ashley Ramsay-Naile who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires: 08/15/2026

Kerrie A. Noll
Notary Public



DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES

RFP # RFP-EM2024-002

Addendum #1 – Questions and Answers



1. Question: Pg. 22 of the RFP, Tab C – Financial Information - It says all proposers shall supply a financial statement upon request – does the county/city just want our 2023 Audited Financial Statement?

Answer: Please send audited financial statements for the past three consecutive years.

2. Pg. 36 of the RFP, Section 8 – Required Forms – none of the forms were attached to the RFP. Does the county/city intend to provide these forms?

Answer: The required forms can be downloaded from the County website at the following link: <https://www.franklinemergencymanagement.com/bidsproposals>

3. Question: There is not a pricing sheet included in the RFP. Are we to submit our own, or will one be provided? It is difficult to compare pricing proposals if proposers do not all submit in the same format.

Answer: The required rate sheet can be downloaded from the County website at the following link: <https://www.franklinemergencymanagement.com/bidsproposals>

4. Question: In the RFP it states that this is for both Franklin County and the City of Carrabelle, but the contact is only for Franklin County, FL. Can DRC assume that the answers to questions we will receive from Franklin County, FL, also apply to the City of Carrabelle, FL?

Answer: Please send questions to the entity for which you are responding. The mailing and phone contacts for each entity are stated on pages 1 and 4 of the RFP. The email contacts for each entity are as follows:

Franklin County - Jenniferd@franklincountyflorida.com

City of Carrabelle - administrator@mycarrabelle.com

5. Question: May we have a copy of the RFP please? Thank you

Answer: Please find the requested RFP documents at the following link:
<https://www.franklinemergencymanagement.com/bidsproposals>

6. Question: Page 23 of the RFP lists the documents required to be included in the submittal. I do not see in the forms packet where the "Vendor Information" form was provided. Can the City/County clarify if this is the same form as the "Proposer's Information Sheet" or if it is a separate form that need to be completed? If so, can you please provide this form?

Answer: Please disregard the RFP page 23 bullet point "Vendor Information" form.

7. Question: When was the last time the County/City had a contract activation for Debris Removal? How many CYs were removed?

Answer: 2018 - Hurricane Michael. 6,768 CY.

8. Question: Has the County/City determined which landfill(s) can be used? If so, please provide locations.

Answer: No.

9. Question: Has the County/City determined where possible DMS will be? If so, please provide locations.

Answer: Yes. The Florida Department of Environmental Protection's 2024 pre-authorization for DDMS sites letter can be downloaded at the following public link:
<https://depdms.dep.state.fl.us/Oculus/servlet/login>

10. Question: Will annual contract price increases based on Consumer Price Index (CPI) be allowed?

Answer: No.

11. Question: Can the County/City provide which contractor held the previous or holds the current contract for the services requested in this solicitation with pricing?

Answer: The list of current haul contracts with the County can be found at the following public link: <https://www.franklinemergencymanagement.com/bidsproposals/>

12. Question: Will there be a public bid opening? And if so, can you please provide call in #, zoom/Webex link or similar for the responding bidders to be present?

Answer: Yes. The bids will be opened publically at the appropriate County Commissioner's meeting. The Zoom link will be posted on the County's website at the following public link:
<https://www.franklincountyflorida.com/category/county-news/>

Further information for the meeting agenda can be found at the following public link, when posted: <https://www.franklincountyflorida.com/resources/agendas-minutes/>
The Zoom link will be stated in the posted downloadable meeting agenda.

13. Question: The rate sheet dictates that the debris resulting from the removal of hazardous trees and hanging limbs will have a unit rate per tree which includes hauling the resulting debris to DMS or final disposal site. This would require collection trucks to follow the tree removal crews and ONLY pick up debris from their work, thereby skipping piles of debris and leaving it on the street to be picked up by another collection truck. If there is a major event, collection trucks will be more efficiently used if they could travel the ROW and pick up ALL debris rather than skipping piles and only following the tree crew. This also means that all resulting debris will have to be staged separately at the DMS to insure no comingling of debris is allowed. There will be a need for additional equipment to manage the site segregated for hazardous tree work or there will be lost time in moving equipment between the two areas. Limited Debris Management Sites, their size and locations often make this scenario extremely difficult. The typical method is to price hazardous trees and hanging limbs as a "cut only" rate and to place the resulting debris in the ROW for collection as vegetative debris. This method frees up collection trucks and expedites the collection process. Will the County/City consider changing the scope to allow for the debris from removing hazardous leaning trees and hanging limbs to be placed in the ROW to be collected and paid for as regular vegetative debris?

Answer: We do not find this language in the County's Attachment H - Rate Sheet posted for this RFP. Clarification: Please refer to the RFP document page 30, "Removal of Eligible Hazardous Trees and Limbs - Work consists of removing Eligible hazardous trees and limbs and placing them on the safest possible location on the Entities ROW for collection under the terms and conditions of Element 1, Eligible ROW Vegetative Debris Removal. Diameter measurements, other related measurements, and photo documentation thereof are required and shall be provided to the Entities and Debris Monitor as necessary and as requested."

14. Question: Does the County/City have a monitoring firm contracted? If so, which monitoring firm?

Answer: Yes. The list of current monitoring contracts with the County can be found at the following public link: <https://www.franklinemergencymanagement.com/bidsproposals/>

15. Question: RFP instructions for Tab E - Proposal Matrix includes providing "a list of associated costs", can the County/City clarify what costs are to be provided here (i.e. the provided unit cost fee rate schedule or is the proposer to provide additional ancillary pricing?)

Answer: Please provide all pricing on the supplied Attachment H - RFP-EM2024-002 Rate Sheet.

16. Question: The Contact for Contract Administration Form requires designation of one person authorized to conduct contract administration. Can the County/City clarify if this should be the officer authorized to legally bind the firm or is it to be the administrative personnel handling the contract?

Answer: This contact should be the officer authorized to legally bind the firm.

17. Question: Can the County/City confirm if a financial statement is being requested? Per requirements for Tab C the RFP states "proposer shall supply a financial statement upon request"

Answer: Please send audited financial statements for the past three consecutive years.

18. Question: Can the County/City confirm that item 38 of the rate sheet could be compacting of veg debris and/or C&D debris?

Answer: Item 38 of the rate sheet is specific to "Compacting vegetative debris".

19. Question: Is there a sample contract or additional terms and conditions that can be provided?

Answer: No sample contract is provided at this time. Also please refer to Attachment B - General Terms and Conditions.

20. Question: Can the City / County provide bid tabulations from the previous contract relating to Disaster Debris Removal and Disposal Services?

Answer: The list of previous award evaluation documents can be found at the following public link: <https://www.franklinemergencymanagement.com/bidsproposals/>

21. Question: On behalf of our customers who are contractors & suppliers, we request updated planholder, bid tabulation and contract award information AS IT IS AVAILABLE on the following solicitation. Please correct any errors/deficiencies and return by Email to bids@napc.me or Fax to 302-450-1925.

Solicitation Name: Disaster Debris Removal and Disposal Services (RFP)

Solicitation Number: solicitation number RFPâ€ EM2024â€ 002,

Bid Date: 08/05/24

This request is made in consideration of state and local procurement laws and in the interest of a fair and transparent bidding process.

Answer: In response to your public record request regarding Franklin County, Florida's Disaster Debris Removal and Disposal Services RFP, I provide you with the link to all of the plan holders listed on Demand Star. Franklin County does not have a separate public record of the plan holders listed on Demand Star that can be provided to you. We also do not have a public record of any companies that may have downloaded the RFP from the county's website.

<https://www.demandstar.com/app/suppliers/bids/468566/planholders>

Regarding the part of your record request which appears to request that Franklin County continuously update its response as information becomes available subsequent to the date of your public record request, Franklin County has no duty to do so. However, you may make additional public record requests in the future on this same subject matter.

22. Question: On page 22 of the RFP, Section 5, Table of Contents, TAB C – FINANCIAL INFORMATION

a. This requirement states “upon request”. Please confirm if this information is or is not required to be submitted in the proposal submittal documents by the proposers as it is confidential information.

b. If required, please confirm that the Financial Documentation will be kept exempt from Public Records in accordance with FS 119.071(1)(c) Exemptions?

Answer: Please send audited financial statements for the past three consecutive years. The County abides by FL Statute 119.071 (1) (c), "Any financial statement or other financial information necessary to verify the financial adequacy of a prospective bidder which an agency requires a prospective bidder to submit in order to prequalify for bidding or for responding to a solicitation for a road or any other public works project is exempt from s. 119.07(1) and s. 24(a), Art. I of the State Constitution. This paragraph is subject to the Open Government Sunset Review Act in accordance with s. 119.15 and shall stand repealed on October 2, 2029, unless reviewed and saved from repeal through reenactment by the Legislature."

23. Question: On Attachment H – Rate Sheet, the Tree Operations under Cost lines 25 through 32 are stated to all include hauling, however on page 30 of the RFP under the second to last bulleted paragraph, it states that hazardous limbs and trees will be collected under “the terms and conditions of Element 1, Eligible ROW Vegetative Debris Removal.” Please confirm that loading and hauling of the debris from the cut hazardous limbs and trees will be paid for by the CY under Cost Line #1 “Vegetative Storm Debris Removal from ROW to DDMS”.

Answer: Please refer to the RFP document page 30, "Removal of Eligible Hazardous Trees and Limbs - Work consists of removing Eligible hazardous trees and limbs and placing them on the safest possible location on the Entities ROW for collection under the terms and conditions of Element 1, Eligible ROW Vegetative Debris Removal. Diameter measurements, other related measurements, and photo documentation thereof are required and shall be provided to the Entities and Debris Monitor as necessary and as requested."

Attachment 'F'

**BUSINESS ENTITY AFFIDAVIT
(VENDOR/BIDDER DISCLOSURE)**

I, Ashley Ramsay-Naile, being first duly sworn
state:

The full legal name and business address of the person(s) or entity contracting or transacting business with
Franklin County, FL ("County") are (Post Office addresses are not acceptable), as follows:

01-0626019

Federal Employer Identification Number (If none, Social Security Number)

CrowderGulf Joint Venture, Inc.

Name of Entity, Individual, Partners or Corporation

<u>5629 Commerce Blvd. E</u>	<u>Mobile</u>	<u>AL</u>	<u>36619</u>
Street Address	Suite	City	State Zip Code

OWNERSHIP DISCLOSURE AFFIDAVIT

1. If the contact or business transaction is with a corporation, the full legal name and business address shall be provided for each officer and director and each stockholder who holds directly or indirectly five percent (5%) or more of the corporation's stock. If the contract or business transaction is with a trust, the full legal name and address shall be provided for each trustee and each beneficiary. All such names and addresses are (Post Office addresses are not acceptable), as follows:

<u>Full Legal Name</u>	<u>Address</u>	<u>Ownership</u>
<u>Please see attached ownership breakdown.</u>		<u>%</u>
		<u>%</u>
		<u>%</u>

2. The full legal names and business address of any other individual (other than subcontractors, materialmen, suppliers, laborers, or lenders) who have, or will have, any interest (legal equitable, beneficial or otherwise) in the contract or business transaction with the County are (Post Office addresses are not acceptable), as follows:

N/A

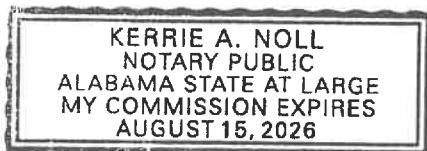
Ashley Ramsay-Naile
Signature of Affiant

08-01-2024
Date

STATE OF Alabama
COUNTY OF Mobile

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 08/01/2024 (date) by Ashley Ramsay-Naile (name of officer or agent, title of officer or agent) of CrowderGulf Joint Venture, Inc. (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]



Kerrie A. Noll
Notary Public

Kerrie A. Noll

Name typed, printed or stamped

My Commission Expires: 08/15/2026

Current ownership structure of CrowderGulf, LLC

CrowderGulf Joint Venture, Inc. is owned wholly by CrowderGulf, LLC.

- 2% voting interest – The John and Woodie Ramsay Family Trust
 - FEIN: 87-6303647
 - Address: 5629 Commerce Blvd., East
Mobile, AL 36619
- 21% non-voting - The John C. Ramsay Family 2021 Non-Grantor Trust
 - FEIN: 86-6629969
 - Address: 5629 Commerce Blvd., East
Mobile, AL 36619
- 21% non-voting – The L.W. Ramsay, Jr. Family 2021 Non-Grantor Trust
 - FEIN: 86-6785563
 - Address: 5540 Business Parkway
Theodore, AL 36582
- 28% non-voting – Five A Acquisitions, LLC
 - FEIN: 36-4728679
 - Address: 5629 Commerce Blvd., East
Mobile, AL 36619
- 28% non-voting – CLG Acquisitions, LLC
 - FEIN: 38-3857223
 - Address: 5540 Business Parkway
Theodore, AL 36582

Attachment 'F'

FRANKLIN COUNTY
DRUG-FREE WORKPLACE COMPLIANCE FORM

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids, which are equal with respect to price, quality, and service, are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

(The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that CrowderGulf Joint Venture, Inc. does):
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in Subsection 1.
4. In the statement specified in Subsection 1, notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 1893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require 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.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this form complies fully with the above requirements.

Vendor's Signature:

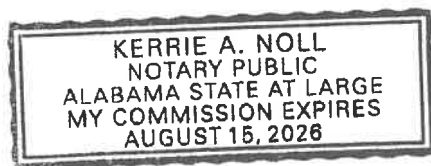
Ashley Ramsay-NaileDate 08/01/2024Print or Type Name/Title Ashley Ramsay-NaileSTATE OF AlabamaCOUNTY OF Mobile

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this August 1, 2024 (date) by Ashley Ramsay-Naile (name of officer or agent, title of officer or agent) of CrowderGulf Joint Venture, Inc. (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]

Kerrie A. Noll
Notary PublicKerrie A. Noll

Name typed, printed or stamped

My Commission Expires: 08/15/2026

Attachment 'F'

**SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a),
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE
PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL
AUTHORIZED TO ADMINISTER OATHS

1. This sworn statement is submitted to FRANKLIN COUNTY, FLORIDA by:

Ashley Ramsay-Naile, President

(print individual's name and title)

for: CrowderGulf Joint Venture, Inc.

(print name of entity submitting sworn statement)

whose business address is: 5629 Commerce Blvd. E Mobile, AL 36619

and (if applicable) its Federal Employer Identification Number (FEIN) is: 01-0626019

*(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement:
____ - ____ - ____).*

2. I understand that a "public entity crime" as defined in Paragraph 287.133 (1)(g), Florida Statutes, means 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 or with an agency or political subdivision of any other state or of the United States, including but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentations.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133 (1)(b), Florida Statutes, means 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, as a result of a jury verdict, non-jury trial, or entry of a plea of guilty or non contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
- a.) A predecessor or successor of a person convicted of a public entity crime; or
 - b.) 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. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, and partners. Shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement, which I have marked below, is true in relations to the entity submitting this sworn statement. (Indicate which statement applies).
- ☒ Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any

affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

- ☐ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.
- ☐ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list (attach a copy of the final order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

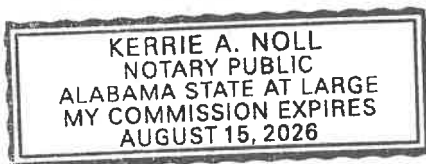
Ashley Ramsay-Naile
Signature

STATE OF Alabama
COUNTY OF Mobile

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 08/01/2024 (date) by Ashley Ramsay-Naile (name of officer or agent, title of officer or agent) of CrowderGulf Joint Venture, Inc. (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]

Kerrie A. Noll
Notary Public
Kerrie A. Noll
Name typed, printed or stamped
My Commission Expires: 08/15/2026



Attachment 'F'

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

Ashley Ramsay-Naile (President), * being first duly sworn, deposes and says that he/she 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 Entities Board of Entities 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.

Ashley Ramsay-Naile
Authorized Signature

08/01/2024

Date

Ashley Ramsay-Naile

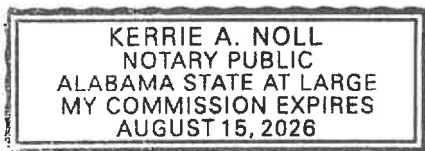
(Print Name)

Alabama
STATE OF FLORIDA

COUNTY OF Mobile

The foregoing instrument was acknowledged before me this 1st day of August, 2024 by Ashley Ramsay-Naile, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires: 08/15/2026



Kerrie A. Noll
Notary Public Kerrie A. Noll

*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.

Attachment 'F'

**AMERICANS WITH DISABILITIES ACT (ADA)
DISABILITY NONDISCRIMINATION STATEMENT**

**THIS FORM MUST BE SIGNED AND SWORN TO IN THE
PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL
AUTHORIZED TO ADMINISTER OATHS**

This sworn statement is submitted to FRANKLIN COUNTY, FLORIDA by:

Ashley Ramsay-Naile, President

(print individual's name and title)

for: CrowderGulf Joint Venture, Inc.

(print name of entity submitting sworn statement)

whose business address is: 5629 Commerce Blvd. E Mobile, AL 36619

and (if applicable) its Federal Employer Identification Number (FEIN) is: 01-0626019

(If the entity has no FEIN, include Social Security Number of the individual signing this sworn statement:

_____ - _____ - _____.)

I, being duly first sworn state:

That the above named firm, corporation or organization is in compliance with and agreed to continue to comply with, and assure that any subcontractor, or third party contractor under this project complies with all applicable requirements of the laws listed below including, but not limited to, those provision pertaining to employment, provision of programs and services, transportation, communications, access to facilities, renovations, and new construction.

The Americans with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat 327, 42 USC 12101-12213 and 47 USC Sections 225 and 661 including Title I, Employment; Title II, Public Services; Title III, Public Accommodations and Services Operated by Private entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.

The Florida Americans with Disabilities Accessibility Implementation Act of 1993, Section 553.501-553.513, Florida Statutes:

The Rehabilitation Act of 1973, 229 USC Section 794;

The Federal Transit Act, as amended 49 USC Section 1612;

The Fair Housing Act as amended 42 USC Section 3601-3631.

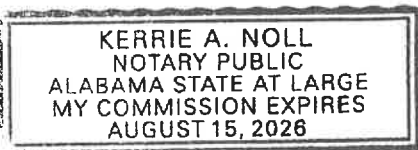
Ashley Ramsay-Naile
Signature

STATE OF Alabama

COUNTY OF Mobile

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 08/01/2024 (date) by Ashley Ramsay-Naile (name of officer or agent, title of officer or agent) of CrowderGulf Joint Venture, Inc. (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]



Kerrie A. Noll

Notary Public
Kerrie A. Noll

Name typed, printed or stamped

My Commission Expires: 08/15/2026

Attachment 'F'

NO LOBBYING AFFIDAVIT

Alabama

STATE OF ~~FLORIDA~~
COUNTY OF Mobile

This 1st day of August, 20 24,
Ashley Ramsay-Naile

being first duly sworn, deposes and says that he/she is the authorized representative of _____

CrowderGulf Joint Venture, Inc. (Name of contractor, firm or individual), maker of the attached submittal made in response to a request for bid, proposals, qualifications and/or any other solicitation released by Franklin County, FL, and swears that the bidder and any of its agents agrees to abide by the County's no lobbying restrictions in regard to this solicitation.

Ashley Ramsay-Naile
Affiant

Ashley Ramsay-Naile, President

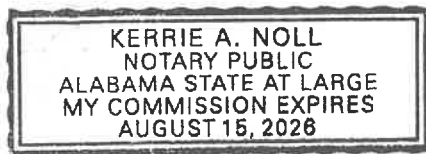
Print / Type Name & Title

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 08/01/2024 (date) by Ashley Ramsay-Naile (name of officer or agent, title of officer or agent) of CrowderGulf Joint Venture, Inc. (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

My commission expires: 08/15/2026

Kerrie A. Noll
Notary Signature

Kerrie A. Noll



VENDOR CERTIFICATION
REGARDING SCRUTINIZED
COMPANIES LISTSRespondent Vendor Name: CrowderGulf Joint Venture, Inc.Vendor FEIN: 01-0626019Vendor's Authorized Representative Name and Title: Ashley Ramsay-Naile, PresidentAddress: 5629 Commerce Blvd. ECity: Mobile State: Alabama Zip: 36619Phone Number: 800-992-6207Email Address: jramsay@crowdergulf.com

Section 287.135, Florida Statutes, prohibits agencies from contracting with companies for goods or services of \$1,000,000 or more, that are on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector Lists which are created pursuant to s. 215.473, F.S., or the Scrutinized Companies that Boycott Israel List, created pursuant to s. 215.4725, F.S., or companies that are engaged in a boycott of Israel.

As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the section entitled "Respondent Vendor Name" is not listed on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List. I further certify that the company is not engaged in a boycott of Israel. I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject company to civil penalties, attorney's fees, and/or costs.

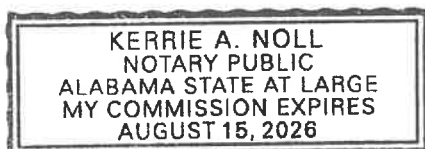
Certified By: Ashley Ramsay-Naile

who is authorized to sign on behalf of the above referenced company.

Authorized Signature Print Name and Title: Ashley Ramsay-Naile PresidentDate: 08/01/2024STATE OF Alabama
COUNTY OF Mobile

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 08/01/2024 (date) by Ashley Ramsay-Naile (name of officer or agent, title of officer or agent) of CrowderGulf Joint Venture, Inc. (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]

Kerrie A. Noll
Notary Public
Kerrie A. Noll

Name typed, printed or stamped

My Commission Expires: 08/15/2026

CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS
(for agreements exceeding \$100,000)

The undersigned certifies, to the best of his or her knowledge, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form- LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The undersigned Contractor hereby certifies and attests to the accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.

Ashley Ramsay-Naile
AFFIANT

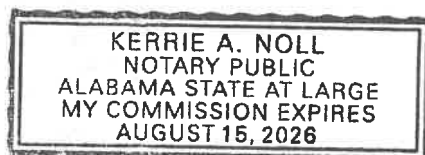
Ashley Ramsay-Naile, President
Typed Name of AFFIANT / AFFIANT Title

08/01/2024
Date

STATE OF Alabama
COUNTY OF Mobile

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[Notary Seal]



Kerrie A. Noll
Notary Public
Kerrie A. Noll
Name typed, printed or stamped
My Commission Expires: 08/15/2026

E-VERIFY COMPLIANCE FORM

Definitions:

"Contractor" means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration.

"Subcontractor" means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration.

Effective January 1, 2021, public and private employers, contractors and subcontractors will begin required registration with, and use of the E-verify system in order to verify the work authorization status of all newly hired employees. Vendor/Consultant/Contractor acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of:

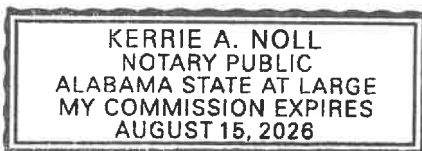
- a) All persons employed by Vendor/Consultant/Contractor to perform employment duties within Florida during the term of the contract; and
- b) All persons (including subvendors/subconsultants/subcontractors) assigned by Vendor/Consultant/Contractor to perform work pursuant to the contract with the Department. The Vendor/Consultant/Contractor acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the contract is a condition of the contract with the Franklin County, Florida; and
- c) Should vendor become successful Contractor awarded for the above-named project, by entering into this Contract, the Contractor becomes obligated to comply with the provisions of Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes but is not limited to utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of this Contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. Any challenge to termination under this provision must be filed in the Circuit Court no later than 20 calendar days after the date of termination. If this contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination.

Company Name: <u>CrowderGulf Joint Venture, Inc.</u>	
Authorized Signature: <u>Ashley Ramsay-Naile</u>	Print Name: <u>Ashley Ramsay-Naile</u>
Title: <u>President</u>	Date: <u>08/01/2024</u>
Phone: <u>800-992-6207</u>	Email: <u>jramsay@crowdergulf.com</u>

STATE OF Alabama
COUNTY OF Mobile

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 08/01/2024 (date) by Ashley Ramsay-Naile (name of officer or agent, title of officer or agent) of CrowderGulf Joint Venture, Inc. (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]



Kerrie A. Noll
Notary Public

Kerrie A. Noll

Name typed, printed or stamped

My Commission Expires: 08/15/2026



Company ID Number: 312220

Information Required for the E-Verify Program

Information relating to your Company:

Company Name	CrowderGulf LLC / CrowderGulf Joint Venture, Inc.
Company Facility Address	5629 Commerce Blvd E Mobile, AL 36619
Company Alternate Address	
County or Parish	MOBILE
Employer Identification Number	010626019
North American Industry Classification Systems Code	562
Parent Company	
Number of Employees	20 to 99
Number of Sites Verified for	1 site(s)

Attachment 'F'**PROFESSIONAL REFERENCES**

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

1	Company Name:	City of Fort Myers, FL
	Contact Person:	Peter Bieniek, Dir. Public Works Donna Lovejoy, Dept. Director of PW
	City, State:	City of Fort Myers, FL
	Telephone Number:	239-321-8087 / 239-321-8100
	Email Address:	pbieniek@cityftmyers.com / dlovejoy@cityftmyers.com
	Description of goods or services provided:	2022 Hurricane Ian - PUSH; Removed & disposed vegetation, C&D, E-Waste, HHW, White Goods, Freon; Reduction by compaction & grinding.
	Contract Amount:	\$13,021,845 / 645,952 Cubic Yards
	Contract Dates:	10/08/2022-04/03/2023

2	Company Name:	Lee County, FL
	Contact Person:	Doug Whitehead, Solid Waste Director / Amanda Condomina, Solid Waste Operations Manager
	City, State:	Throughout the County
	Telephone Number:	239-533-8917 / 239-533-8000 & 239-834-3505
	Email Address:	dwhitehead@leegov.com / acondomina@leegov.com
	Description of goods or services provided:	2022 Hurricane Ian - PUSH operations; Removed & disposed of vegetation, C&D, Hangers, Leaners, E-Waste, HHW, White Goods, Freon; Reduction by compaction and grinding.
	Contract Amount:	\$134,141,231 / 6,265,404 Cubic Yards
	Contract Dates:	10/05/2022-09/15/2023

3	Company Name:	City of Panama City, FL
	Contact Person:	Shane Daugherty, Solid Waste Superintendent
	City, State:	City of Panama City, FL
	Telephone Number:	850-872-3172 / 850-814-5396
	Email Address:	sdaugherty@panamacity.gov
	Description of goods or services provided:	2018 Hurricane Michael - PUSH Ops; Removed & disposed veg, C&D, L&H, Stumps.
	Contract Amount:	\$81,562,445 / 3,971,295 Cubic Yards
	Contract Dates:	10/2018-09/15/2020

Please see proposal for additional information on our References.

Attachment 'F'

MWBE PARTICIPATION STATEMENT

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

Description: RFP # RFP - EM2024 - 002 Disaster Debris Removal and Disposal Services

Contractor Name: CrowderGulf Joint Venture, Inc.

This Contractor (is _____) (is not X) 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

Hauling Away - Small , Woman- Owned

ROW, DMS Site Mgt, Leaners and Hangers, Haul Outs

Last Pass Inc. - Small Woman-Owned - Hispanic

ROW, Leaners & Hangers, Haul Outs

Ashley Ramsay-Naile
(Authorized Signature)

08/01/24
(Date)

Ashley Ramsay-Naile
(Print Name)

**Request for Taxpayer
Identification Number and Certification**

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

**Give form to the
requester. Do not
send to the IRS.**

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See Specific Instructions on page 3.	1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) CrowderGulf Joint Venture, Inc.	
	2 Business name/disregarded entity name, if different from above.	
	3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor <input checked="" type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____ Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____ (Applies to accounts maintained outside the United States.)
	3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions <input type="checkbox"/>	
	5 Address (number, street, and apt. or suite no.). See instructions. 5629 Commerce Blvd. E 6 City, state, and ZIP code mobile, AL 36619 7 List account number(s) here (optional)	Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number								
			-			-		
or								
Employer identification number								
0	1	-	0	6	2	6	0	1

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, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person 	Date 8-1-2024
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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.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

Cost Line	Description of Service	Units	Proposed Unit Cost
	DEBRIS REMOVAL SERVICES		
1	Vegetative Storm Debris Removal rom ROW to DDMS	CY	\$ 8.60 -
2	Vegetative Storm Debris Processing at DDMS	CY	\$ 4.25 -
3	Vegetative Storm Debris Haul-Out to FDS	CY	\$ 5.00 -
4	Vegetative Tipping Fees - Franklin County Landfill	CY	\$ 32.00
5	Vegetative Tipping Fees Fee includes negotiated contract price or pass-through amount for vegetative CY	CY	\$ - Pass Through
6	Construction and Demolition Storm Debris Removal to FDS, or to DDMS as approved by County	CY	\$ 9.50 -
7	Construction & Demolition Storm Debris Processing at DDMS, if approved by County	CY	\$ 3.50 -
8	Construction & Demolition Storm Debris Haul-Out from DDMS to FDS, if approved by County	CY	\$ 5.00 -
9	Construction & Demolition Tipping Fees - Franklin County Landfill	CY	\$ 46.00
10	Construction & Demolition Tipping Fees Fee includes negotiated contract price or pass-through amount for C&D	CY	\$ - Pass Through
11	Waterway and Marine Debris Removal, Processing, and Haul-out to FDS <i>Debris removal from canals, rivers, creeks, streams & ditches</i>	CY	\$ 85.00 -
12	Sand Collection, Screening and Replacement or Disposal <i>Pick up, screen and return debris laden sand/mud/dirt/rock</i>	CY	\$ 19.00 -
13	White Goods Storm Debris Removal, Processing and Haul-Out to FDS*	EA	\$ 40.00 -
14	Hazardous Waste Pick-Up, Processing, and Disposal at approved site*	LB	\$ 9.00 -
15	E-Waste Storm Debris Removal, Processing, and Haul-Out to FDS*	LB	\$ 6.00 -
16	Freon Management, Recycling, and Disposal*	EA	\$ 32.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
17	Biowaste - Removal of waste capable of causing infection to humans (Animal waste, human blood, pathological waste)	LB	\$ 4.00 -
18	Carcass Collection Pick-Up & Disposal at FDS*	LB	\$ 1.50 -
19	Removal and Disposition - Marine Vessels, Open Boats and Skiffs up to and including 18 feet in length	LF	\$ 50.00 -
20	Removal and Disposition - Marine Vessels, Open Boats and Skiffs Greater than 18 feet but less than and including 35 feet in length	LF	\$ 100.00 -
21	Removal and Disposition - Marine Vessels, Open Boats and Skiffs greater than 35 feet in length	LF	\$ 200.00 -
22	Abandoned Motor Vehicle Removal and Disposition Inclusive of all Towing, Processing and Disposal Costs (Per Vehicle)	EA	\$ 200.00 -
23	Demolition of Public and/or Private Structures	SF	\$ 6.50 -
24	Emergency Road Clearance, per person/per hour	Hour (s)	\$ 48.00 -

TREE OPERATIONS, INCLUDING HAULING

25	Hazardous Limbs Removal >2", per Tree	EA	\$ 70.00 -
26	Hazardous Trees Removal 6" diameter to 12" diameter, per Tree	EA	\$ 50.00 -
27	Hazardous Trees Removal >12" diameter to 24" diameter, per Tree	EA	\$ 95.00 -
28	Hazardous Trees Removal >24" diameter to 36" diameter, per Tree	EA	\$ 160.00 -
29	Hazardous Trees Removal >36" to 48", per Tree	EA	\$ 225.00 -
30	Hazardous Trees Removal >48", per Tree	EA	\$ 275.00 -
31	Hazardous Stumps Removal >24" – 36"	EA	\$ 150.00 -
32	Hazardous Stumps Removal >36" – 48"	EA	\$ 200.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
33	Hazardous Stumps >48"	EA	\$ 290.00 -
34	Stump Fill Dirt <i>Fill dirt for stump holes after removal</i>	CY	\$ 14.00 -
MANAGEMENT AND REDUCTION			
35	Grinding <i>Grinding/chipping vegetative debris</i>	CY	\$ 3.00 -
36	Air Curtain Burning <i>Air Curtain Burning vegetative debris</i>	CY	\$ 2.00 -
37	Open Burning <i>Opening burning vegetative debris</i>	CY	\$ 1.80 -
38	Compacting <i>Compacting vegetative debris</i>	CY	\$ 2.25 -
39	Debris Management - Site Management <i>Preparation, management, and segregating at debris CY management site</i>	CY	\$ 1.25 -
EMERGENCY ROAD CLEARING OF DEBRIS FROM EMERGENCY ACCESS			
40	Backhoe - Rubber Tire Type, J.D. 310 or equal w/bucket & hoe	Hour	\$ 120.00 -
41	Bucket Truck - 50 Ft.	Hour	\$ 140.00 -
42	Bucket Truck - 50' to 75'	Hour	\$ 160.00 -
43	Chipper w/2-man Crew	Hour	\$ 125.00 -
44	Crane - 100 Ton (8 Hr. Minimum)	Hour	\$ 380.00 -
45	Crane - 50 Ton	Hour	\$ 200.00 -
46	Crane 30 Ton or larger	Hour	\$ 180.00 -
47	Dozer -D-6 or equivalent	Hour	\$ 150.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
48	Dozer-CAT D4 or equivalent	Hour	\$ 145.00 -
49	Dozer-Cat D8 or equivalent	Hour	\$ 160.00 -
50	Dump Truck - 5 CY	Hour	\$ 80.00 -
51	Dump Truck - Trailer, 50-80 cubic yard	Hour	\$ 80.00 -
52	Dump Truck-Tandem, 14-18 cubic yard	Hour	\$ 110.00 -
53	Dump Truck-Trailer, 24-40 CY	Hour	\$ 60.00 -
54	Dump Truck-Trailer, 41-60 CY	Hour	\$ 70.00 -
55	Dump Trailer w/Tractor, 30 to 40 CY	Hour	\$ 130.00 -
56	Dump Trailer w/Tractor, 41 to 50 CY	Hour	\$ 150.00 -
57	Dump Trailer w/Tractor, 51 to 60 CY	Hour	\$ 170.00 -
58	Dump Truck - 10 to 15 CY	Hour	\$ 90.00 -
59	Walking Floor Trailer w/Tractor, 100CY	Hour	\$ 225.00 -
60	Equipment Transports	Hour	\$ 135.00 -
61	Excavator - Cat 320 or equivalent	Hour	\$ 150.00 -
62	Excavator - Cat 325 or equivalent	Hour	\$ 155.00 -
63	Excavator - Cat 330 or equivalent	Hour	\$ 160.00 -
64	Excavator - Rubber Tired with debris grapple	Hour	\$ 160.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
65	Farm Tractor w/Box blade	Hour	\$ 5.00 -
66	Feller Bunchers 611 Hydro-Ax or equivalent	Hour	\$ 120.00 -
67	Forklift - Extends Boom with debris grapple	Hour	\$ 95.00 -
68	Jetter Vac Truck	Hour	\$ 300.00 -
69	Loader - Bobcat, 753 or John Deere 648-E with debris grapple or equivalent	Hour	\$ 120.00 -
70	Loader - Front End, 544 or equal with debris grapple or equivalent	Hour	\$ 160.00 -
71	Loader - Knuckle boom -216 Prentice or equivalent	Hour	\$ 125.00 -
72	Loader - Self, Knuckle Boom Truck, 25-35 CY Body	Hour	\$ 150.00 -
73	Loader - Self, Knuckle Boom Truck, 35-45 CY Body	Hour	\$ 180.00 -
74	Loader - Skid Steer-753 Bobcat w/Bucket or equivalent	Hour	\$ 120.00 -
75	Loader - Steer-753 Bobcat Skid with Street Sweeper or equivalent	Hour	\$ 120.00 -
76	Loader - Towed w/Tractor, Prentice 210 or equivalent	Hour	\$ 120.00 -
77	Loader - Wheel JD 644, or equivalent, with debris grapple or equivalent	Hour	\$ 160.00 -
78	Loader - Wheel, Cat 955 or equivalent	Hour	\$ 160.00 -
79	Loader - Wheel, Cat 966 or equivalent	Hour	\$ 160.00 -
80	Loader - Wheel, JD 644, 2-3 CY Articulated w/Bucket or equivalent	Hour	\$ 160.00 -
81	Log skidder-JD 648E, or equivalent	Hour	\$ 125.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
82	Motor Grader-CAT 125 - 140HP or equivalent	Hour	\$ 150.00 -
83	Pickup Truck - Unmanned	Hour	\$ 25.00 -
84	Portable Light Plant	Hour	\$ 35.00 -
85	Power Screen	Hour	\$ 195.00 -
86	Loader-Self, Scraper CAT 623 or equivalent	Hour	\$ 180.00 -
87	Stacking Conveyor	Hour	\$ 45.00 -
88	Stump Grinder/ Vermeer 252 or equivalent	Hour	\$ 75.00 -
89	Street Sweeper	Hour	\$ 85.00 -
90	Sweeper – open air broom	Hour	\$ 85.00 -
91	Track hoe 690 J.D. or equivalent	Hour	\$ 150.00 -
92	Truck - 1 ton Pickup	Day	\$ 300.00 -
93	Truck - 1/2-ton Pickup	Day	\$ 200.00 -
94	Truck - 3/4-ton Pickup	Day	\$ 300.00 -
95	Truck - 6 Wheel Drive Heavy Off Roads	Hour	\$ 225.00 -
96	Truck - Box	Day	\$ 700.00 -
97	Truck - Service	Hour	\$ 150.00 -
98	Truck - Supplies	Hour	\$ 30.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
99	Truck - Water	Hour	\$ 115.00 -
100	Utility Van	Day	\$ 200.00 -
101	Other (List)		\$ -
102	Other (List)		\$ -
PERSONNEL RATES			
103	Traffic Control Personnel	Hour	\$ 45.00 -
104	Laborer	Hour	\$ 45.00 -
105	Survey Person w/Truck	Hour	\$ 55.00 -
106	Inspector w/Vehicle	Hour	\$ 55.00 -
107	Chainsaw w/Operator	Hour	\$ 48.00 -
108	Foreman w/Truck	Hour	\$ 60.00 -
109	Superintendent w/Truck	Hour	\$ 60.00 -
110	Climber w/Gear	Hour	\$ 110.00 -
111	Mechanic w/Truck and Tools	Hour	\$ 150.00 -
112	Ticket Writers / Individual	Hour	\$ 40.00 -
113	Clerical / Individual	Hour	\$ 40.00 -
114	Program Management Services – Professional	Hour	\$ 80.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
115	Program Management Services – Administrative	Hour	\$ 40.00 -
116	Other (List)	Hour	\$ -
117	Other (List)	Hour	\$ -
118	Other (List)	Hour	\$ -

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

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

Ashley Ramsay-Naile

CrowderGulf Pricing Notes for Franklin County, FL

- Line item 11 – we have provided an alternate rate for land-based operations at \$52.00 per Cubic Yard
- Line Item 19 – our rate is from ROW.
- Line Item 20 – our rate is from ROW.
- Line Item 21 – our rate is from ROW. For all vessels over 45' we will negotiate with County on a case by case basis.
- Line item 23 – our rate is for non-RACM demolitions.
- Tree Removal Operations – Line Items 25-30 – our rate includes cut and drop only. All remaining debris will be hauled under ROW rates.