



RFP # RFP-EM2024-002

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES

Franklin County

PHILLIPS & JORDAN, INC.

Brian Smallwood
disasterservices@pandj.com
865.688.8342

10142 Parkside Drive
Suite 500
Knoxville, TN 37922
pandj.com

Original

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

Due August 5, 2024





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TAB A - STATEMENT OF INTEREST AND INTRODUCTION

1.1 Statement of Interest

Phillips and Jordan (P&J) values the opportunity to present our Disaster Debris Removal and Disposal Services Proposal in response to RFP EM2024-002.



Our enterprise capabilities in disaster response have grown since the 1989 Hurricane Hugo clean-up. As a result, our teams have assisted federal, state, local governments, and private sector clients throughout the US, making us a recognized market leader. P&J can provide the necessary management team, equipment, personnel, and resources to respond to future disasters rapidly and efficiently in Debris Management Services. We have reviewed, interpreted, and understand the RFP's scope of work and will adhere to applicable OSHA, EPA, and FDEP requirements to ensure a safe work environment.

P&J's operations team prioritizes clients' needs throughout all disaster phases, with essential resources and systems to execute the RFP's scope, including safety management, accounting, resource deployment, and access to owned equipment, with demonstrable experience supporting our interest in this opportunity. We provide rapid mobilization and scalable resources rooted in our core values of integrity, safety, quality, and production, as validated through our successful past performance record. Our commitment through execution is to immediately deploy and mobilize a management team and equipment, coordinate with the owner's response team, and begin integrating with the overall recovery efforts P&J has the balance sheet, financial partners, and proven systems and processes to support the necessary project operations expected of the disaster debris management contractor selected by the County.

To ensure compliance with 2CFR 200, we provide the required bid, payment, performance bonds, and rates that can support FEMA's reasonable cost criteria. As a project's scope and cost expand, we provide the increased bonding capacity necessary to reduce the financial risk to the County. Our aggregate bonding capacity of \$1.75B represents our enterprise experience and capabilities of legacy ongoing and future projects.

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

Primary	Alternate
Brian Smallwood Disaster Services Program Manager 10142 Parkside Drive, Suite 500 Knoxville, TN 37922 Phone (251) 525-0011 bsmallwood@pandjenv.com	Sydney Kendrick Disaster Services Business Manager 10142 Parkside Drive, Suite 500 Knoxville, TN 37922 Phone (325) 998-1023 skendrick@pandjenv.com

We are committed to providing Disaster Debris Removal and Disposal Services to Franklin County professionally, promptly, and within contract specifications. We look forward to joining your disaster response and recovery team.



1.2 Company Introduction

Phillips & Jordan, Inc. (P&J) is a certified woman-owned, heavy civil and power infrastructure contractor established in 1952. We specialize in building, maintaining, and modernizing critical infrastructure across three markets: Heavy Civil Construction, Power, and Disaster Response. Our core values of Integrity, Safety, Quality, and Production guide our business practices, and we prioritize the well-being of our team, the environment, and our communities. With a nationwide presence, a top-notch workforce, cutting-edge technology, and a commitment to safety, P&J delivers innovative and flawless infrastructure development.




More than four decades of experience in disaster debris management—dating back to the Toe River Flood in 1977.

QUICK AND COMPETITIVE SUBCONTRACTOR PAYMENT

We value our subcontractor relationships and have established loyal key partners.

DEMONSTRATED ACHIEVEMENT OF LOCAL AND SMALL / DISADVANTAGED BUSINESS PARTICIPATION

We're a certified woman-owned business, and we have a wide network of subcontractors.

QUALIFIED, FULL-TIME KEY PERSONNEL

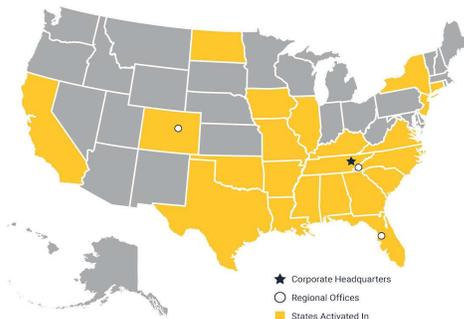
We work 52 weeks/year to track storm events manage resources, and maintain readiness.

INNOVATIVE PROJECT CONTROLS

We are a market maker in technology (ADMS) and delivering project controls and reporting processes to the disaster recovery industry.

VALUES-FORWARD APPROACH

Integrity is our first core value, and our management team operates with transparency and honesty.



+250 PROJECTS | **+200** CLIENTS | **22** STATES

SINCE 1977

-  **ESTABLISHED**
P&J has four decades of proven success in disaster debris management.
-  **EXPERIENCED**
Our team has completed debris management missions in response to hurricanes, ice storms, flooding, tornados, fires, man-made disasters, and more.
-  **ENDURING**
With a dedicated disaster services group P&J is committed to pursuing innovative solutions in a dynamic market.



TAB B - EXPERIENCE

2.1 Summary of Qualifications

Our team possesses the capabilities to rapidly deploy the necessary management team, equipment, workforce, and resources to respond to any natural or man-made disaster effectively. Over the past four decades, we have completed disaster debris management missions totaling more than \$2.2 billion for over 200 individual jurisdictions across the US.

Our team is well-versed in all aspects of disaster debris management, including the following:

- The implementation of requirements outlined in FEMA's Public Assistance Program and Policy Guide, FP 104-009-2 (June 2020)
- FEMA Public Assistance Debris Management Guide FEMA-325/July 2007
- FEMA Public Assistance Debris Monitoring Guide March 2021
- The U.S. Office of Management and Budget's Super Circular or the Code of Federal Regulations, Title 2, Chapter 200 (2CFR 200) "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (previously under 44CFR)

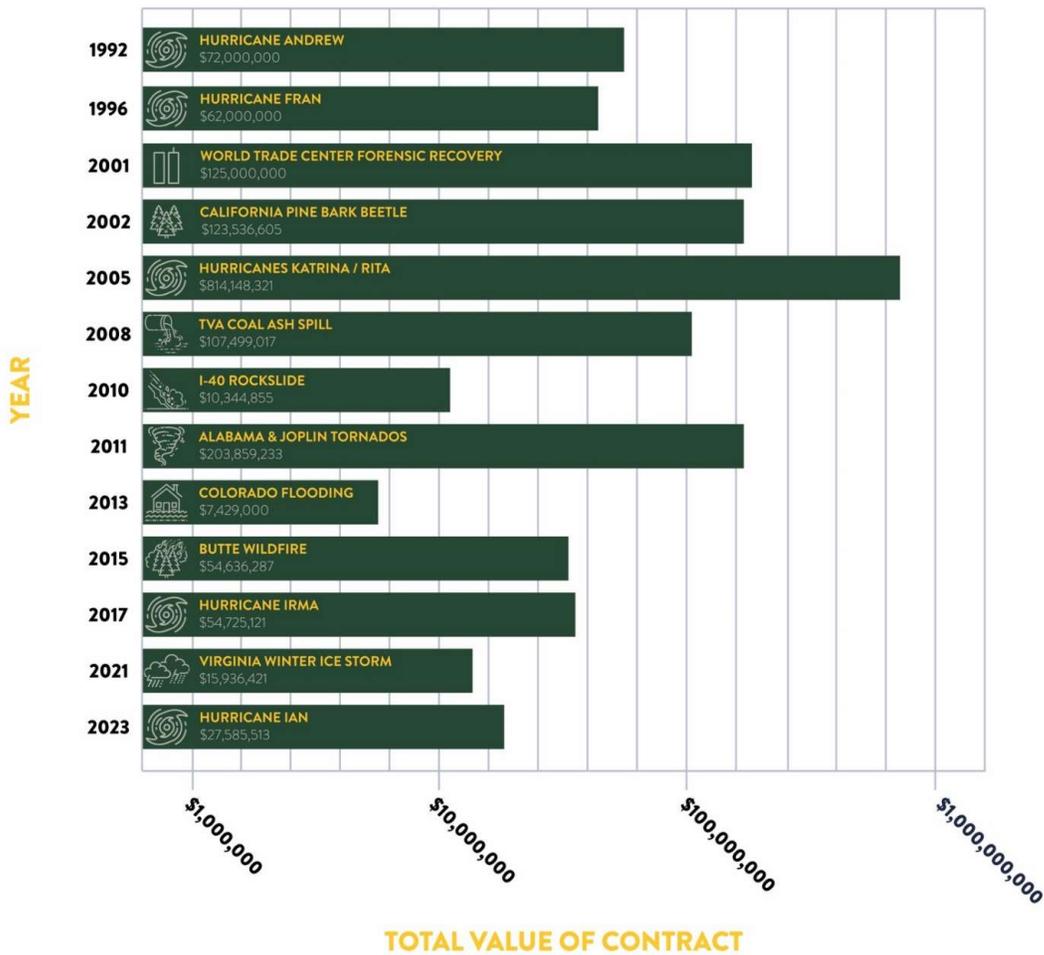
In addition, P&J confirms we will meet all federal codes, regulations, and requirements as provided for the following documents, including subsequent and related versions of such documents:

- Stafford Act, as amended
- Code of Federal Regulations, 44 CFR, as amended
- Code of Federal Regulations, 2 CFR CHAPTER II, PART 200 et. al., as amended



2.2 Summary of Past Performance

With 250+ successful missions completed in 22 states, we respond to various disasters, including hurricanes, floods, wildfires, and more. The following graph represents notable disaster missions completed by our company.



In response to RFP requirements, detailed contract information over the past five (5) years is provided in the table below.



Disaster Debris Removal and Disposal Services

Year	Client	Event	Amount	CY	Work Description	Contact Information
2024 (Ongoing)	Desoto County, FL	Hurricane Ian Waterway Cleanup	TBD	>500,000CY Waterway Debris Removed, Hauled, and disposed - TBD final #s	Waterway Debris Removal, Management and Disposal	Cindy Talamantez County Administrator 863-993-4800 c.talamantez@desotobocc.com
2023	Pasco County, FL	Hurricane Idalia	\$81,481	4,635 CY	Debris Removal, Management and Disposal	Justin Roessler Solid Waste Director 727-847-2411 jroessler@pascocountyfl.net
2023	Hillsborough County, FL	Hurricane Idalia	\$39,414	~365 CY	Debris Removal, Management and Disposal	Travis Barnes Manager of Sustainable Materials Management 813-209-3085 barnest@hillsboroughcounty.org
2022	Hardee County, FL	Hurricane Ian	\$1,724,221	99,875 CY Debris removed, hauled and ground. 1,540 Hazardous Trees & Limbs Cut	Debris Removal, Management and Disposal	Christopher Simpron Public Works Director 863-773-3272 christopher.simpron@hardeecounty.net
2022	FDOT – Hardee County	Hurricane Ian	\$355,853	19,317 CY Debris removed, hauled and ground. 236 Hazardous Trees & Limbs Cut	Debris Removal, Management and Disposal	Phil Stevens, SR VP of EXP Phil.stevens@exp.com 615-613-4167
2022	Hillsborough County, FL	Hurricane Ian	\$1,247,523	35,904 CY Debris removed, hauled and ground. 19 Hazardous Trees & Limbs Cut	Debris Removal, Management and Disposal	Travis Barnes Manager of Sustainable Materials Management 813-209-3085 barnest@hillsboroughcounty.org
2022	Highlands County, FL	Hurricane Ian	\$7,316,360	459,737 CY Debris removed, hauled and ground. 7,420 Hazardous Trees & Limbs Cut	Debris Removal, Management and Disposal	Clinton Howerton County Engineer 863-402-6877 chowerton@highlandsfl.gov



Disaster Debris Removal and Disposal Services

Year	Client	Event	Amount	CY	Work Description	Contact Information
2022	FDOT – Highlands County	Hurricane Ian	\$118,647	5,630 CY Debris removed, hauled and ground. 190 Hazardous Trees & Limbs Cut	Debris Removal, Management and Disposal	Phil Stevens, SR VP of EXP Phil.stevens@exp.com 615-613-4167
2022	Desoto County, FL	Hurricane Ian	\$12,180,174	569,035 CY Debris removed, hauled and ground. 18,856 Hazardous Trees & Limbs Cut	Debris Removal, Management and Disposal	Cindy Talamantez County Administrator 863-993-4800 c.talamantez@desotobocc.com
2022	Manatee County, FL	Hurricane Ian	\$563,262	14,500 CY's Debris removed and ground. 296 Hazardous Trees & Limbs Cut	Debris Removal, Management and Disposal	Jeanne Detweiler Superintendent Solid Waste 941-812-4301 jeanne.detweiler@mymanatee.org
2022	City of Holly Hill, FL	Hurricane Ian	\$1,192,978	77,451 CY's Debris Removed, Hauled and Ground. 194 Leaners & Hangers cut.	Debris Removal, Management and Disposal	Steve Juengst Assistant Director 386-248-9493 sjuengst@hollyhillfl.org
2022	City of New Smyrna Beach, FL	Hurricane Ian	\$2,284,584	126,373 CY's Debris Removed, Hauled and Ground.	Debris Removal, Management and Disposal	David Ray Director of Maintenance Operations 386-424-2202 dray@cityofnsb.com
2022	Flagler County, FL	Hurricane Ian	\$152,367	10,462 CY's Debris removed, hauled and ground.	Debris Removal, Management and Disposal	Ryan Prevatt Road and Bridge Manager 386-313-4138 rprevatt@flaglercounty.org
2022	City of Tampa, FL	Hurricane Ian	\$390,488	21,011 CY's Debris Removed, hauled and Ground.	Debris Removal, Management and Disposal	Larry A. Washington, MPA Director, Department of Solid Waste & Environmental Program Management 813-521-2227 Larry.Washington@tampagov.net



Disaster Debris Removal and Disposal Services

Year	Client	Event	Amount	CY	Work Description	Contact Information
2022	City of Pinellas Park, FL	Hurricane Ian	\$49,372	5,197 CY's Debris removed only. No reduction.	Debris Removal, Management and Disposal	Kyle Arrison Director, Construction Services 727-369-5621 karrison@pinellas-park.com
2022	City of North Myrtle Beach, SC	Hurricane Ian	\$79,186	8,300 CY Debris Removed	Debris Removal, Management and Disposal	Amber Bell Purchasing Agent 843-280-5696 acbell@nmb.us
2021	Virginia Department of Transportation (VDOT)	Virginia Winter Storm Recovery	\$15,936,421	414,637 CY Veg Debris Removed 124,577 Hazard Trees/Limbs Removed	Debris Management and Disposal Services	Sean Nelson, P.E. 804-921-5422 sean.nelson@vdot.virginia.gov
2020	New Bern, NC	Hurricane Isaias	\$157,743	6,735 CY	Debris Management and Disposal Services	Matt Montayne, Public Works Director 252-639-7501 montaynem@newbern-nc.org
2019	City of New Bern, NC	Hurricane Dorian	\$213,321	2,634 CY Veg 1,336 TN C&D	Debris Management	Matt Montayne, Public Works Director 252-639-7501 montaynem@newbern-nc.org



2.3 Vast Resources

Our equipment deployment strategy uses corporate-owned assets for initial response and back-end debris reduction operations, while subcontractors provide assets for debris collection and transportation operations. With over 70 years in land clearing and infrastructure construction combined with 40 years in disaster response, we have an extensive production fleet and related equipment strategically located at in-house storage and maintenance shops throughout the country, mobilizing quickly regardless of location.

The following table illustrates our owned equipment relevant to the anticipated scope of work. Our full fleet, both owned and rented equipment, includes more than 2,000 heavy and specialized pieces of equipment, and we maintain national accounts with major equipment vendors to deploy and service equipment as needed. A more comprehensive listing of our owned equipment is available upon request.

TYPE OF EQUIPMENT OWNED	QUANTITY	TYPE OF EQUIPMENT OWNED	QUANTITY
ALL TERRAIN UTILITY VEHICLE	60	GRAPPLE/PRENTICE	19
BUCKET TRUCK	6	OFF ROAD TRUCK	112
CHIPPERS/GRINDERS	6	ON-ROAD DUMP TRUCK	13
CRANE	4	PICKUP	528
DOZER CLEARING	13	PIT BURNER	5
DOZER HEAVY	123	PUMP	25
DREDGE EQUIPMENT	24	SKIDDER	2
EXCAVATOR CLEARING	39	SKIDSTEER LOADER	40
EXCAVATOR HEAVY	135	SWEEPERS/BROOMS/FORK ATTACH.	13
FARM TRACTOR	46	TELEHANDLERS/FORK LIFTS	16
FELLERBUNCHER	6	VACUUM TRUCK	3
FORWARDER	5	WATER TANKER OFF ROAD	18
FUEL/LUBE TRUCK	33	WATER TRUCK	20
FUEL/OIL TRAILERS	35	LIGHTPLANT	45
GENERATOR	11	LOADER	71
GPS EQUIPMENT	179	LOWBOY	9
GRADER	16	MECHANIC TRUCK	24

P&J will mobilize within 24 hours of NTP from multiple locations, regardless of the disaster size.

P&J has pre-positioned subcontractors with adequate equipment and a database of pre-registered local subcontractors. More regarding subcontractors can be found in Section 5.10 of this proposal.



2.4 Proven Track Record of Successful Simultaneous Contract Activation

We have managed simultaneous contract activations in response to multiple events. Our established pool of key and pre-registered subcontractors, including 3,411 based in Florida, allows us to execute multiple simultaneous disaster debris management missions successfully. Some of our team’s notable simultaneous contract activations have included:

2005	 HURRICANES KATRINA & RITA <i>Orleans Parish, Louisiana City of Gulfport, Mississippi Mobile County, Alabama</i>	Total Value of Contracts \$814,148,321	Secured temporary housing sites for approximately 75 people in Orleans Parish, including power and food.
	 HURRICANE WILMA <i>City of Gulfport, Mississippi</i>	Total Value of Contract \$37,045,999	Collectively managed removal of more than 17.5 CY of debris during these consecutive disaster response missions.
2011	 TORNADOES <i>Joplin, Missouri Monroe County, Mississippi USACE, Alabama Wake County, North Carolina Raleigh, North Carolina</i>	Total Value of Contracts \$203,859,233	Removed ~4.9 million CY of debris across 24 counties in Northern Alabama. The Alabama tornado response had the largest number of FEMA applicants (41) ever assigned by USACE to a single contractor for a single event.
	 HURRICANE HARVEY <i>Houston, Texas Harris County, Texas</i>	Total Value of Contracts \$2,530,933	Removed 96,765 CY of debris and 1,424 hazardous trees from 100 miles of storm drainage canals and 13 bayous under a pre-positioned contract in Texas.
2017	 HURRICANE IRMA <i>Broward County, Florida Highlands County, Florida Hillsborough County, Florida Miami-Dade County, Florida Palm Beach County, Florida Pinellas County, Florida Volusia, Florida</i>	Total Value of Contracts \$54,725,121	Removed more than 3.3 million CY of debris in Florida.
	 HURRICANE IAN <i>Hardee County, Florida Hillsborough County, Florida Highlands County, Florida Desoto County, Florida Manatee County, Florida Holly Hill, Florida New Smyrna Beach, Florida Flagler County, Florida Tampa, Florida Pinellas Park, Florida North Myrtle Beach, South Carolina</i>	Total Value of Contracts \$27,585,513	Mobilized personnel and equipment from heavy civil projects in the region to immediately start emergency road clearing. Responded to 12 clients from coast-to-coast across Florida. Processed more than 1.4 million CY of debris.

More detailed information about simultaneous contract activations is available on request.



TAB C - FINANCIAL INFORMATION

3.1 Financial Strength

P&J's financial stability ensures that the County can rely on us to handle all financial aspects of the Disaster Debris Removal and Disposal Services proposal. We maintain a strong financial position, allowing us to pay our employees and subcontractors promptly, even if the client hasn't paid us yet.

Our annual revenue has consistently grown to \$707MM in 2022, along with an expansion in our workforce and infrastructure. We have excellent financial ratios, including approximately \$150MM in equity, a debt-to-equity ratio of about 35%, and over \$90MM in working capital. We also have a working capital line of credit of \$20MM with JPMorgan Chase Bank and a surety bond capacity line of over \$1.75B.

In previous disaster debris management missions, such as the 2011 tornado super-outbreak in Alabama, we successfully self-financed the early stages of the mission using our line of credit and a project-specific credit facility. We managed withdrawals and repayments of over \$108M on the credit facility, which was fully paid down before the completion of the mission.

Our bonding capacity demonstrates our ability to fulfill contractual commitments of any scale. For instance, our largest surety bond outstanding is \$175MM, and we have successfully handled projects like Hurricane Katrina, where the initial bond was \$500MM but exceeded \$730MM in the end.

With our current financial strength, we can quickly mobilize management teams, equipment, personnel, and subcontractors to efficiently execute disaster debris management missions. We can pay subcontractors weekly without relying on payment from the County, thanks to our working capital line of credit. Additionally, for larger missions, we can secure a project-specific line of credit to supplement our working capital line.

In summary, P&J's financial stability, growth, excellent financial ratios, and bonding capacity demonstrate our ability to handle financial requirements and execute contractual commitments, regardless of the scale of the project.



January 11, 2024

Mrs. Avis Phillips
Phillips and Jordan, Inc.
10201 Parkside Dr. Suite 300
Knoxville, TN 37922

Dear Avis:

The purpose of this letter is to confirm that Phillips and Jordan, Inc. has been a customer of JPMorgan Chase Bank, N.A. (the "Bank") for 20 years. The Bank has provided project financing to Phillips and Jordan in the past for its disaster recovery efforts relating to ice storms, hurricanes, tornadoes and the World Trade Center disaster. Specifically, the Bank provided financing to Phillips and Jordan in the amount of \$100,000,000 with respect to the Hurricane Katrina disaster, as well as \$65,000,000 with respect to the tornadoes that occurred in Alabama. As of the date of this letter, Phillips and Jordan has \$20,000,000 available through its working capital line with the Bank and is utilizing other project related financings in the mid-eight figures. Phillips and Jordan has maintained depository accounts with the Bank for 20 years. During the 20 year period of the Bank's depository and financing relationship with Phillips and Jordan, it has operated its depository accounts and financing relationships in a satisfactory manner.

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

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

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

Very truly yours,

JPMORGAN CHASE BANK, N.A.

Sincerely,

Name: Suzanne T. Schriver
Title: Executive Director
JP Morgan Chase Bank, N.A.
1111 N. Northshore Drive Suite N-560
Knoxville, TN 37919
Phone: (865)719-4611
Fax: (865)-444-8524



RFP EM2024-002
Disaster Debris Removal and Disposal Services



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

January 10, 2024

Re: Phillips and Jordan, Incorporated

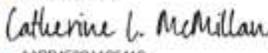
To Whom It May Concern:

MMA - J. Smith Lanier & Co. and the Liberty Mutual Insurance Company, Boston, MA (Phone 617-357-9500) are proud to have handled the bonding needs of Phillips and Jordan, Incorporated the past 14 years. The Liberty Mutual Insurance Company is an **A** "Excellent" AM Best Rated Company and are US. Treasury Listed, licensed in all states. We constantly monitor the manner in which Phillips and Jordan, Incorporated meets their construction and financial obligations to owners, subcontractors, suppliers and the credit community. We are pleased to report that Phillips and Jordan, Incorporated is an extremely strong and stable company in financial terms and handle these obligations in an exemplary manner.

While we would certainly give consideration to higher limits should specific conditions require doing so, we currently have in place for Phillips and Jordan, Incorporated a single program exceeding \$1,000,000,000 with an aggregate exceeding \$1,750,000,000 bonding line, with approximately \$1,000,000,000 available capacity. We anticipate no problems in issuing 100% Performance and Payment Bonds for any project Phillips and Jordan, Incorporated chooses to pursue. Naturally, the execution of any final bonds will be subject to a mutually satisfactory review of the bonds, final contract terms, conditions and financing by our client and us.

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

Sincerely,

DocuSigned by:

AADD4F8CA1CS41C...

Catherine L. McMillan
Attorney-In-Fact



3.2 Audited Financial Statements (CONFIDENTIAL)

P&J's audited financial statements for the past three (3) years are provided on the following pages.



TAB D - REFERENCES

The following table provides client contact information for several projects recently completed by P&J. We encourage the County to contact the references provided herein to obtain feedback on the high quality of our work.

Year	Client	Event	Amount	Work Description	Contact Information
2022	Desoto County, FL	Hurricane Ian	\$12,180,174	Debris Removal, Management and Disposal	Cindy Talamantez Purchasing Director 863-993-4800 c.talamantez@desotobocc.com
2022	City of New Smyrna Beach, FL	Hurricane Ian	\$2,284,584	Debris Removal, Management and Disposal	David Ray Director of Maintenance Operations 386-424-2202 dray@cityofnsb.com
2023	Pasco County, FL	Hurricane Idalia	\$81,481.16	Debris Removal, Management and Disposal	Tim Treshler Sr. Program Manager 727-847-2411 Ext. 2060 ttreshler@pascocountyfl.net



TAB E - PROPOSAL MATRIX

5.1 Executive Summary

We have consistently delivered essential services throughout a community's event evolution. Our commitment remains unwavering, and we are determined to reinforce it through our actions.

- With an established track record of success, we actively provide effective solutions to impacted communities, ensuring their immediate and long-term needs are met. As a reliable partner in and out of crisis, we are here to support you.
- Our purpose is to support communities when disaster strikes, and we have a clear action plan for their recovery and long-term growth. Through continuous improvement and innovation, we enhance our response capabilities to meet future challenges. We prioritize community resilience and sustainability, offering the necessary resources, services, and expertise to help communities rebuild and thrive.
- Our efforts extend beyond immediate response. We are dedicated to assisting communities throughout the entire event evolution, from preparedness and response to recovery and resilience building. We are committed to listening, learning, and adapting, incorporating valuable feedback and lessons from past experiences to improve our services and exceed community expectations always.

With our enduring presence, ongoing support, and steadfast commitment, you can rely on us. As we outline our approach to a typical disaster event, rest assured that we will work closely with you to customize our strategy based on the unique attributes of your community and the specific challenges you face.



OUR APPROACH TO A DISASTER LIFE-CYCLE



We approach disaster missions as part of a continuous cycle of preparation and response.

5.2 Preparation

Following the award of a pre-positioned contract, our senior management team will meet with County representatives to develop preparedness plans via teleconference or in person. Pre-planning includes but is not limited to identifying proposed Temporary Debris Storage & Reduction Sites (TDSRSs), equipment staging areas, and landfills authorized to receive debris for final disposal, as well as points of contact for stakeholders who would participate in a disaster debris management effort.

We will participate in the County’s annual training exercises and continuing education throughout the year to maintain awareness of the most up-to-date practices, policies, and regulations affecting disaster debris management and FEMA reimbursement procedures.

5.2.1 Pre-Event Coordination

We monitor storm development during storm season and plans for potential activation in predictable disaster events. The management team initiates pre-event communication with County representatives up to 96 hours before the anticipated event to plan for mobilization.

This includes but is not limited to identifying and notifying relevant stakeholders and suppliers, establishing government relationships and contacts, and determining whether we have projects nearby that could offer resources or personnel in the event of contract activation.



5.2.2 Community Relations

We offer community relations support upon request from the County. Timely and cost-effective disaster debris management depends on educating citizens about their role. Effective dissemination of information reduces client workload and delays/costs. Social media-based public relations campaigns are essential for reaching a large audience inexpensively. Developing a tailored community relations program facilitates efficient communication and recovery efforts before the disaster. With our in-house graphics and video team, we can assist with creating PSAs, using TV, radio, newspapers, billboards, signs, handbills, websites, and social media. We can also develop graphics, audio/visual presentations, print media inserts, and educational programs for community meetings. Real-time updates can be provided through social media posts.

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

Atlantic Hurricane Season: June 1 – November 30

Phillips & Jordan, Inc.
March 25 at 5:12 PM · 🌐

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

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

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



👍 23 2 Shares

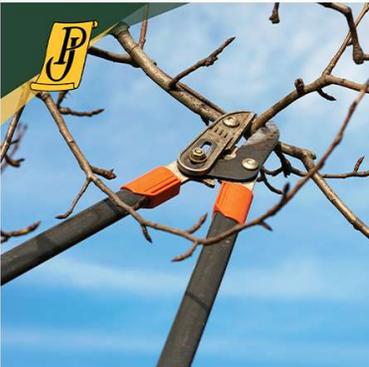
👍 Like 💬 Comment ➦ Share

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

Phillips & Jordan, Inc.
March 25 at 5:12 PM · 🌐

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

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



👍 23 2 Shares

👍 Like 💬 Comment ➦ Share

After the Storm has Passed

Phillips & Jordan, Inc.
March 25 at 5:12 PM · 🌐

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

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

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



👍 23 2 Shares

👍 Like 💬 Comment ➦ Share



5.3 Disaster Event

Upon contract activation and issuance of Notice to Proceed (NTP), we will initiate mobilization of key management personnel to the Emergency Operations Center (EOC) within two (2) hours, notify partners and subcontractors of contract activation, submit financial bonding and insurance information to the County, and review contract requirements.

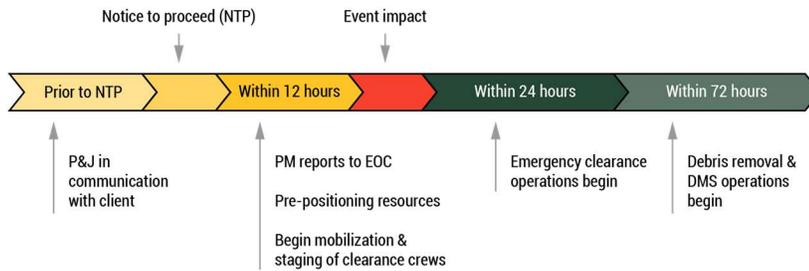


Figure 1: Predictable Event Mobilization Timeline

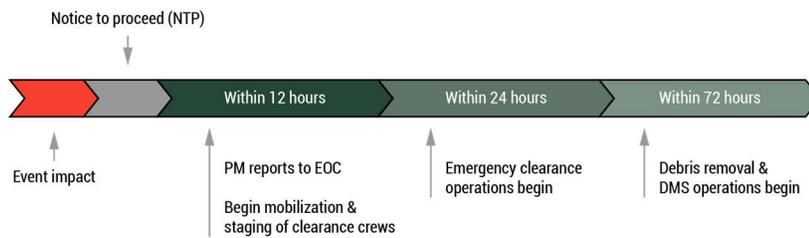


Figure 2: Non-Predictable Event Mobilization Timeline

5.4 Response

The magnitude and predictability of an event affect the timeline of every debris management project. We aim to remove debris within 90 days and reduce and dispose within 120 days. The P&J management team (see section 5.9) will work closely with County representatives to complete debris management activities within FEMA reimbursement timelines. If additional time is needed, we can assist the County in filing for an extension.

5.4.1 Mobilization

From the EOC, the P&J management team will work with County representatives to coordinate resources based on damage assessments and route prioritization for any First Push efforts. We will modify pre-event sectoring, personnel and equipment, and staging area plans to fit actual site conditions and begin mobilizing subcontractor personnel and equipment.

P&J anticipates the following scale of mobilization of people (management and crews) and equipment (hauling and reduction/grinding) during a small, medium, or large event response.

P&J will work with County representatives to communicate with the public about debris segregation and other project information during debris assessment and mobilization.



Disaster Debris Removal and Disposal Services

		0-48 Hrs	48-72 hrs	90 hrs	1 week	2 weeks
Small-Scale Event	Management Team Members	1 Operations Manager 1 Project Manager 1 Foreman	1 Operations Manager 1 Project Manager 1 Foreman	1 Operations Manager 1 Project Manager 1 Foreman	1 Operations Manager 1 Project Manager 1 Foreman	1 Operations Manager 1 Project Manager 1 Foreman
	Tree Crews	3 Bucket Trucks	5 Bucket Trucks	10 Bucket Trucks	10 Bucket Trucks	10 Bucket Trucks
	Hauling Units	5 Trucks	10 Trucks	15 Trucks	25 Trucks	25 Trucks
	Reduction / TDSRS Equipment with Operators	1 Excavator 1 Loader	2 Excavators 2 Loaders 2 Grinders or ACI's			
Medium-Scale Event	Management Team Members	1 Operations Manager 2 Project Managers 3 Foreman	1 Operations Manager 3 Project Managers 5 Foreman	1 Operations Manager 3 Project Managers 5 Foreman	1 Operations Manager 3 Project Managers 5 Foreman	1 Operations Manager 3 Project Managers 5 Foreman
	Tree Crews	10 Bucket Trucks	15 Bucket Trucks	25 Bucket Trucks	50 Bucket Trucks	50 Bucket Trucks
	Hauling Units	15 Trucks	25 Trucks	50 Trucks	75 Trucks	75 Trucks
	Reduction / TDSRS Equipment with Operators	2 Excavators 2 Loaders	3 Excavators 3 Loaders 3 Grinders or ACI's			
Large-Scale Event	Management Team Members	1 Operations Manager 3 Project Managers 5 Foreman	1 Operations Manager 5 Project Managers 10 Foreman			
	Tree Crews	25 Bucket Trucks	35 Bucket Trucks	60 Bucket Trucks	75 Bucket Trucks	75 Bucket Trucks
	Hauling Units	25 Trucks	50 Trucks	125 Trucks	150 Trucks	150 Trucks
	Reduction / TDSRS Equipment with Operators	3 Excavators 3 Loaders	4 Excavators 4 Loaders 4 Grinders or ACI's	5 Excavators 5 Loaders 5 Grinders or ACI's	5 Excavators 5 Loaders 5 Grinders or ACI's	5 Excavators 5 Loaders 5 Grinders or ACI's



5.4.2 Debris Assessment

We will coordinate with County representatives to assess the debris quantity, which will help determine the amount of personnel and equipment needed, the estimated timeline of debris removal, and whether any additional TDSRSs could be necessary to speed up operations.

5.4.3 First Push

Within 24 hours of NTP, P&J will mobilize first-push crews to begin clearance operations. This emergency road clearance will occur in concert with the debris assessment and focus on maximizing public safety while minimizing further damage to utility systems and public infrastructure. A typical first push crew will consist of one (1) Foreman with a truck, one (1) Equipment Operator with loader or skidsteer, and two (2) Laborers equipped with chainsaws and rakes and supported, if necessary, by several transport trucks.

First Push efforts are considered the first 70 hours following NTP, or roughly three (3) days.

5.4.4 Ancillary Services

We can provide the additional essential services, through our dedicated partners, to support your community during disaster events, including but not limited to the following:

- Ice & Water Delivery
- Mobile and Portable Generators/Light Plants
- Mobile Kitchens & Food Service
- Temporary Housing/Shelter
- Mobile Unit Services (Laundry/Restroom/Showers)
- Mobile Office Units
- Emergency Fuel Service
- Temporary Bridges and Barges
- Satellite Telephone Communications
- Community Relations
- Blue Roofing

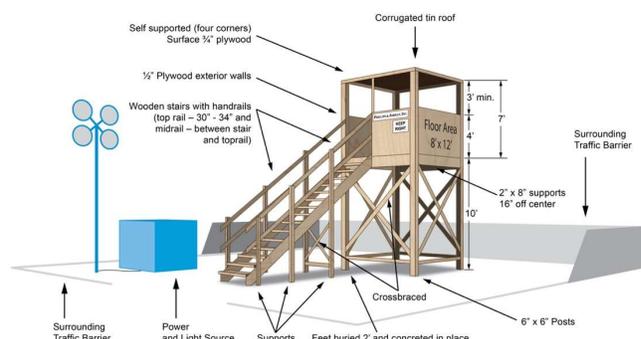
Some of our valued partners that help us deliver ancillary services.



5.5 Recovery

5.5.1 Temporary Debris Storage & Reduction Sites (TDSRSs)

Establishing multiple TDSRSs to accept debris early in the mission schedule significantly improves removal efficiency. At the beginning of each disaster debris management mission, we will work with the County to determine or verify TDSRS locations, along with each site's feasibility, operational limitations, and environmental characteristics. If it is necessary to obtain



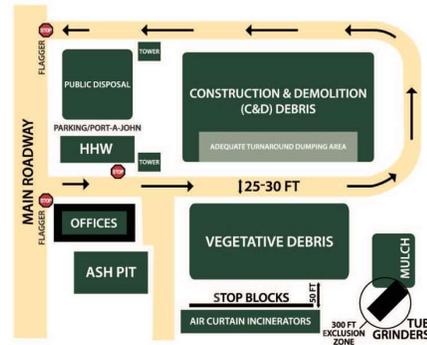


additional TDSRSs, County representatives will assist with identification and permitting.

We will verify or establish Debris Zones and prepare TDSRSs based on these plans. Construction of a TDSRS can be accomplished within 2 days and can include:

- Tower Construction
- Site Set-up
- Site Security
- Baseline Environmental Screening

During this time, the P&J management team will engage a third-party monitoring company to begin certification of haul trucks and safety inspections.



5.5.2 Debris Collection & Removal

After issuance of NTP, P&J will begin collecting and transporting all eligible storm-related debris from public ROWs to TDSRSs or a landfill, as determined by the County.

We handle the following classifications of debris:

- Vegetative Debris
- C&D Debris
- Hazardous Trees & Limbs
- Hazardous Stump Removal
- Specialty Debris Removal
- White Goods
- Vehicle & Vessel
- Marine Debris Removal
- Sand/Soil Removal, Screening, & Replacement
- Animal Carcass Removal
- Cadaver Recovery & Identification
- Private Property Debris Removal & Demolition
- Asbestos Containing Material
- Structure Demolition & Removal
- HHW Disposal
- Electronic Waste Disposal
- Freon Removal
- Sandbag Collection and Disposal



P&J EXPERIENCE

We collected and processed over 1.4 million cubic yards of vegetative and C&D debris during the 2022 Hurricane Ian disaster debris management mission.



P&J EXPERIENCE

We collected and processed over 3,100,000 cubic yards of vegetative and C&D debris during the 2017 Hurricane Irma disaster debris management mission.

5.5.3 Debris Reduction

We balance vegetative debris reduction through a combination of grinding, open pit burning, and air curtain incineration to account for current wood chip and mulch markets and landfill capacity. Marketable trees transported to TDSRSs can also be segregated rather than reduced and beneficially reused to produce dimensional lumber, firewood, and landscape timbers.



For C&D debris, we will seek recycling and beneficial reuse opportunities where feasible, including:

- Segregating recyclable building material at curbside for direct transport to recycling locations,
- Loading and transporting mixed C&D to authorized landfills where it is sorted to segregate recyclable building material, and
- Hauling mixed C&D debris to a TDSRS where it can be segregated, reduced, and recycled.

Our preferred approach to C&D reduction is to haul debris to a TDSRS and reduce by compaction, reducing the volume to be hauled to a landfill while still leaving opportunities to beneficially reuse components. This approach reduces disposal fees on average by 50%.

5.5.4 Debris Final Disposal & Haul-Out

Once reduced or processed, we will haul all debris materials to their final disposal location, as determined by the County.

5.5.5 Project Close-Out

Upon removal of all debris transported to TDSRSs for reduction, we will demobilize equipment; remove inspection towers, fencing, erosion control devices, and signage at each site; and return the site to equal or better condition than before the project start. TDSRS closure is generally accomplished within 30 days of last receipt of vegetative debris.

Our Operations Manager will conduct a final closeout inspection of each site with a County representative, who will formally release P&J from site control after conditions meet approval.

Closeout environmental screening will also be performed for each TDSRS after initial site restoration to assess whether operations significantly impacted the soils and/or groundwater, compared to baseline data. If significant differences are found, additional site restoration will be completed to the greatest extent feasible.

5.5.6 FEMA Reimbursement Assistance

Following project close-out, we will assist the County and its third-party monitoring firm with relevant reporting and communication to ensure timely and comprehensive FEMA reimbursement for work performed. We have successfully managed over 50 FEMA-reimbursed disaster debris management mission contracts, resulting in payments exceeding \$300,000,000.

No client has ever been denied reimbursement for work performed.



P&J EXPERIENCE

In 2011, we simultaneously operated over 45 TDSRSs during debris operations in response to the tornado super-outbreak that impacted the state of Alabama and Joplin, Missouri. More recently in 2017, we simultaneously operated 21 TDSRSs in Florida following Hurricane Irma.



5.6 Mitigation

5.6.1 Post-Event Debrief

Following the completion of a debris removal mission and TDSRS closeout inspections, our Operations Manager will meet with a client representative to assess how well the pre-event planning modeled actual conditions, address any lessons learned, and determine areas of success as well as potential improvements for future event response plans.

5.6.2 Infrastructure Rehabilitation & Resiliency Improvements

The enterprise mission of the Phillips family of companies is to modernize, build, and maintain resilient critical infrastructure. The work of our collective companies strengthens communities' ability to withstand disasters by ensuring the power grid and water resources infrastructure facilities are fortified against higher winds and flooding risks. Our disaster debris management services are only a piece of the services offered to help prepare for and weather a disaster event. Our understanding of this work makes us uniquely suited to assess not only damage in the moment but also potential solutions for future events.

5.7 Quality Control

Quality is a core value ingrained in our operations, permeating all aspects of our disaster management response, including employee selection, training, emergency protocols, and service delivery to affected communities. Our unwavering commitment to quality ensures preparedness to respond with professionalism, expertise, and compassion, tailored to meet the unique needs of each community with care and efficiency.

We obtain this quality through the following:

- Managing and delivering defect-free services performed safely, on time, and within budget.
- Maintaining personal contact with client representatives and engineers to address project issues and recommendations.
- Developing relationships and partnering agreements with subcontractors and suppliers.
- Promoting local labor, subcontractors, and suppliers while monitoring their quality programs and performance.
- Continually monitoring and analyzing performance to identify and implement process improvements.
- Ensuring the competence, development, professionalism, and safety of our employees.
- Recognizing the achievements of our staff and maximizing their potential.
- Documenting lessons learned and applying them to future work.

5.7.1 Documentation Management

5.7.1.1 Resource Controls

Orientation is given to all personnel and subcontractors, each receiving a unique ID number and possibly a photo ID card for high-security projects. Equipment is inspected and photographed, and trucks used for hauling debris are assigned a cubic yard capacity and a unique ID number, with ownership documented.

5.7.1.2 Daily Timecards

Daily timecards will be completed when performing T&M work with information including employee details, equipment ID, date and hours worked, work location, supervisor signatures, and County representative signature.



5.7.1.3 Client Invoicing

We have created controls for disaster debris management that work seamlessly with monitoring company data management systems. We prepare and submit invoices to the County and/or the monitoring company for each billing cycle. We then reconcile all project data, audits (if any), and project closeout with the County administrative personnel and monitoring firm.

5.7.1.4 Claims Management

We assign a Claims Manager to each debris management mission. The Claims Manager inspects damages and negotiates resolutions with property owners within 48 hours of receiving a damage claim report. After resolution, property owners will sign a damage release and we will provide the County with documentation of all claims, including photos.

5.8 Safety Program

Our enterprise is committed to having a world-class safety program driven by our desire to put the safety and health of our people first on every project we undertake and every decision the company makes. The following key principles guide our program:

- Strong, committed leadership
- Individual accountability
- Employee involvement and feedback
- Continuous improvement



5.8.1 EH&S Program Overview

Safety – A Core Value

As a People First enterprise guided by a commitment to actively care, we believe a safe workplace and workforce are the only acceptable way to do business - and the only way to take care of the people, the environment, and the communities where we work. This commitment is a fundamental cornerstone of our business and is shared by all our enterprise employees, from executive to craft, as we pursue challenging projects. We embrace individual accountability at all levels, starting with our leadership and extending to our people and subcontract employees. Our Environmental, Health, & Safety (EH&S) Program aims to protect the safety and health of our employees, subcontractors, clients, and the public.

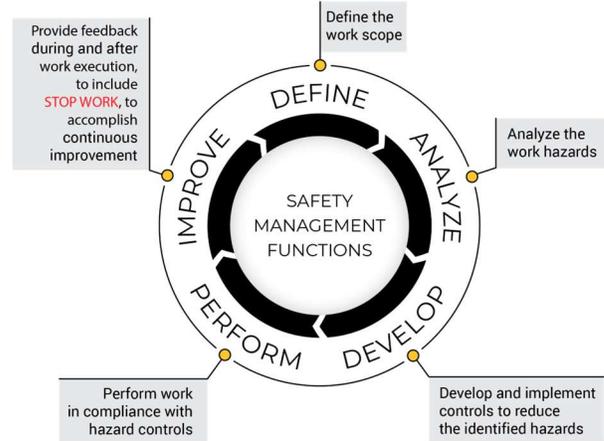
Our program is based on our core values. It is implemented by personal accountability to our policies, protocols, and processes developed from best practices and lessons learned over decades of experience. As we strive for a world-class safety program, we pride ourselves on exceeding regulatory requirements and always calibrating our efforts.



A Systematic Approach to Safety

We systematically integrate safety into management and work practices at all levels, inclusive of all subcontractors. The backbone of our safety approach is comprised of five core safety management functions:

1. Define
2. Analyze
3. Develop
4. Perform
5. Improve



This systematic approach is accomplished by instituting multiple dynamic controls that have proven to be effective over numerous construction projects in the past, while encouraging employee feedback, and routinely engaging our employees in safety education, job planning and preparation. Ongoing programmatic monitoring is conducted to ensure the implementation of all program elements.

5.9 Staffing Plan & Management Structure

Our skilled team has successfully managed multiple disaster debris missions and can support the County during future disaster events. Our workforce includes a core response group with demonstrated disaster response experience with FEMA, USACE and local and state governments.

Our adaptable management structure is led by a program manager who coordinates resources and controls all activities, selecting qualified personnel for each mission. We have experience staffing project management teams for simultaneous activations and primarily use our core response group for typical response scenarios. P&J personnel’s specific qualifications that make up our core response group are described below. Resumes are available in Section 5.9.2 of this proposal.

We recognize that any modifications to the listed personnel during an event must be promptly reported to and approved by Franklin County. The County may also request additional personnel as needed.

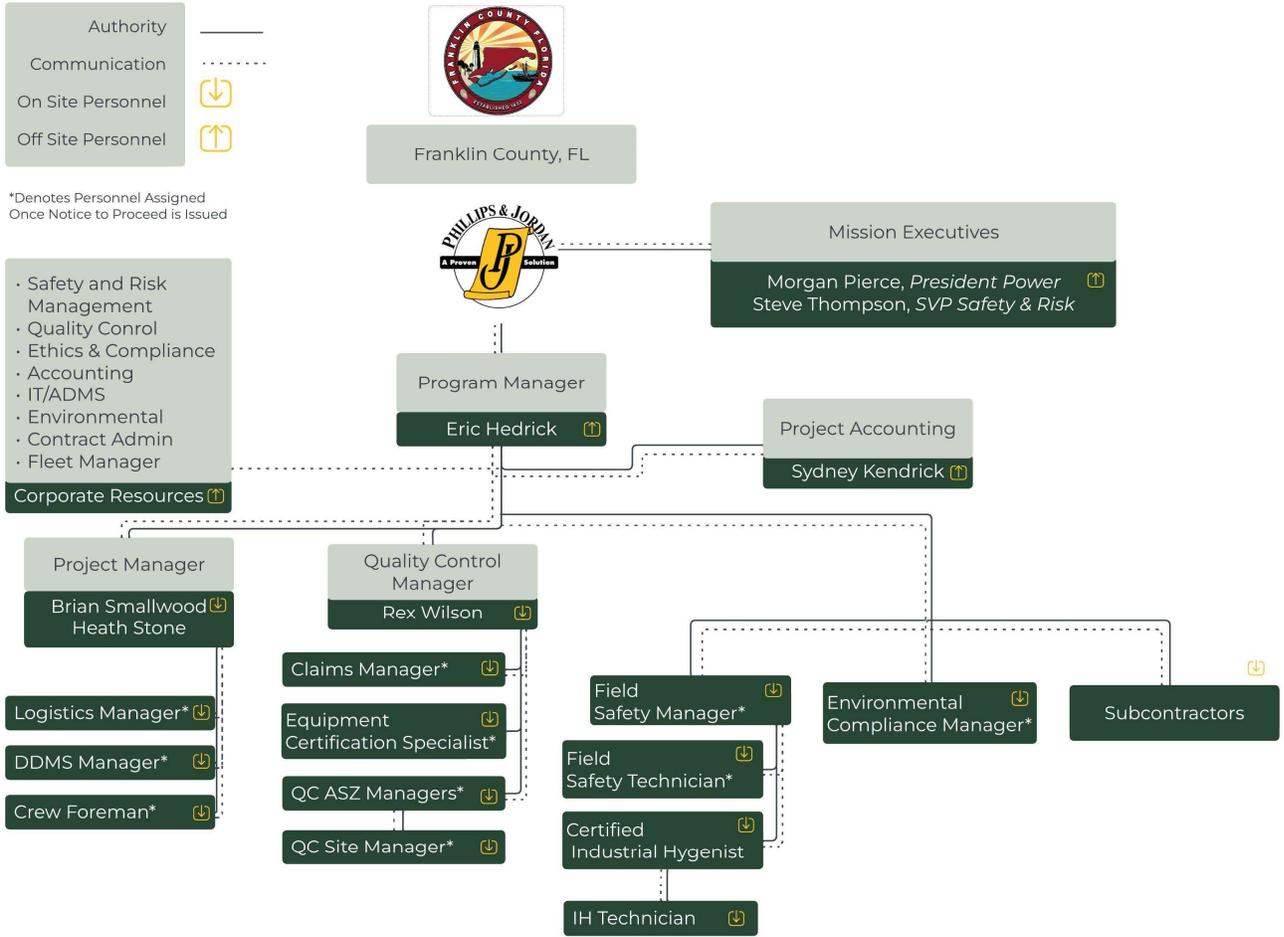


KEY



*Denotes Personnel Assigned Once Notice to Proceed is Issued

- Safety and Risk Management
 - Quality Control
 - Ethics & Compliance
 - Accounting
 - IT/ADMS
 - Environmental
 - Contract Admin
 - Fleet Manager
- Corporate Resources





5.9.1 Core Response Group



Brian Smallwood – Project Manager: Mr. Smallwood offers 13 years of disaster experience and has participated in the following disaster events: (2023) Hurricane Idalia – (2022) Hurricane Ian – (2021) Hurricane Ida – (2020-2021) Hurricane Laura – (2020) Tropical Storm Cristobol – (2018-2019) Hurricane Michael – (2018) Hurricane Irma – (2017) Hurricane Harvey – (2016-2017) Hurricane Matthew – (2016) Hurricane Hermine – (2011) Hurricane Irene – (2011) Joplin Tornado.



Sydney Kendrick – Business Manager: Mrs. Kendrick offers 4 years of disaster experience and has participated in the following types of Emergency Response Missions: Hurricane and Winter Storm Events. Specific activations include the following significant projects: (2023) Hurricane Idalia – (2022) Hurricane Ian and (2021) Virginia Winter Ice Storm.



Eric Hedrick – Program Manager: Mr. Hedrick offers 23 years of disaster experience and has participated in the following disaster events: (2023) Hurricane Idalia – (2022) Hurricane Ian – (2021) Virginia Winter Ice Storm - (2017) Hurricanes Irma and Harvey – (2016) Harris County Texas Flood, Multiple Louisiana Parish Flood – (2015) Calaveras County California Butte Wildfire, Multiple County South Carolina Flood – (2014) Williamsburg/Florence County South Carolina Ice Storm – (2013) Multiple County Colorado Flood – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Dennis – (2004) Hurricane Ivan – (2001) 9/11 World Trade Center Forensic Recovery Mission.



Morgan Pierce – Mission Executive: Mr. Pierce offers 20 years of disaster experience and has participated in the following disaster events: (2023) Hurricane Idalia – (2022) Hurricane Ian – (2021) Virginia Winter Ice Storm – (2017) Hurricane Irma – (2015) Calaveras County California Butte Wildfire – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Wilma – (2004) Hurricanes Charley, Frances, and Jeanne.



Heath Stone – Project Manager: Mr. Stone offers 10 years of disaster experience and has participated in the following types of Emergency Response Missions: Hurricanes, Flooding, Tornadoes, Wildfires, and Winter Storm Events. Specific activations include the following significant projects: (2023) Hurricane Idalia – (2021) Virginia Winter Ice Storm - (2017) Hurricane Irma Hillsborough County, Town of Belleair, Kenneth City, and Pinellas Park – (2014) Williamsburg/Florence County South Carolina Ice Storm.



Steve Thompson – Corporate Environmental, Safety & Health Manager: With 23 years of disaster experience, Mr. Thompson oversees our health and safety program, including policy development, accident investigation, and subcontractor program monitoring. He served as the primary safety manager for significant recovery missions, including the World Trade Center Staten Island Landfill (2001) and Hurricanes Katrina (2005), Gustav & Ike (2008), Irene (2011), and the Alabama and Joplin tornadoes (2011). Throughout the past couple of decades, he has supported all our disaster contract activations to varying extents.



5.9.2 Resumes

Please find resumes for P&J's core response group in this section. As previously explained, selection of the specific key personnel that would support a disaster debris management mission for the City is not realistic at this time given the fact that the timing and magnitude of a future disaster is not known. However, for a typical response scenario the team would primarily consist of individuals selected from P&J's core response group. The core response group includes the following individuals, and detailed resumes are presented on the following pages.

- Morgan Pierce - Mission Executive
- Eric Hedrick - Mission / Program Manager
- Heath Stone - Operations / Project Manager
- Steve Thompson - Corporate Environmental, Safety & Health Manager
- Brian Smallwood—Project Manager, Disaster Services
- Sydney Kendrick – Business Manager, Disaster Services



Morgan Pierce
President, Power | Mission / Operations Manager
Home Office: Knoxville, Tennessee



DISASTER EXPERIENCE

Years of Relevant Experience: 20 Years at P&J: 19

Pierce has been employed by P&J since 2004 and offers 19 years of disaster response and debris management experience. In his tenure with P&J he has been integral to shaping the direction of the Disaster Group's business operations, bonding and risk assessments, and go-to-market strategic approach. He has enhanced and grown the business intelligence and processes to support activations and led client and partner development.

Pierce has also developed proprietary documentation and workflow tool, as well as CRM and data projects



NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2023 Hurricane Ian | Multiple Counties, Florida

Project Scope of Work: Pierce led the 72-hour initial deployment period for P&J, including the First Push, internal mission control, task order negotiation, and client engagement for multiple entities and contracts. He negotiated with multiple counties to ensure compliance with blue sky contracts, led internal forecasting and projections, and oversaw resource assignment to meet both client requirements for both affected counties and regional construction clients, while overseeing overall operations via daily production meetings across 13 counties.

P&J was the Prime Contractor responsible for the removal, reduction and disposal of debris generated by Hurricane Ian utilizing both in-house crews and subcontractors. This included cutting all leaners, hangers and hazardous trees, and debris was reduced by both grinding and burning. Approximately 1.4 million CY of debris were removed, hauled, and ground, and 13,487 additional CY of debris was hauled without reduction.

2021 VDOT Ice Storm Debris Removal | Multiple Counties, Virginia

Project Scope of Work: Pierce functioned as the executive sponsor and oversight of the contract activation. He led scope, schedule, and zone planning for response execution; negotiated traffic control scope and risk transfer with VDOT; oversaw resource plan development and mobilization to comply with VDOT's proposed clean-up schedule; and led implementation of safety programs.

Over the course of the project, 416,000 CY of debris was removed and reduced through grinding, including 125,000 hangers. Approximately 80,000 CY of the reduced vegetation was hauled off, and P&J managed more than 110 crews at peak operations, including more than 80 bucket trucks, more than 30 self-loaders, and 6 DMS wood management sites.

2015 Butte Wildfire Recovery Project | Calaveras County, California

Project Scope of Work: Pierce was responsible for driving and expanding P&J's hazardous tree felling and vegetation management services for multiple utilities in California, as Executive Sponsor. Following the Butte Wildfire in 2015, he worked closely with PG&E as an existing client, as well as Calaveras County & CALTRANS, to develop the scope, pricing, and risk share for the disaster response effort. Pierce oversaw resource and change management, negotiated contracts and, pricing, and work orders



with both the client and with subcontractors, and refined and implemented a proprietary data management and workflow tool to provide live tracking and reporting insight to field operations.

P&J registered and on-boarded 1,005 workers and managed at the peak of operations 42 tree felling crews, 37 reduction crews, and 30 support crews which completed felling and reduction of 26,995 trees.



EDUCATION

Bachelor of Science, North Carolina Central University



TRAINING / CERTIFICATIONS

Certified Erosion Control Installer

CPR / First Aid

OSHA 10-Hour

EHAT – Climbing & Chainsaw Training

Confined Space Entry Competent Person

USACE QA/QC Training



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



DISASTER EXPERIENCE

Years of Relevant Experience: 23 Years at P&J: 42

Hedrick has been employed by P&J since 1981 and offers over 15 years of disaster response and debris management experience. This experience includes segregation, removal, and disposal activities relating to complex debris streams on both the public right of way and private property. Most of Hedrick's debris management experience has been on USACE projects pursuant to IDIQ contract structures following disaster events that created some of the most complex debris streams in U.S. history, including the 9/11 Terrorist Attacks and Hurricane Katrina. Hedrick had overall accountability for operations, safety, and quality and has demonstrated qualifications to manage complex contract and subcontract structures in high-profile settings. Hedrick was P&J's Program Manager for the Pacific Gas & Electric Company Hazardous Tree Program. The scope of this work included managing high-hazard trees on public and private property and involved removal and disposal, (primarily through beneficial reuse) of large volumes of debris in Northern and Central California. This work began in 2015 following Butte Fire response and has expanded to include 10 additional wildfire response missions (most recently the 2018 Camp Fire in Paradise, CA). Hedrick has also directed these high-profile missions under intense public and regulatory scrutiny and is uniquely qualified to manage the statement of work included in this solicitation.



NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2023 Hurricane Ian | Multiple Counties, Florida

Relevant Responsibilities: Hedrick served as the Operations Manager and Executive on this effort. He was responsible for driving the P&J response across all counties, overseeing pre-event planning and equipment staging, selecting subcontractors, and coordinating redeployment of P&J personnel and equipment from local "blue sky" construction projects to activated disaster response efforts.

Approximately 1.4 million CY of debris were removed, hauled, and ground, and 13,487 additional CY of debris was hauled without reduction.

2021 VDOT Ice Storm Debris Removal | Multiple Counties, Virginia.

Relevant Responsibilities: As Operations Executive, Hedrick coordinated with both client representatives and the quality assurance firm and was responsible for subcontractor selection. Over the course of the project, 416,000 CY of debris was removed and reduced through grinding, including 125,000 hangers. Approximately 80,000 CY of the reduced vegetation was hauled off, and P&J managed more than 110 crews at peak operations, including more than 80 bucket trucks, more than 30 self-loaders, and 6 DMS wood management sites.

2016-2018 Harris County Flood & Hurricane Harvey | Harris County, Texas

Relevant Responsibilities: Hedrick provided executive coordination for the Harris County waterway cleanup, beginning with a flood in 2016, through the aftermath of Hurricane Harvey. He mobilized all P&J personnel to the job site, attended daily meetings with Harris County, subcontractor selection, and worked closely with P&J operations personnel to ensure quality of work. Throughout debris removal efforts, Hedrick oversaw meetings with landowners to gain right-of-entry to waterways as well as equipment selection to best access them.



2015 Butte Wildfire Recovery Project | Calaveras County, California

Relevant Responsibilities: Hedrick acted as Operations Manager and Project Executive on this effort and was deployed early to California to meet with PG&E. He oversaw mobilization of P&J personnel and subcontractors, selected subcontractors, developed qualification protocols, and worked closely with safety to ensure the quality of personnel and equipment. P&J registered and on-boarded 1,005 workers and managed at the peak of operations 42 tree felling crews, 37 reduction crews, and 30 support crews which completed felling and reduction of 26,995 trees. Over the course of the project, Hedrick cultivated client relationships which resulted in multi-year vegetation and hazard tree management across California.

2014 Ice Storm Debris Removal | Williamsburg & Florence Counties, South Carolina

Relevant Responsibilities: As Operations Manager, Hedrick worked with SCDOT to coordinate access to public ROWs, managed all contract aspects and successfully negotiated additional work to include locating and procuring temporary disposal facilities. During the project, 52,659 hazardous limbs and 262 hazardous trees were cut at various locations throughout the impacted counties, removed, and reduced via grinding.

2013 Colorado Flood Debris Removal | Multiple Counties, Colorado

Relevant Responsibilities: Hedrick worked closely with MRCS and CDOT to protect ecological conditions in this sensitive environment. He oversaw replacement of trout trees, coordinated disposal of mulch using beneficial reuse, and drove subcontractor selection. P&J developed special techniques to loosen and remove compacted debris to prevent damage to highway bridges. Bridge clearing and debris removal were conducted in 6 counties, resulting in 148,562 CY of debris collected and 5,000 CY of debris reduced after collection and provided for reuse.

2011 State of Alabama Tornado Recovery | Multiple Counties, Alabama

Relevant Responsibilities: As Operations Manager for this USACE effort, Hedrick managed subcontractors and P&J employees over numerous counties, met daily with USACE to discuss production, worked closely with contract management to track FARS, deployed proprietary ticketing software, coordinated private property debris removal, and worked with local contractors to ensure local participation.

2005-2007 Hurricanes Katrina & Rita Recovery | Multiple Parishes, Louisiana

Relevant Responsibilities: Hedrick acted as Operations manager for Hurricane Katrina in Sector 1, the Orleans Parish. He attended daily operations meetings with USACE, worked closely with local subcontractors, oversaw development of temporary housing for employees, scouted and identified potential truck management and TDSR locations, attended meetings with USACE and local government prior to mobilization and for the first 60 days following to deliver progress reports, and completed personnel reporting. Throughout Sector 1 and Sector 4 (Western Parishes), P&J executed 47 task orders (combined value \$730,287,500) under the contract. At the conclusion of the project, P&J had removed and reduced ~ 10,700,000 CY of debris; collected over 42,000 CY of Asbestos Containing Materials and 1,470,000 Household Hazardous Waste items; recycled 764,000 units of white goods, 787,000 units of electronics, and 51,000 units of small, motorized equipment; and completed 16,400 PPDRs and 1,200 demolitions.



2004-2005 Hurricane Ivan | Multiple Counties, Alabama

Relevant Responsibilities: As the P&J representative coordinating with the client, Hedrick led the FDOT portion of work, completed subcontractor and equipment selection, identified disposal facilities, and managed the reduction and disposal of final debris. P&J ultimately loaded, hauled, and disposed of 3M CY of debris and met all timetables established by the municipalities, the State of Alabama, and the USACE.

2001-2002 World Trade Center Forensic Recovery | Richmond County, Staten Island, New York

Relevant Responsibilities: Hedrick acted as the Quality Control Monitor, working with local subcontractors, the NYPD, and the NYFD to manage the sorting and sifting of debris. Hedrick also oversaw daily field operations. As the USACE's Advanced Contracting Initiative (ACI) Contractor for Debris Management, P&J was tasked with strategic planning for debris removal and disposal, monitoring activity at the World Trade Center site (Ground Zero), development of a backup plan for Ground Zero, and monitoring activity at the Staten Island Landfill where the debris was hauled. Over 17,000 TNS of debris were processed per day at peak with an overall 1,462,000 TNS of debris processed overall; additionally, 239 victims were positively identified, and 55,000 discrete pieces of evidence were found. P&J was recognized as National Civil Works Contractor of the year for this project.



EDUCATION

High School Graduate



TRAINING / CERTIFICATIONS

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



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



DISASTER EXPERIENCE

Years of Relevant Experience: 4 **Years at P&J: 11**

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



NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2023 Hurricane Idalia | Hillsborough and Pasco Counties, Florida

Relevant Responsibilities: Stone aided with the selection and pricing of subcontractors and managed all aspects of the contract with Hillsborough and Pasco counties. His efforts resulted in P&J removing 365.4 CY of debris, and removing, hauling, and disposing of an additional 4,635 CY of debris, totaling to a little over 5,000 CY of removed debris.

2023 Hurricane Ian | Multiple Counties, Florida

Relevant Responsibilities: P&J was the Prime Contractor responsible for the removal, reduction and disposal of debris generated by Hurricane Ian utilizing both in-house crews and subcontractors. Stone aided in subcontractor selection and pricing and provided oversight of the project which resulted in approximately 1.4 million CY of debris removed, hauled, and ground, and 13,487 additional CY of debris hauled without reduction.

2021 VDOT Ice Storm Debris Removal | Multiple Counties, Virginia

Relevant Responsibilities: P&J performed debris removal services along Virginia DOT ROWs in the aftermath of a severe ice storm for this \$16M contract. Stone selected and priced subcontractors while managing the contract and client. He personally oversaw three subcontractors, was responsible for meeting with VDOT, closing roads, coordinating with the monitoring company and overseeing all 6 DMS wood management sites. Over the course of the project, 416,000 CY of debris was removed and reduced through grinding, including 125,000 hangers. Approximately 80,000 CY of the reduced vegetation was hauled off, and P&J managed more than 110 crews at peak operations, including more than 80 bucket trucks, and more than 30 self-loaders.

2017 Hurricane Irma | Multiple Counties, Florida

Relevant Responsibilities: Following Hurricane Irma's Florida landfall in September of 2017, P&J received prepositioned contract activation notices from 23 different entities throughout the state of Florida to perform disaster debris management services. Stone managed the operations for Hillsborough County and the towns of Bellair, Pinellas Park, and Kenneth City. He selected and priced subcontractors and managed 3 subcontractors.



2014 Ice Storm Debris Removal | Williamsburg & Florence Counties, South Carolina

Relevant Responsibilities: Stone aided in the selection and pricing of subcontractors, managed the contract and client, led 2 subcontractor teams, and provided total project oversight throughout Williamsburg and Florence counties. During the project, 52,659 hazardous limbs and 262 hazardous trees were cut at various locations throughout the impacted counties, removed, and reduced via grinding.



EDUCATION

Bachelor's Degree, Kinesiology, University of Tennessee



TRAINING / CERTIFICATIONS

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



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



DISASTER EXPERIENCE

Years of Relevant Experience: 23 Years at P&J: 33

Thompson has been employed by P&J since 1990 and offers 22 years of disaster response and debris management experience. He is responsible for the overall management of P&J's health and safety program, develops and administers policies and procedures regarding employee safety, investigates project accidents and develops preventative measures, and monitors safety programs implemented by subcontractors. Thompson has served as the lead environmental, safety & health manager or program manager on nearly every significant natural or man-made disaster since 1994. Thompson has conducted disaster recovery preparedness training for the U.S. Army Corps of Engineers and was an active participant in the EM 385-1-1 Safety and Health Manual revisions related to emergency recovery. He also served as a peer review expert for the National Institute for Occupational Safety and Health Emergency Responders Health Monitoring and Surveillance Project.



NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2023 Hurricane Idalia | Hillsborough and Pasco Counties, Florida

Relevant Responsibilities: Thompson conducted preplanning work, created the safe work plan and the working on and over water plan, and implemented and wrote the debris site management plans. He was active in project post planning and led daily decision planning. During road clearance efforts, P&J removed 365.4 CY of debris, and removed, hauled and disposed of an additional 4,635 CY of debris, totaling to a little over 5,000 CY of removed debris.

2023 Hurricane Ian | Multiple Counties, Florida

Relevant Responsibilities: Thompson created the safe work plan, was active in preplanning, and conducted the debris site management plans. Approximately 1.4 million CY of debris were removed, hauled, and ground, and 13,487 additional CY of debris was hauled without reduction.

2021 VDOT Ice Storm Debris Removal | Multiple Counties, Virginia

Relevant Responsibilities: Thompson created the debris site management plans, the safe work plan, and the working on and over water plan. He also was instrumental in preplanning work. Over the course of the project, 416,000 CY of debris was removed and reduced through grinding, including 125,000 hangers. Approximately 80,000 CY of the reduced vegetation was hauled off, and P&J managed more than 110 crews at peak operations, including more than 80 bucket trucks, more than 30 self-loaders, and 6 DMS wood management sites.

2018 Hurricane Florence | Craven County and Boiling Spring Lakes, North Carolina; and Briarcliffe Acres, South Carolina

Relevant Responsibilities: Thompson created and oversaw the debris site management plans, the safe work plan, and the working on and over water plan. He also participated in preplanning efforts. Throughout the response, P&J secured a total of over 75 hauling units to complete our contracted work on time. In total, P&J safely and effectively removed 357,736 cubic yards of vegetative debris, 13,933



tons of construction & demolition (C&D) debris, 148 hazardous trees, 3,434 hazardous limbs, and 3,160 pounds of household hazardous waste (HHW).

2017 Hurricane Irma | Multiple Counties, Florida

Relevant Responsibilities: Thompson participated in preplanning activities. He wrote and orchestrated the safe work plan, the working on and over water plan, and the debris site management plans. Following Hurricane Irma's Florida landfall in September of 2017, P&J received prepositioned contract activation notices from 23 different entities throughout the state of Florida to perform disaster debris management services.

2017-2018 Hurricane Harvey | Harris County, Texas

Relevant Responsibilities: Thompson created the safe work plan, the working on and over water plan, and the debris site management plans. He was also active in preplanning coordination efforts. Over the course of the project, P&J removed 96,765 CY of vegetative debris and 1,424 hazardous trees from approximately 100 miles of storm drainage canals and 13 bayous. 144 hauling trucks were dedicated to the HCFCD debris management effort. 3 Debris Management Sites (DMSs) were utilized to sort and reduce the debris via grinding to mulch prior to final disposal at an approved landfill.

2016 Hurricane Matthew | Horry County, South Carolina

Relevant Responsibilities: Thompson conducted preplanning and managed safety for the debris management sites. P&J disposed of 185,713 CY of debris and 738 TN construction & demolition debris; felled 727 hazardous trees; cut 32,934 hazardous limbs; cleaned 135 miles of waterways; and handled 31,232 CY of mulch during land application.

2015 Butte Wildfire Recovery Project | Calaveras County, California

Relevant Responsibilities: Thompson developed the safety and health plan, managed the subcontractors, and all other safety aspects of the project. His responsibilities also included pre-planning and development, including an in-depth worker qualification and training process and managing a substantial subcontractor workforce. Over the course of this project, P&J registered and on-boarded 1,005 workers and managed at the peak of operations 42 tree felling crews, 37 reduction crews, and 30 support crews which completed felling and reduction of 26,995 trees.

2014 Ice Storm Debris Removal | Williamsburg & Florence Counties, South Carolina

Relevant Responsibilities: Thompson conducted safety preplanning work for the Ice Storm Debris Removal response. During the project 52,659 hazardous limbs and 262 hazardous trees were cut at various locations throughout the impacted counties, removed, and reduced via grinding.

2013 Colorado Flood Debris Removal | Multiple Counties, Colorado

Relevant Responsibilities: Thompson conducted safety preplanning efforts for the Colorado Flood Debris removal response. Bridge clearing and debris removal were conducted in 6 counties, resulting in 148,562 CY of debris collected and 5,000 CY of debris reduced after collection and provided for reuse.



2012-2013 Hurricane Sandy Recovery | Suffolk County & City of Brookhaven, New York

Relevant Responsibilities: Thompson completed safety prework plans, managed the debris management site, and created the debris site management plan. This project involved emergency roadway clearance; public ROW debris removal; and debris management, reduction, and disposal in response to damage caused by Hurricane Sandy.

2011 State of Alabama Tornado Recovery | Multiple Counties, Alabama

Relevant Responsibilities: As Mission Safety Manager, Thompson was responsible for the development of the safety and health plan, management of subcontractors, and every safety aspect of the project. He managed debris sites and created the debris site management plan. This \$164,682,726 project involved search and rescue; emergency roadway clearance; removal of debris from electric transmission lines; trimming of damaged trees; public and private property debris removal; and debris management, reduction, and disposal.

2011 Joplin, Missouri Tornado Debris Management | Joplin, Missouri

Relevant Responsibilities: Thompson developed the safe work plans and debris site management plans for P&J's response to the Joplin, Missouri tornado disaster. Within 48 calendar days following issuance of the NTP, more 1.17M CY of debris was segregated and hauled from public streets and ROWs. Vegetative debris was transported to the debris management site established for the project where it was offloaded and subsequently chipped. 182,000 CY of wood chips were beneficially reused, and 461 haul units were mobilized.

2011 Hurricane Irene | Multiple Counties, Virginia

Relevant Responsibilities: Thompson developed the debris site management plans and the safe work plans for P&J's response to hurricane Irene's landfall. In Norfolk County, P&J hauled 33,726 CY of vegetative debris; extracted 180 stumps; removed 484 hazardous limbs; and removed 40 leaning trees. In Virginia Beach, P&J collected 58,500 CY of storm-generated debris; reduced 63,300 CY of debris; and removed 19,500 hazardous limbs along with 169 dangerous leaning trees. In Portsmouth 16,300 CY of debris was hauled and 12,200 CY of debris was reduced over a 2-week period. In Franklin, 21,000 CY of vegetative debris was removed from public right-of-ways over a seven-week period, and in Chesapeake 62,925 CY of debris was hauled in less than three weeks.

2010 British Petroleum Deepwater Horizon Oil Spill | Florida, Alabama, & Mississippi

Relevant Responsibilities: Thompson developed the safe work plan, training plan and program, environmental work plan, and the near and over water plan. P&J responded to the British Petroleum Deepwater Horizon oil spill event to clean up and dispose of waste. Logistical issues involving data collection and the fluid nature of the emergency response to this natural disaster presented challenges. To address these challenges, P&J prepared daily operational reports, engaged in frequent communication with the customer, and implemented best management practices relative to contract field documentation that resulted in minimal financial audit adjustments during contract closeout.

2008 Hurricanes Ike and Gustav | Multiple Parishes, Louisiana

Relevant Responsibilities: Thompson managed safety compliance for P&J's response to hurricanes Ike and Gustav. P&J segregated, removed, and disposed of ~1.23M CY of vegetative debris caused by Gustav and ~175,000 CY of vegetative debris caused by Ike's landfall.



2005-2007 Hurricanes Katrina & Rita Recovery | Multiple Parishes, Louisiana

Relevant Responsibilities: Thompson was Mission Safety Manager for the Hurricane Katrina and Rita recovery project. He was responsible for the development of the safety and health plan, management of subcontractors, and every safety aspect of the project. He managed debris sites and created the debris site management plan. He also was responsible for the environmental work plan, which informed the direction of the project due to the contamination of the debris stream. At the conclusion of the project P&J had removed and reduced ~ 10,700,000 CY of debris; collected over 42,000 CY of Asbestos Containing Materials and 1,470,000 Household Hazardous Waste items; recycled 764,000 units of white goods, 787,000 units of electronics, and 51,000 units of small, motorized equipment; and completed 16,400 PPDRs and 1,200 demolitions.

2005 Hurricane Wilma Management | Palm Beach County, Florida

Relevant Responsibilities: Thompson acted as Mission Safety Manager for the overall project. He was responsible for the development of the safety and health plan and management of subcontractors. He also oversaw debris site management and the debris site management plan. After activation from the Palm Beach County Solid Waste Authority, P&J removed approximately 2.9M CY of debris at a rate of +126,800CY per day.

2004-2005 Hurricane Frances & Jeanne Debris Management | Palm Beach County, Florida

Relevant Responsibilities: Thompson acted as Mission Safety Manager and was responsible for the overall safety plan for the project. He developed the safety and health plan, managed subcontractors, and oversaw every aspect of the project. P&J removed, reduced, and disposed of approximately 2,800,000 CY in Palm Beach County in response to Hurricanes Frances and Jeanne, and performed debris site reclamation. In order to manage the debris collected during the recovery effort, Palm Beach County constructed community debris management sites (DMSs) that were used by 32 separate contractors to manage debris. Approximately 50% of the trucks utilizing the community DMSs were not affiliated with P&J, so to ensure that all activities were conducted safely, P&J assigned safety monitors to each of the sites who were responsible for providing safety orientation briefings to all drivers using the sites as well as hard hats and reflective safety vests.

2004 Hurricane Charley | Daytona Beach, Florida

Relevant Responsibilities: As Mission Safety Manager, Thompson was responsible for the overall safety plan for the storm response. He developed the safety and health plan, managed subcontractors, and oversaw every aspect of the project. P&J mobilized personnel to the Atlantic Coast of Florida in advance of the storm and within three days of Hurricane Charley's landfall. P&J segregated, loaded, hauled and disposed of 364,907 CY of storm-generated debris.

2004-2005 Hurricane Ivan | Multiple Counties, Alabama

Relevant Responsibilities: Thompson was Mission Safety Manager for the project. He was responsible for the development of the safety and health plan, management of subcontractors, and every safety-informed aspect of the project. He oversaw the development and hiring, qualification, and training of personnel. P&J ultimately loaded, hauled, and disposed of 3M CY of debris and met all timetables established by the municipalities, the State of Alabama, and the USACE.



2003 Southern California Bark Beetle Infestation | San Bernardino, Riverside, and Los Angeles Counties, California

Relevant Responsibilities: Thompson acted as Mission Safety Manager for the overall project. He was responsible for the development of the safety and health plan, management of subcontractors, and all aspects of the project. His responsibilities also included pre-planning and development, including an in-depth worker qualification and training process and managing a substantial subcontractor workforce. Over the duration of the project, P&J removed more than 200,000 impacted trees many of which were in excess of three feet in diameter. Trees viable for lumber manufacture were transported to regional lumber mills and the remaining trees were reduced for use in regional wood burning power generation facilities.

2001-2002 World Trade Center Forensic Recovery | Richmond County, Staten Island, New York

Relevant Responsibilities: Thompson was Mission Safety Manager for the overall project. He was responsible for the development of the safety and health plan, management of subcontractors and technical consultants, and every aspect of the project. As the USACE's Advanced Contracting Initiative (ACI) Contractor for Debris Management, P&J was tasked with strategic planning for debris removal and disposal, monitoring activity at the World Trade Center site (Ground Zero), development of a backup plan for Ground Zero, and monitoring activity at the Staten Island Landfill where the debris was hauled. Over 17,000 TNS of debris were processed per day at peak with an overall 1,462,000 TNS of debris processed overall; additionally, 239 victims were positively identified, and 55,000 discrete pieces of evidence were found. P&J was recognized as National Civil Works Contractor of the year for this project.

1996 Hurricane Fran | Wake County, North Carolina

Relevant Responsibilities: Thompson acted as Mission Safety Manager for the 7-month effort. Thompson was responsible for site safety, the health plan development, and the debris site management plan. Within the first four months, there was upwards of 700 load and haul units activated along with four debris sites.



EDUCATION

Bachelor of History, University of Tennessee



TRAINING / CERTIFICATIONS

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



Brian Smallwood
Project Manager
Home Office: Knoxville, Tennessee



DISASTER EXPERIENCE

Years of Relevant Experience: 13 Years at P&J: 2

Brian Smallwood has more than 10 years of experience in disaster relief and debris removal services throughout the southeast and Gulf Coast. His expertise across various facets of local government infrastructure, federal government construction, and state government (FDOT/FDEP), including FEMA contract communications and facilitations. Smallwood has a strong foundation in project management, safety, estimating, scheduling, budgeting, quality control, contract compliance, client relations, documentation, and closeout, and he currently acts as the Program Manager for our Disaster group. He works to maintain and facilitate current client relationships while expanding the regional client base and seeking opportunities for business development investments. Upon activation, Smallwood uses his experience to aid on-site management and subcontractor relations as well as conflict resolution.



NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2023 Hurricane Idalia | Hillsborough and Pasco Counties, Florida

Relevant Responsibilities: Smallwood oversaw 1 DMS, conducted pre-event coordination with the monitoring firm, and conducted the damage assessment. During road clearance efforts, P&J removed 365.4 CY of debris, and removed, hauled and disposed of an additional 4,635 CY of debris, totaling to a little over 5,000 CY of removed debris.

2023 Hurricane Ian | Multiple Counties, Florida

Relevant Responsibilities Smallwood was the Program Manager over 13 projects where he conducted pre-event coordination with the monitoring firms, conducted damage assessments; searched, funded, and helped permit DMS sites; managed the emergency road clearance (PUSH) operation, and managed 11 DMSs. Approximately 1.4 million CY of debris were removed, hauled, and ground, and 13,487 additional CY of debris was hauled without reduction.

2021 Hurricane Ida | St. John Baptist Parish, Louisiana

Role: Regional Manager for Crowder Gulf

Relevant Responsibilities: Smallwood conducted pre-event coordination with the monitoring firms, conducted damage assessments, and searched, funded, and helped permit DMS sites. He managed emergency road clearances and 2 DMSs and led the emergency road clearance operation. Scope of work included reduction by grinding and compaction; removing white goods, tires, HHW, and e-waste; cutting leaners and hangers; and removing debris from ditches and waterways. In total, 1.3M CY of debris were removed and disposed of.

He also managed the emergency road clearance for the Audubon Nature Institute (New Orleans Zoo). Scope of work for the Audubon Nature Institute included the disposal of 19,000 CY of waste; cutting leaners and hangers, and removing debris from a sensitive endangered species facility, the zoo, and Audubon Park.



2020-2021 Hurricane Laura | Calcasieu Parish, Lake Charles, Westlake, Dequincy, Vinton, Iowa, and Alexandria, Louisiana

Role: Regional Manager for Crowder Gulf

Relevant Responsibilities: Smallwood oversaw all projects, conducted pre-event coordination with the monitoring firm, conducted the damage assessment, and searched, funded, and helped permit DMS sites. He managed 9 DMS sites and managed the emergency road clearance of 300 crews who removed vegetation, C&D, white goods, e-waste, cut leaners and hangers, and ground vegetative debris and reduced C&D by compaction. Crowder Gulf removed over 200,000 CY of debris within several days with a total of 14.5M CY debris removed.

2020 Tropical Storm Cristobal | Harrison County, Mississippi

Role: Regional Manager for Crowder Gulf

Relevant Responsibilities: Smallwood oversaw marsh grass removal from county-owned beaches and hauled direct to final disposal. Overall, 55,000 CY were removed and hauled.

2018-2019 Hurricane Michael | Bay County, Florida

Role: Regional Manager for Crowder Gulf

Relevant Responsibilities: Smallwood conducted pre-event coordination with the monitoring firms, conducted damage assessments, and searched, funded, and helped permit DMS sites. He also managed emergency road clearance, debris removal from rights-of-way; vegetation reduction by grinding; C&D by compaction; and debris removal from waterways, canals, ditches, parks, schools, and cemeteries. He also managed the private property debris removal program (PPDR) demolition of damaged homes; completed asbestos abatement; and removed white goods, hangers, leaners; and managed 5 DMS sites. A total of 2,436,953 CY of debris were removed.

2017 Hurricane Harvey | Various locations, Texas

Role: Regional Manager for Crowder Gulf

Relevant Responsibilities: Smallwood conducted pre-event coordination with the monitoring firms, conducted damage assessments, and searched, funded, and helped permit DMS sites. He also managed vegetative, C&D, white goods, e-waste, and HHW removal. He managed a total of 8 DMS sites throughout Texas.

2016-2017 Hurricane Matthew | Duval County, Florida & Darlington, Sumter and Florence Counties, South Carolina

Role: Regional Manager for Crowder Gulf

Relevant Responsibilities: For Duval County, Florida, Smallwood managed debris removal from waterways beginning from hauling to final disposal. For South Carolina, Smallwood managed debris removal from state and county roads, leading to the removal of 500,000 CY of debris.

2016 Hurricane Hermine | Leon County, Florida and Tallahassee, Florida

Role: Regional Manager for Crowder Gulf

Relevant Responsibilities: For Leon County, Smallwood conducted pre-event coordination with the monitoring firms; conducted damage assessments; searched for, funded, and helped permit DMS sites; managed 2 DMS sites, vegetative and C&D removal, reduction by grinding, and disposal of leaners and hangers. A total of 225,051 CY of debris was disposed of. For Tallahassee, Smallwood oversaw



vegetative and C&D removal, reduction by grinding, and disposal of leaners and hangers. A total of 162,260 CY of debris was disposed of.

2015 South Carolina Floods | Lexington and Richmond Counties, South Carolina

Role: Project Manager for Crowder Gulf

Relevant Responsibilities: Smallwood conducted pre-event coordination with monitoring firms; conducted damage assessments; searched, funded, and helped permit DMS sites; managed flood debris removal from Lexington and Richmond counties; led direct haul to final destination; and managed HHW, white good, and e-waste removal and disposal. A total of 33,163 CY of waste was disposed of.

2015 Fish Kill Response | Orange Beach, Alabama

Role: Project Manager for Crowder Gulf

Relevant Responsibilities: Smallwood led the removal effort of dead fish from coastal waters and beaches.

2011 Hurricane Irene | Newport News, Virginia

Role: Project Manager for Crowder Gulf

Relevant Responsibilities: Smallwood conducted pre-event coordination with monitoring firms; conducted damage assessments; searched, funded, and helped permit DMS sites; managed vegetative and C&D removal and disposal; and ran 1 DMS site. A total of 100,000 CY of debris was disposed of.

2011 Joplin Tornado | Joplin, Missouri

Role: Operations Manager for USACE

Relevant Responsibilities: Smallwood located a DMS site and managed a vegetative debris management site for tornado debris per ton.



EDUCATION

Bachelor of Science– Auburn University



TRAINING / CERTIFICATIONS

Qualified Agent – Florida GC License
LEED AP
OSHA 40-Hour HAZWOPER
OSHA 30-Hour Construction Safety
USACE- Construction Quality Mngt.
American Society of Healthcare Eng. (ASHE)
TWIC Card Holder
NPDES
CPR & Blood Pathogen Training



Sydney Kendrick
Business Manager
Home Office: Knoxville, Tennessee



DISASTER EXPERIENCE

Years of Relevant Experience: 4 **Years at P&J: 9**

Kendrick has been employed by P&J since 2015 and offers four years of disaster response and debris management experience. She's supported P&J's disaster response efforts following 2022 Hurricane Ian in Florida and the 2021 Virginia Winter Ice Storm. Kendrick has a strong foundation in project management, budgeting, quality control, contract compliance, client relations, documentation, and closeout, and currently acts as the Business Manager for our Disaster group. She works to maintain and facilitate current client relationships and contracts while expanding the regional client base and seeking opportunities for business development investments. Upon activation, Kendrick uses her experience to aid off and on-site contract management and subcontractor relations as well as conflict resolution. She will work directly with the client and the monitoring firm for all billing and project closeout procedures.



NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

2023 Hurricane Idalia | Hillsborough and Pasco Counties, Florida

Project Scope of Work: Kendrick managed financials, client and subcontractor invoicing, accounts payable and receivable, and payroll. She also tracked quantities, worked with the monitoring company, and performed contract administration and bond insurance administration. During road clearance efforts, P&J removed 365.4 CY of debris, and removed, hauled and disposed of an additional 4,635 CY of debris, totaling to a little over 5,000 CY of removed debris.

2023 Hurricane Ian | Multiple Counties, Florida

Project Scope of Work: Kendrick tracked quantities, subcontracts and invoicing, worked with the monitoring company, and performed contract and bond insurance administration. She also managed financials, client and subcontractor invoicing, accounts payable and receivable, and payroll. P&J was the Prime Contractor responsible for the removal, reduction and disposal of debris generated by Hurricane Ian utilizing both in-house crews and subcontractors. This included cutting all leaners, hangers and hazardous trees, and debris was reduced by both grinding and burning. Approximately 1.4 million CY of debris were removed, hauled, and ground, and 13,487 additional CY of debris was hauled without reduction.

2021 VDOT Ice Storm Debris Removal | Multiple Counties, Virginia

Relevant Responsibilities: Kendrick managed financials, subcontractor payments, worked with the monitoring company, and provided invoicing support for the VDOT Ice Storm Removal project. Over the course of the project, 416,000 CY of debris was removed and reduced through grinding, including 125,000 hangers. Approximately 80,000 CY of the reduced vegetation was hauled off, and P&J managed more than 110 crews at peak operations, including more than 80 bucket trucks, more than 30 self-loaders, and 6 DMS wood management sites.



EDUCATION

Bachelor of Arts, Texas Tech University



TRAINING / CERTIFICATIONS

Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI): Basic Incident Command System for Initial Response; IS-230, Fundamentals of Emergency Management; IS-632-Introduction to Debris Operations, GovCon 101: The Federal Acquisition Regulation; Federal Acquisition Regulation (FAR) and Federal Government Purchasing – Course 3900
Standard First Aid and CPR Training



5.10 Subcontracting Plan

5.10.1 Subcontract Procurement

We classify our subcontractor strategy into three categories:

- **Key Pre-Positioned Subcontractors:** with whom we have existing Master Subcontract Agreements (MSAs)
- **Pre-Registered Subcontractors:** who meet our insurance and qualifications requirements and have been documented in our internal subcontractor database for potential subcontracts
- **Small & Disadvantaged Business Concerns:** identified following a disaster event.

5.10.2 Subcontractor Utilization

We anticipate approximately 60% of the work will be performed by subcontractors while the rest will be performed by P&J-owned equipment. We will perform 100% of the project management.

5.10.3 Proposed Subcontractors

Company Name	Location	Designation	Type Of Work
Rio-Bak Corporation	Wellington, FL	SBE (FEDERAL)	Hauling
H & R Of Belle Glade, LLC	Belle Glade, FL	SBE	Hauling
Siboney Contracting Co.	West Palm Beach, FL	MBE	Hauling
Optimum Services, Inc.	Okeechobee, FL	HZ, SBE, VO	Hauling
BKW, Inc.	Pensacola, FL	WBE	Hauling
Emerald Coast Site Construction	Panama City, FL	SBE	TDSRS Management
EE&G Disaster Response, LLC	Miami Lakes, FL	None	Env
Drewery Construction Co, Inc.	Nacogdoches, TX	None	Hauling
Grillot Construction, LLC	Belle Chase, LA	None	Hauling
Metrolina Landscape Co, Inc.	Charlotte, NC	None	Hauling
Terry Bucks Contracting, LLC	Gainesville, GA	None	Hauling
Thunder Disaster Services, Inc.	Waynesville, NC	VO, WBE	Hauling

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



5.11 List of Associated Costs

P&J's Unit Cost Fee Rate Schedule is provided on the following pages.

Cost Line	Description of Service	Units	Proposed Unit Cost
	DEBRIS REMOVAL SERVICES		
1	Vegetative Storm Debris Removal rom ROW to DDMS	CY	\$ 8.45 -
2	Vegetative Storm Debris Processing at DDMS	CY	\$ 3.75 -
3	Vegetative Storm Debris Haul-Out to FDS	CY	\$ 4.45 -
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 Thru -
6	Construction and Demolition Storm Debris Removal to FDS, or to DDMS as approved by County	CY	\$ 8.95 -
7	Construction & Demolition Storm Debris Processing at DDMS, if approved by County	CY	\$ 1.95 -
8	Construction & Demolition Storm Debris Haul-Out from DDMS to FDS, if approved by County	CY	\$ 4.45 -
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 Thru -
11	Waterway and Marine Debris Removal, Processing, and Haul-out to FDS <i>Debris removal from canals, rivers, creeks, streams & ditches</i>	CY	\$ 84.00 -
12	Sand Collection, Screening and Replacement or Disposal <i>Pick up, screen and return debris laden sand/mud/dirt/rock</i>	CY	\$ 17.00 -
13	White Goods Storm Debris Removal, Processing and Haul-Out to FDS*	EA	\$ 65.00 -
14	Hazardous Waste Pick-Up, Processing, and Disposal at approved site*	LB	\$ 7.00 -
15	E-Waste Storm Debris Removal, Processing, and Haul-Out to FDS*	LB	\$ 49.00 -
16	Freon Management, Recycling, and Disposal*	EA	\$ 25.00 -

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	\$ 12.00 -
18	Carcass Collection Pick-Up & Disposal at FDS*	LB	\$ 2.00 -
19	Removal and Disposition - Marine Vessels, Open Boats and Skiffs up to and including 18 feet in length	LF	\$ 42.00 -
20	Removal and Disposition - Marine Vessels, Open Boats and Skiffs Greater than 18 feet but less than and including 35 feet in length	LF	\$ 58.00 -
21	Removal and Disposition - Marine Vessels, Open Boats and Skiffs greater than 35 feet in length	LF	\$ 85.00 -
22	Abandoned Motor Vehicle Removal and Disposition Inclusive of all Towing, Processing and Disposal Costs (Per Vehicle) Note: Disposal of vehicles will be charged at cost	EA	\$ 325.00 -
23	Demolition of Public and/or Private Structures	SF	\$ 3.45 -
24	Emergency Road Clearance, per person/per hour	Hour (s)	\$ 348.00 -

TREE OPERATIONS, INCLUDING HAULING

25	Hazardous Limbs Removal >2", per Tree	EA	\$ 85.00 -
26	Hazardous Trees Removal 6" diameter to 12" diameter, per Tree	EA	\$ 150.00 -
27	Hazardous Trees Removal >12" diameter to 24" diameter, per Tree	EA	\$ 225.00 -
28	Hazardous Trees Removal >24" diameter to 36" diameter, per Tree	EA	\$ 325.00 -
29	Hazardous Trees Removal >36" to 48", per Tree	EA	\$ 395.00 -
30	Hazardous Trees Removal >48", per Tree	EA	\$ 425.00 -
31	Hazardous Stumps Removal >24" – 36"	EA	\$ 350.00 -
32	Hazardous Stumps Removal >36" – 48"	EA	\$ 395.00 -

Note: Items 25-30 are a cut only rate and will be hauled under item 1

Cost Line	Description of Service	Units	Proposed Unit Cost
33	Hazardous Stumps >48"	EA	\$ 425.00 -
34	Stump Fill Dirt <i>Fill dirt for stump holes after removal</i>	CY	\$ 17.00 -
MANAGEMENT AND REDUCTION			
35	Grinding <i>Grinding/chipping vegetative debris</i>	CY	\$ 2.80 -
36	Air Curtain Burning <i>Air Curtain Burning vegetative debris</i>	CY	\$ 1.65 -
37	Open Burning <i>Opening burning vegetative debris</i>	CY	\$ 1.35 -
38	Compacting <i>Compacting vegetative debris</i>	CY	\$ 1.25 -
39	Debris Management - Site Management <i>Preparation, management, and segregating at debris CY management site</i>	CY	\$ 0.95 -
EMERGENCY ROAD CLEARING OF DEBRIS FROM EMERGENCY ACCESS			
40	Backhoe - Rubber Tire Type, J.D. 310 or equal w/bucket & hoe	Hour	\$ 125.00 -
41	Bucket Truck - 50 Ft.	Hour	\$ 165.00 -
42	Bucket Truck - 50' to 75'	Hour	\$ 170.00 -
43	Chipper w/2-man Crew	Hour	\$ 185.00 -
44	Crane - 100 Ton (8 Hr. Minimum)	Hour	\$ 175.00 -
45	Crane - 50 Ton	Hour	\$ 245.00 -
46	Crane 30 Ton or larger	Hour	\$ 325.00 -
47	Dozer -D-6 or equivalent	Hour	\$ 130.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
48	Dozer-CAT D4 or equivalent	Hour	\$ 140.00 -
49	Dozer-Cat D8 or equivalent	Hour	\$ 160.00 -
50	Dump Truck - 5 CY	Hour	\$ 90.00 -
51	Dump Truck - Trailer, 50-80 cubic yard	Hour	\$ 130.00 -
52	Dump Truck-Tandem, 14-18 cubic yard	Hour	\$ 100.00 -
53	Dump Truck-Trailer, 24-40 CY	Hour	\$ 110.00 -
54	Dump Truck-Trailer, 41-60 CY	Hour	\$ 120.00 -
55	Dump Trailer w/Tractor, 30 to 40 CY	Hour	\$ 160.00 -
56	Dump Trailer w/Tractor, 41 to 50 CY	Hour	\$ 170.00 -
57	Dump Trailer w/Tractor, 51 to 60 CY	Hour	\$ 180.00 -
58	Dump Truck - 10 to 15 CY	Hour	\$ 95.00 -
59	Walking Floor Trailer w/Tractor, 100CY	Hour	\$ 195.00 -
60	Equipment Transports	Hour	\$ 110.00 -
61	Excavator - Cat 320 or equivalent	Hour	\$ 135.00 -
62	Excavator - Cat 325 or equivalent	Hour	\$ 135.00 -
63	Excavator - Cat 330 or equivalent	Hour	\$ 135.00 -
64	Excavator - Rubber Tired with debris grapple	Hour	\$ 145.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
65	Farm Tractor w/Box blade	Hour	\$ 85.00 -
66	Feller Bunchers 611 Hydro-Ax or equivalent	Hour	\$ 175.00 -
67	Forklift - Extends Boom with debris grapple	Hour	\$ 85.00 -
68	Jetter Vac Truck	Hour	\$ 195.00 -
69	Loader - Bobcat, 753 or John Deere 648-E with debris grapple or equivalent	Hour	\$ 130.00 -
70	Loader - Front End, 544 or equal with debris grapple or equivalent	Hour	\$ 130.00 -
71	Loader - Knuckle boom -216 Prentice or equivalent	Hour	\$ 175.00 -
72	Loader - Self, Knuckle Boom Truck, 25-35 CY Body	Hour	\$ 385.00 -
73	Loader - Self, Knuckle Boom Truck, 35-45 CY Body	Hour	\$ 395.00 -
74	Loader - Skid Steer-753 Bobcat w/Bucket or equivalent	Hour	\$ 130.00 -
75	Loader - Steer-753 Bobcat Skid with Street Sweeper or equivalent	Hour	\$ 130.00 -
76	Loader - Towed w/Tractor, Prentice 210 or equivalent	Hour	\$ 145.00 -
77	Loader - Wheel JD 644, or equivalent, with debris grapple or equivalent	Hour	\$ 135.00 -
78	Loader - Wheel, Cat 955 or equivalent	Hour	\$ 135.00 -
79	Loader - Wheel, Cat 966 or equivalent	Hour	\$ 135.00 -
80	Loader - Wheel, JD 644, 2-3 CY Articulated w/Bucket or equivalent	Hour	\$ 135.00 -
81	Log skidder-JD 648E, or equivalent	Hour	\$ 100.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
82	Motor Grader-CAT 125 - 140HP or equivalent	Hour	\$ 100.00 -
83	Pickup Truck - Unmanned	Hour	\$ 15.00 -
84	Portable Light Plant	Hour	\$ 20.00 -
85	Power Screen	Hour	\$ 375.00 -
86	Loader-Self, Scraper CAT 623 or equivalent	Hour	\$ 145.00 -
87	Stacking Conveyor	Hour	\$ 95.00 -
88	Stump Grinder/ Vermeer 252 or equivalent	Hour	\$ 135.00 -
89	Street Sweeper	Hour	\$ 95.00 -
90	Sweeper – open air broom	Hour	\$ 95.00 -
91	Track hoe 690 J.D. or equivalent	Hour	\$ 135.00 -
92	Truck - 1 ton Pickup	Day	\$ 30.00 -
93	Truck - 1/2-ton Pickup	Day	\$ 35.00 -
94	Truck - 3/4-ton Pickup	Day	\$ 40.00 -
95	Truck - 6 Wheel Drive Heavy Off Roads	Hour	\$ 65.00 -
96	Truck - Box	Day	\$ 60.00 -
97	Truck - Service	Hour	\$ 70.00 -
98	Truck - Supplies	Hour	\$ 70.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
99	Truck - Water	Hour	\$ 100.00 -
100	Utility Van	Day	\$ 40.00 -
101	Other (List) Work Boat		\$ 195.00 -
102	Other (List) Self Loader Trailer - 30+ CY's		\$ 75.00 -
PERSONNEL RATES			
103	Traffic Control Personnel	Hour	\$ 60.00 -
104	Laborer	Hour	\$ 60.00 -
105	Survey Person w/Truck	Hour	\$ 75.00 -
106	Inspector w/Vehicle	Hour	\$ 70.00 -
107	Chainsaw w/Operator	Hour	\$ 65.00 -
108	Foreman w/Truck	Hour	\$ 70.00 -
109	Superintendent w/Truck	Hour	\$ 70.00 -
110	Climber w/Gear	Hour	\$ 75.00 -
111	Mechanic w/Truck and Tools	Hour	\$ 80.00 -
112	Ticket Writers / Individual	Hour	\$ 45.00 -
113	Clerical / Individual	Hour	\$ 45.00 -
114	Program Management Services – Professional	Hour	\$ 80.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
115	Program Management Services – Administrative	Hour	\$ 60.00 -
116	Other (List) Boat Captain	Hour	\$ 90.00 -
117	Other (List) Deck Hand	Hour	\$ 70.00 -
118	Other (List) ROE Administrator ROE Documentation Manager	Hour	\$ 80.00 - 70.00

**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



TAB F - LICENSES

P&J is a national contractor that is licensed in all 50 states and has been providing Debris Management/Disaster Recovery services for over 40 years. Our headquarters is located in Knoxville, Tennessee and we have a regional office in Pasco County, FL only 4.5 hours from Franklin County. P&J will obtain all required licenses and/or permits prior to the start of any work within the City. No industry-specific licenses or certifications are required to perform disaster debris removal services.

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





State of Florida

Department of State

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

The document number of this corporation is 832152.

I further certify that said corporation has paid all fees due this office through December 31, 2024, that its most recent annual report/uniform business report was filed on April 29, 2024, and that its status is active.

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

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Nineteenth day of June, 2024*




Secretary of State

Tracking Number: 6367763653CU

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

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



TAB G - INSURANCE

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

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

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



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
7/26/2024

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.

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.

Table with columns for PRODUCER, CONTACT NAME, PHONE, FAX, E-MAIL, ADDRESS, INSURER(S) AFFORDING COVERAGE, and NAIC #.

COVERAGES CERTIFICATE NUMBER: 200241336 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.

Main table with columns: INSR LTR, TYPE OF INSURANCE, ADDL INSD, SUBR, WVD, POLICY NUMBER, POLICY EFF, POLICY EXP, LIMITS.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Automobile Liability Limits for Florida Auto Exposure Only effective 6/1/24 - 6/1/25:
\$5,000,000 - National Fire Insurance Company of Hartford (A), Policy #BUA6081134529

Table with columns: CERTIFICATE HOLDER and CANCELLATION.



TAB H REQUIRED DOCUMENTS

The following required documents are provided on the following pages:

- Proposer's Information Sheet
- No Response Form (N/A)
- Contact for Contract Administration Form
- Proposer's Certification
- Addendum Acknowledgement
- Business Entity Affidavit
- 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 List
- Certification for Contracts, Grants, Loans and Cooperative Agreements
- E-Verify Compliance Form
- Professional References
- MWBE Participation Statement
- W-9 Form
- Unit Cost Fee Rate Schedule



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? North Carolina
Name as spelled in that State. Phillips and Jordan, Inc.

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: 832152

Does it use a registered fictitious name? YES or NO

Name of Officers:

President: <u>J. Patrick McMullen</u>	Secretary: <u>James F. Rose</u>
Vice President: <u>Art Phelps</u>	Treasurer: <u>Jason Garner</u>
Director: _____	Director: _____
Other: _____	Other: _____

*See full listing of Officers on attached Corporate Resolution

Name of Corporation (As used in Florida): Phillips and Jordan, Inc.
(Spelled exactly as it is registered with the State or Federal Government)

Corporate Address:

Post Office Box: 10142 Parkside Drive, Suite 500
 City, State, Zip: Knoxville, TN 37922
 Street Address: 10142 Parkside Drive, Suite 500
 City, State, Zip: Knoxville, TN 37922

(Please provide Post Office Box and Street Address for mail and/or express delivery; also, for recorded instruments involving land)

Federal Identification Number: 56-0694573
(For all instruments to be recorded, taxpayer's identification is needed)

Name of Individual who will sign the instrument on behalf of the Company:

Morgan Pierce
(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, Power



**UNANIMOUS WRITTEN CONSENT
OF THE BOARD OF DIRECTORS**

January 1, 2024

The undersigned, being all of the members of the Board of Directors (the "Board") of Phillips and Jordan, Incorporated, a North Carolina corporation (the "Corporation"), acting by written consent without a meeting pursuant to Section 55-8-21 of the North Carolina Business Corporation Act, do hereby take the following actions on behalf of the Corporation:

Appointment of Officers

The Board of Directors hereby appoint the following individuals to serve as Officers of the Corporation in the positions set forth beside their respective names below to hold office until his or her successor shall have been duly elected and shall have qualified, or until the death or resignation of any such officer, or until any such officer shall have been removed in the manner provided in the Bylaws of the Corporation:

Avis A. Phillips	Chairman
William T. Phillips, Jr.	Vice Chairman and Chief Executive Officer
J. Patrick McMullen	President
Bryan McIsaac	Chief Financial Officer
Morgan Pierce	President, Power
Gerry Arvidson	President, Heavy Civil
Art Phelps	Senior Vice President
Eric Hedrick	Senior Vice President of Operations
Pat Williams	Senior Vice President of Operations
Robert Ertle	Senior Vice President of Operations
Scotty Orr	Vice President of Operations
Mario Vir	Vice President of Operations
Wesley Compo	Vice President of Operations
Jason Garner	Vice President, Controller and Treasurer
Russell Page Riley	Vice President
Michael P. Hoke	Vice President
Matthew Wagley	Vice President
Lee Taylor	Vice President
Heath Stone	Vice President
Paul Lacy	Vice President
James F. Rose	Secretary
Christina M. Eddings	Assistant Secretary
Alex Clarke	Assistant Secretary



Officers Authorized to Execute Contracts on Behalf of the Corporation

The Board of Directors hereby directs that the Officers listed below are the Officers authorized by the Corporation to sign, execute and deliver construction proposals, construction contracts and other contracts related to the business of the Corporation, and any and all documents related thereto, on behalf of the Corporation:

Avis A. Phillips	Chairman
William T. Phillips, Jr.	Vice Chairman and Chief Executive Officer
J. Patrick McMullen	President
Morgan Pierce	President, Power
Gerry Arvidson	President, Heavy Civil
Art Phelps	Senior Vice President
Matt Wagley	Vice President

The Board hereby directs that an executed copy of this Unanimous Written Consent shall be filed with the minutes of the proceedings of the Board.

This Unanimous Written Consent may be signed in two or more counterparts, each of which shall be deemed an original, and all of which shall be deemed one instrument.

IN WITNESS WHEREOF, the undersigned Directors have duly executed this Unanimous Written Consent as of the date first written above.



Avis A. Phillips



William T. Phillips, Jr.



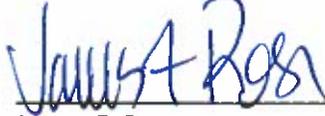
J. Patrick McMullen



Lesa P. Whitson



C. Lamar Shuter, Jr.



James F. Rose



Morgan Pierce



Gerry Arvidson

N/A

"NO RESPONSE"

If your firm is unable to provide a submittal, please complete and return this form prior to date shown for receipt and return to:

Franklin County Emergency Management
28 Airport Road
Apalachicola, FL 32320
OR
jenniferd@franklincountyflorida.com

We have declined to propose for the following reason(s):

- _____ We do not offer this service/product
- _____ Our schedule would not permit us to perform
- _____ Unable to meet specifications
- _____ Unable to meet bond/insurance requirements
- _____ Specifications unclear (please explain below)
- _____ Other (please specify below)

REMARKS _____

Print Name and Title

Company Name

Address

Business Phone

E-mail



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: Morgan Pierce

TITLE: President, Power

COMPANY NAME: Phillips and Jordan, Inc.

ADDRESS: 10142 Parkside Drive, Suite 500

CITY: Knoxville

STATE: Tennessee **ZIP:** 37922

TELEPHONE NUMBER: 865-688-8342

FAX NUMBER: 865-688-8369

EMAIL: disasterservices@pandj.com

SIGNATURE: 

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:**

<u>Phillips and Jordan, Inc.</u> NAME OF BUSINESS	<u>10142 Parkside Drive, Suite 500</u> MAILING ADDRESS
 AUTHORIZED SIGNATURE	<u>Knoxville, TN 37922</u> CITY, STATE & ZIP CODE
<u>Morgan Pierce</u> NAME, TITLE, TYPED	<u>865-688-8342</u> TELEPHONE NUMBER / FAX NUMBER
<u>56-0694573</u> FEDERAL IDENTIFICATION #	<u>disasterservices@pandj.com</u> E-MAIL ADDRESS

STATE OF FLORIDA
COUNTY OF Knox

The foregoing instrument was acknowledged before me this 31 day of July, 2024 by Morgan Pierce who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires:

11/23/2025



Name typed, printed or stamped Samantha Kriews
My Commission Expires: 11/23/2025

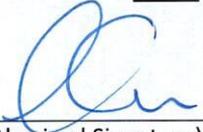
Attachment 'F'

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> 7/29 </u>	Addendum #	<u> </u>	Date:	<u> </u>
Addendum #	<u> </u>	Date:	<u> </u>	Addendum #	<u> </u>	Date:	<u> </u>



(Authorized Signature)

 July 31, 2024

(Date)

 Morgan Pierce

(Print Name)

STATE OF ~~FLORIDA~~ Tennessee
COUNTY OF Knox

The foregoing instrument was acknowledged before me this 31 day of July , 2024 by Morgan Pierce who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires: 11/23/2025

 Samantha Kriews

Notary Public



**BUSINESS ENTITY AFFIDAVIT
(VENDOR/BIDDER DISCLOSURE)**

I, Morgan Pierce, 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:

56-0694573
Federal Employer Identification Number (If none, Social Security Number)

Phillips and Jordan, Inc.
Name of Entity, Individual, Partners or Corporation

10142 Parkside Drive, Suite 500 Knoxville, TN 37922
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:

Full Legal Name	Address	Ownership
<u>Avis A. Phillips</u>	<u>10142 Parkside Drive, Suite 500 Knoxville, TN 37922</u>	<u>100</u> %
Note: 100% of the voting stock of Phillips Infrastructure Holdings, Inc. is owned by Avis A. Phillips.		
		%
		%

- 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:

None

[Signature]
Signature of Affiant

July 31, 2024
Date

STATE OF Tennessee
COUNTY OF Knox

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this July 31, 2024 (date) by Morgan Pierce (name of officer or agent, title of officer or agent) of Phillips and Jordan, Inc. (name of corporation acknowledging), a North Carolina (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]



Samantha Kriews
Notary Public
Samantha Kriews
Name typed, printed or stamped
My Commission Expires: 11/23/2025

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.

(The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that Phillips and Jordan, 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...
2. Inform employees about the dangers of drug abuse in the workplace...
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...
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...
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: [Signature] Date July 31, 2024

Print or Type Name/Title Morgan Pierce - President, Power

STATE OF Tennessee
COUNTY OF Knox

The foregoing instrument was acknowledged before me by means of [X] physical presence or [] online notarization, this 7/31/24 (date) by Morgan Pierce (name of officer or agent, title of officer or agent) of Phillips and Jordan, Inc. (name of corporation acknowledging), a North Carolina (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]



[Signature]
Notary Public

Samantha Kriews
Name typed, printed or stamped

My Commission Expires: 11/23/2025

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:

Morgan Pierce - President, Power

(print individual's name and title)

for: Phillips and Jordan, Inc.

(print name of entity submitting sworn statement)

whose business address is: 10142 Parkside Drive, Suite 500 Knoxville, TN 37922

and (if applicable) its Federal Employer Identification Number (FEIN) is: 56-0694573

*(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.

Signature

STATE OF Tennessee
COUNTY OF Knox

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this July 31, 2024 (date) by Morgan Pierce (name of officer or agent, title of officer or agent) of Phillips and Jordan Inc. (name of corporation acknowledging), a North Carolina (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]



Samantha Kriews
Notary Public
Samantha Kriews
Name typed, printed or stamped
My Commission Expires: 11/23/2025

Attachment 'F'

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

Phillips and Jordan, Inc., Morgan Pierce - President, Power, * 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.



Authorized Signature

July 31, 2024

Date

Morgan Pierce - President, Power

(Print Name)

STATE OF ~~FLORIDA~~ Tennessee
COUNTY OF Knox

The foregoing instrument was acknowledged before me this 31 day of July, 2024 by Morgan Pierce, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires: 11/23/2025



Notary Public

*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.

**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:

Morgan Pierce - President, Power

(print individual's name and title)

for: Phillips and Jordan, Inc.

(print name of entity submitting sworn statement)

whose business address is: 10142 Parkside Drive, Suite 500 Knoxville, TN 37922

and (if applicable) its Federal Employer Identification Number (FEIN) is: 56-0694573

(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.

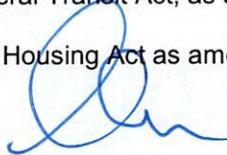
The Americans with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat327,42USC1210112213 and 47 USC Sections 225 and 661 including Title I, Employment; Title II, Public Services; Title III, Public Accommodations and Services Operated by Private entities; Title IV, Telecommunications; and Title 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 42USC Section 3601-3631.

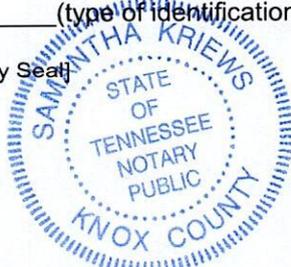


Signature

STATE OF Tennessee
COUNTY OF knox

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this 7/31/24 (date) by Morgan Pierce (name of officer or agent, title of officer or agent) of Phillips and Jordan Inc. (name of corporation acknowledging), a North Carolina (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]



Samantha Krieves
Notary Public

Samantha Krieves
Name typed, printed or stamped

My Commission Expires: 11/23/2025

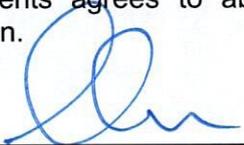
NO LOBBYING AFFIDAVIT

STATE OF ~~FLORIDA~~ Tennessee
COUNTY OF Knox

This 31 day of July, 20 24,
Morgan Pierce

being first duly sworn, deposes and says that he/she is the authorized representative of _____

Phillips and Jordan, 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.



Affiant

Morgan Pierce - President, Power
Print / Type Name & Title

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this July 31, 2024 (date) by Morgan Pierce (name of officer or agent, title of officer or agent) of Phillips and Jordan Inc. (name of corporation acknowledging), a North Carolina (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: 11/23/2025

Samantha Kriews
Notary Signature

Samantha Kriews



VENDOR CERTIFICATION
REGARDING SCRUTINIZED
COMPANIES LISTS

Respondent Vendor Name: Phillips and Jordan, Inc.

Vendor FEIN: 56-0694573

Vendor's Authorized Representative Name and Title: Morgan Pierce - President, Power

Address: 10142 Parkside Drive, Suite 500

City: Knoxville State: TN Zip: 37922

Phone Number: 865-688-8342

Email Address: disasterservices@pandj.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: Morgan Pierce - President, Power

who is authorized to sign on behalf of the above referenced company.

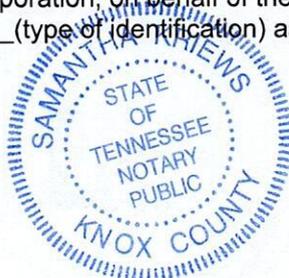
Authorized Signature Print Name and Title: Morgan Pierce - President, Power

Date: July 31, 2024

STATE OF Tennessee
COUNTY OF Knox

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this July 31, 2024 (date) by Morgan Pierce (name of officer or agent, title of officer or agent) of Phillips and Jordan, Inc. (name of corporation acknowledging), a North Carolina (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]



Samantha Kriews
Notary Public
Samantha Kriews
Name typed, printed or stamped
My Commission Expires: 11/23/2025

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.

AFFIANT

Morgan Pierce - President, Power

Typed Name of AFFIANT / AFFIANT Title

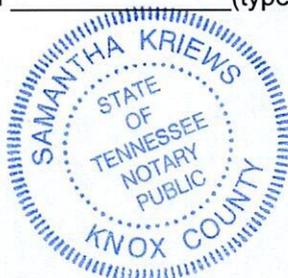
July 31, 2024

Date

STATE OF Tennessee
COUNTY OF Knox

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this July 31, 2024 (date) by Morgan Pierce (name of officer or agent, title of officer or agent) of Phillips and Jordan Inc (name of corporation acknowledging), a North Carolina (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]



Samantha Krieves

Notary Public

Samantha Krieves

Name typed, printed or stamped

My Commission Expires: 11/23/2025

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:

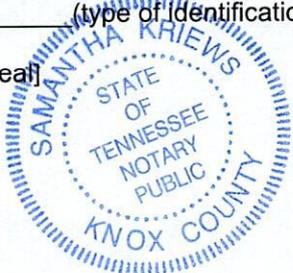
- a) All persons employed by Vendor/Consultant/Contractor to perform employment duties within Florida during the term of the contract; and
b) All persons (including subvendors/subconsultants/subcontractors) assigned by Vendor/Consultant/Contractor to perform work pursuant to the contract with the Department. 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: Phillips and Jordan, Inc.
Authorized Signature: [Signature] Print Name: Morgan Pierce
Title: President, Power Date: July 31, 2024
Phone: 865-688-8342 Email: disasterservices@pandj.com

STATE OF Tennessee
COUNTY OF Knox

The foregoing instrument was acknowledged before me by means of [X] physical presence or [] online notarization, this July 31, 2024 (date) by Morgan Pierce (name of officer or agent, title of officer or agent) of Phillips and Jordan Inc. (name of corporation acknowledging), a North Carolina (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]



[Signature]
Notary Public
Name typed, printed or stamped
My Commission Expires: 11/23/2025

Attachment 'F'

PROFESSIONAL REFERENCES

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

1

Company Name:	Desoto County, FL
Contact Person:	Cindy Talamantez
City, State:	Arcadia, FL
Telephone Number:	863-993-4800
Email Address:	c.talamantez@desotobocc.com
Description of goods or services provided:	Hurricane Ian - Debris Management and Removal
Contract Amount:	\$12,180,174
Contract Dates:	October 2022-January 2023

2

Company Name:	City of New Smyrna Beach, FL
Contact Person:	David Ray
City, State:	New Smyrna Beach, FL
Telephone Number:	386-424-2202
Email Address:	dray@cityofnsb.com
Description of goods or services provided:	Hurricane Ian - Debris Management and Removal
Contract Amount:	\$2,284,583
Contract Dates:	October-December 2022

3

Company Name:	Pasco County, FL
Contact Person:	Tim Treshler
City, State:	Spring Hill, FL
Telephone Number:	727-847-2411 Ext. 2060
Email Address:	ttreshler@pascocountyfl.net
Description of goods or services provided:	Hurricane Idalia - Debris Removal, Management and Disposal
Contract Amount:	\$81,481.16
Contract Dates:	August-September 2023

Attachment 'F'

MWBE PARTICIPATION STATEMENT

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

Description: Disaster Debris Removal and Disposal Services

Contractor Name: Phillips and Jordan, Inc.

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

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

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

DBE Sub-Contractor	Type of Work/Commodity
<u>BKW, Inc.</u>	<u>Debris Collection, Hauling, Demolition</u>
<u>Emerald Coast Site Construction</u>	<u>Hauling</u>
<u>Optimum Services, Inc.</u>	<u>Debris Collection & Hauling</u>
<u>Siboney Contracting Co.</u>	<u>Debris Collection & Hauling</u>
<u>*Additional DBE Subs TBD</u>	<u> </u>
<u> </u>	<u> </u>


(Authorized Signature)

Morgan Pierce
(Print Name)

July 31, 2024
(Date)

Request for Taxpayer Identification Number and Certification

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

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

Print or type. See Specific Instructions on page 3.	<p>1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Phillips and Jordan, Inc.</p> <p>2 Business name/disregarded entity name, if different from above</p>	
	<p>3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.</p> <p><input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input checked="" type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate</p> <p><input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____</p> <p>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</p> <p><input type="checkbox"/> Other (see instructions) ▶ _____</p>	<p>4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) _____</p> <p>Exemption from FATCA reporting code (if any) _____</p> <p><small>(Applies to accounts maintained outside the U.S.)</small></p>
	<p>5 Address (number, street, and apt. or suite no.) See instructions. 10142 Parkside Drive, Suite 500</p> <p>6 City, state, and ZIP code Knoxville, TN 37922</p>	<p>7 List account number(s) here (optional)</p> <p>Requester's name and address (optional)</p>

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. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
or									
Employer identification number									
5	6	-	0	6	9	4	5	7	3

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 ▶ <i>Samantha Krueger</i>	Date ▶ <i>1/2/2024</i>
------------------	--	------------------------

General Instructions

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

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

Purpose of Form

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

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
 - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
 - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
 - Form 1099-S (proceeds from real estate transactions)
 - Form 1099-K (merchant card and third party network transactions)
 - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
 - Form 1099-C (canceled debt)
 - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

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

Cost Line	Description of Service	Units	Proposed Unit Cost
	DEBRIS REMOVAL SERVICES		
1	Vegetative Storm Debris Removal from ROW to DDMS	CY	\$ 8.45 -
2	Vegetative Storm Debris Processing at DDMS	CY	\$ 3.75 -
3	Vegetative Storm Debris Haul-Out to FDS	CY	\$ 4.45 -
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 Thru -
6	Construction and Demolition Storm Debris Removal to FDS, or to DDMS as approved by County	CY	\$ 8.95 -
7	Construction & Demolition Storm Debris Processing at DDMS, if approved by County	CY	\$ 1.95 -
8	Construction & Demolition Storm Debris Haul-Out from DDMS to FDS, if approved by County	CY	\$ 4.45 -
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 Thru -
11	Waterway and Marine Debris Removal, Processing, and Haul-out to FDS <i>Debris removal from canals, rivers, creeks, streams & ditches</i>	CY	\$ 84.00 -
12	Sand Collection, Screening and Replacement or Disposal <i>Pick up, screen and return debris laden sand/mud/dirt/rock</i>	CY	\$ 17.00 -
13	White Goods Storm Debris Removal, Processing and Haul-Out to FDS*	EA	\$ 65.00 -
14	Hazardous Waste Pick-Up, Processing, and Disposal at approved site*	LB	\$ 7.00 -
15	E-Waste Storm Debris Removal, Processing, and Haul-Out to FDS*	LB	\$ 49.00 -
16	Freon Management, Recycling, and Disposal*	EA	\$ 25.00 -

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	\$ 12.00 -
18	Carcass Collection Pick-Up & Disposal at FDS*	LB	\$ 2.00 -
19	Removal and Disposition - Marine Vessels, Open Boats and Skiffs up to and including 18 feet in length	LF	\$ 42.00 -
20	Removal and Disposition - Marine Vessels, Open Boats and Skiffs Greater than 18 feet but less than and including 35 feet in length	LF	\$ 58.00 -
21	Removal and Disposition - Marine Vessels, Open Boats and Skiffs greater than 35 feet in length	LF	\$ 85.00 -
22	Abandoned Motor Vehicle Removal and Disposition Inclusive of all Towing, Processing and Disposal Costs (Per Vehicle) Note: Disposal of vehicles will be charged at cost	EA	\$ 325.00 -
23	Demolition of Public and/or Private Structures	SF	\$ 3.45 -
24	Emergency Road Clearance, per person/per hour	Hour (s)	\$ 348.00 -

TREE OPERATIONS, INCLUDING HAULING

25	Hazardous Limbs Removal >2", per Tree	EA	\$ 85.00 -
26	Hazardous Trees Removal 6" diameter to 12" diameter, per Tree	EA	\$ 150.00 -
27	Hazardous Trees Removal >12" diameter to 24" diameter, per Tree	EA	\$ 225.00 -
28	Hazardous Trees Removal >24" diameter to 36" diameter, per Tree	EA	\$ 325.00 -
29	Hazardous Trees Removal >36" to 48", per Tree	EA	\$ 395.00 -
30	Hazardous Trees Removal >48", per Tree	EA	\$ 425.00 -
31	Hazardous Stumps Removal >24" – 36"	EA	\$ 350.00 -
32	Hazardous Stumps Removal >36" – 48"	EA	\$ 395.00 -

Note: Items 25-30 are a cut only rate and will be hauled under item 1

Cost Line	Description of Service	Units	Proposed Unit Cost
33	Hazardous Stumps >48"	EA	\$ 425.00 -
34	Stump Fill Dirt <i>Fill dirt for stump holes after removal</i>	CY	\$ 17.00 -
MANAGEMENT AND REDUCTION			
35	Grinding <i>Grinding/chipping vegetative debris</i>	CY	\$ 2.80 -
36	Air Curtain Burning <i>Air Curtain Burning vegetative debris</i>	CY	\$ 1.65 -
37	Open Burning <i>Opening burning vegetative debris</i>	CY	\$ 1.35 -
38	Compacting <i>Compacting vegetative debris</i>	CY	\$ 1.25 -
39	Debris Management - Site Management <i>Preparation, management, and segregating at debris CY management site</i>	CY	\$ 0.95 -
EMERGENCY ROAD CLEARING OF DEBRIS FROM EMERGENCY ACCESS			
40	Backhoe - Rubber Tire Type, J.D. 310 or equal w/bucket & hoe	Hour	\$ 125.00 -
41	Bucket Truck - 50 Ft.	Hour	\$ 165.00 -
42	Bucket Truck - 50' to 75'	Hour	\$ 170.00 -
43	Chipper w/2-man Crew	Hour	\$ 185.00 -
44	Crane - 100 Ton (8 Hr. Minimum)	Hour	\$ 175.00 -
45	Crane - 50 Ton	Hour	\$ 245.00 -
46	Crane 30 Ton or larger	Hour	\$ 325.00 -
47	Dozer -D-6 or equivalent	Hour	\$ 130.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
48	Dozer-CAT D4 or equivalent	Hour	\$ 140.00 -
49	Dozer-Cat D8 or equivalent	Hour	\$ 160.00 -
50	Dump Truck - 5 CY	Hour	\$ 90.00 -
51	Dump Truck - Trailer, 50-80 cubic yard	Hour	\$ 130.00 -
52	Dump Truck-Tandem, 14-18 cubic yard	Hour	\$ 100.00 -
53	Dump Truck-Trailer, 24-40 CY	Hour	\$ 110.00 -
54	Dump Truck-Trailer, 41-60 CY	Hour	\$ 120.00 -
55	Dump Trailer w/Tractor, 30 to 40 CY	Hour	\$ 160.00 -
56	Dump Trailer w/Tractor, 41 to 50 CY	Hour	\$ 170.00 -
57	Dump Trailer w/Tractor, 51 to 60 CY	Hour	\$ 180.00 -
58	Dump Truck - 10 to 15 CY	Hour	\$ 95.00 -
59	Walking Floor Trailer w/Tractor, 100CY	Hour	\$ 195.00 -
60	Equipment Transports	Hour	\$ 110.00 -
61	Excavator - Cat 320 or equivalent	Hour	\$ 135.00 -
62	Excavator - Cat 325 or equivalent	Hour	\$ 135.00 -
63	Excavator - Cat 330 or equivalent	Hour	\$ 135.00 -
64	Excavator - Rubber Tired with debris grapple	Hour	\$ 145.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
65	Farm Tractor w/Box blade	Hour	\$ 85.00 -
66	Feller Bunchers 611 Hydro-Ax or equivalent	Hour	\$ 175.00 -
67	Forklift - Extends Boom with debris grapple	Hour	\$ 85.00 -
68	Jetter Vac Truck	Hour	\$ 195.00 -
69	Loader - Bobcat, 753 or John Deere 648-E with debris grapple or equivalent	Hour	\$ 130.00 -
70	Loader - Front End, 544 or equal with debris grapple or equivalent	Hour	\$ 130.00 -
71	Loader - Knuckle boom -216 Prentice or equivalent	Hour	\$ 175.00 -
72	Loader - Self, Knuckle Boom Truck, 25-35 CY Body	Hour	\$ 385.00 -
73	Loader - Self, Knuckle Boom Truck, 35-45 CY Body	Hour	\$ 395.00 -
74	Loader - Skid Steer-753 Bobcat w/Bucket or equivalent	Hour	\$ 130.00 -
75	Loader - Steer-753 Bobcat Skid with Street Sweeper or equivalent	Hour	\$ 130.00 -
76	Loader - Towed w/Tractor, Prentice 210 or equivalent	Hour	\$ 145.00 -
77	Loader - Wheel JD 644, or equivalent, with debris grapple or equivalent	Hour	\$ 135.00 -
78	Loader - Wheel, Cat 955 or equivalent	Hour	\$ 135.00 -
79	Loader - Wheel, Cat 966 or equivalent	Hour	\$ 135.00 -
80	Loader - Wheel, JD 644, 2-3 CY Articulated w/Bucket or equivalent	Hour	\$ 135.00 -
81	Log skidder-JD 648E, or equivalent	Hour	\$ 100.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
82	Motor Grader-CAT 125 - 140HP or equivalent	Hour	\$ 100.00 -
83	Pickup Truck - Unmanned	Hour	\$ 15.00 -
84	Portable Light Plant	Hour	\$ 20.00 -
85	Power Screen	Hour	\$ 375.00 -
86	Loader-Self, Scraper CAT 623 or equivalent	Hour	\$ 145.00 -
87	Stacking Conveyor	Hour	\$ 95.00 -
88	Stump Grinder/ Vermeer 252 or equivalent	Hour	\$ 135.00 -
89	Street Sweeper	Hour	\$ 95.00 -
90	Sweeper – open air broom	Hour	\$ 95.00 -
91	Track hoe 690 J.D. or equivalent	Hour	\$ 135.00 -
92	Truck - 1 ton Pickup	Day	\$ 30.00 -
93	Truck - 1/2-ton Pickup	Day	\$ 35.00 -
94	Truck - 3/4-ton Pickup	Day	\$ 40.00 -
95	Truck - 6 Wheel Drive Heavy Off Roads	Hour	\$ 65.00 -
96	Truck - Box	Day	\$ 60.00 -
97	Truck - Service	Hour	\$ 70.00 -
98	Truck - Supplies	Hour	\$ 70.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
99	Truck - Water	Hour	\$ 100.00 -
100	Utility Van	Day	\$ 40.00 -
101	Other (List) Work Boat		\$ 195.00 -
102	Other (List) Self Loader Trailer - 30+ CY's		\$ 75.00 -
PERSONNEL RATES			
103	Traffic Control Personnel	Hour	\$ 60.00 -
104	Laborer	Hour	\$ 60.00 -
105	Survey Person w/Truck	Hour	\$ 75.00 -
106	Inspector w/Vehicle	Hour	\$ 70.00 -
107	Chainsaw w/Operator	Hour	\$ 65.00 -
108	Foreman w/Truck	Hour	\$ 70.00 -
109	Superintendent w/Truck	Hour	\$ 70.00 -
110	Climber w/Gear	Hour	\$ 75.00 -
111	Mechanic w/Truck and Tools	Hour	\$ 80.00 -
112	Ticket Writers / Individual	Hour	\$ 45.00 -
113	Clerical / Individual	Hour	\$ 45.00 -
114	Program Management Services – Professional	Hour	\$ 80.00 -

Cost Line	Description of Service	Units	Proposed Unit Cost
115	Program Management Services – Administrative	Hour	\$ 60.00 -
116	Other (List) Boat Captain	Hour	\$ 90.00 -
117	Other (List) Deck Hand	Hour	\$ 70.00 -
118	Other (List) ROE Administrator ROE Documentation Manager	Hour	\$ 80.00 - 70.00

**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



THANK YOU

disasterservices@pandj.com
P: 800.955.0876
F: 865.688.8369

10142 Parkside Drive
Suite 500
Knoxville, TN 37922
pandj.com